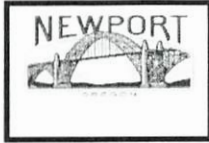


3770



**AUTHORIZATION FOR AGREEMENTS, MOUs, OR OTHER DOCUMENTS OBLIGATING THE CITY**

All contracts, agreements, grant agreements, memoranda of understanding, or any document obligating the city (with the exception of purchase orders), requires the completion of this form. The City Manager will sign these documents after all other required information and signatures are obtained.

Document: Contract with Executive Consultant Date: 8-15-2024

Statement of Purpose: for Recruitment of Police Chief

Department Head Signature: [Signature]

Remarks, if any: \_\_\_\_\_

City Attorney Review and Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Other Signatures as Requested by the City Attorney: \_\_\_\_\_

	Signature	Name/Position	Date:
Budget Confirmed:	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>		<u>101-1070-60900</u>
Certificate of Insurance Attached:	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>		
City Council Approval Needed:	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		Date: _____

After all the above requested information is complete and signatures obtained, return this form, along with the original document to the City Manager for signature. No documents should be executed prior to the City Manager's approval as evidenced by signature of this document.

City Manager Signature: [Signature] Date: \_\_\_\_\_

Once all signatures and certificates of insurance have been obtained, return this document, along with the original, fully-executed agreement, MOU, or other document to the City Recorder. A copy of grant agreement and all project funding documents, must be forwarded to the Finance Department for tracking and audit purposes.

City Recorder Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Date posted on website: \_\_\_\_\_

# JENSEN STRATEGIES

## LETTER OF AGREEMENT

August 14, 2024

Nina Vetter  
City Manager  
City of Newport  
169 SW Coast Hwy  
Newport, OR 97365

RE: Police Chief Recruitment Services

Dear Ms. Vetter,

This letter represents an agreement between the City of Newport (City) and Jensen Strategies, LLC (Consultant) to provide Police Chief recruitment services. The Scope of Work (Attachment A), provides a delineation of the services to be performed by the Consultant.

Both parties agree:

- A. This agreement is effective on August 14, 2024 or on a date at which the parties identified below have signed this agreement, whichever is later.
- B. The work outlined in Attachment A of this agreement shall be completed unless otherwise terminated or extended, on or before December 31, 2024.
- C. The City agrees to pay the Consultant professional fees not to exceed \$24,000 and estimated direct expenses of \$5,500 as described in Attachment A. The Consultant will invoice the City monthly by email for any work completed or direct expenses executed within the parameters of this Agreement. The City agrees to pay monthly invoices within 30 days of receipt.
- D. The Consultant will maintain the following minimum limits of insurance: (a) General commercial liability insurance \$2,000,000 aggregate; and (b) Workers compensation insurance for \$1,000,000.
- E. The Consultant will abide by the one-year guarantee as described in Attachment A.
- F. The Consultant shall comply with all federal, state, and local laws and ordinances applicable to the work under this Agreement.
- G. The Consultant will not be liable for any violations of state or federal hiring laws (e.g. veterans' preference, protected class, etc.) resulting from City representatives willfully ignoring information and instructions on such legal requirements provided by the Consultant prior to such violation occurring.



- H. The Consultant shall not be deemed in default nor liable for damages arising from its failure to perform its duties or obligations if such failure is due to causes beyond its reasonable control, including acts of God, acts of civil or military authorities, fires, floods, windstorms, earthquakes, strikes or labor disputes.
- I. The City and Consultant, by mutual written consent, may terminate this agreement at any time. The City or the Consultant, with 15 days written notice to the other party, may solely terminate this agreement.
- J. If this agreement is terminated prior to completion of the work, the City shall pay the Consultant for any work performed and expenses executed in accordance with the Agreement prior to the termination date.
- K. The delivery of signatures to this Agreement by facsimile transmission or other electronic means shall be binding as original signatures.
- L. No modification of this Agreement shall be effective unless agreed to in writing and signed by authorized representatives of both parties.

The City of Newport and Jensen Strategies, LLC hereby agree to the terms of items A through L above.

Signed and dated:

JENSEN STRATEGIES, LLC

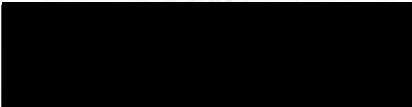
CITY OF NEWPORT

\_\_\_\_\_



Signature

Erik Jensen, Principal



city manager

Name / Title

574 0603

Phone

\_\_\_\_\_

Date

nvetter@newportoregon.gov

Email

8/20/24

Date

- H. The Consultant shall not be deemed in default nor liable for damages arising from its failure to perform its duties or obligations if such failure is due to causes beyond its reasonable control, including acts of God, acts of civil or military authorities, fires, floods, windstorms, earthquakes, strikes or labor disputes.
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- L. No modification of this Agreement shall be effective unless agreed to in writing and signed by authorized representatives of both parties.

The City of Newport and Jensen Strategies, LLC hereby agree to the terms of items A through L above.

Signed and dated:

JENSEN STRATEGIES, LLC


  
\_\_\_\_\_



8/20/24  
\_\_\_\_\_

Date

CITY OF NEWPORT

  
\_\_\_\_\_

Signature

City manager  
\_\_\_\_\_

Name / Title

574 0603  
\_\_\_\_\_

Phone

nvh@newportoregon.gov  
\_\_\_\_\_

Email

8/20/24  
\_\_\_\_\_

Date



# ATTACHMENT A

## Newport City Manager Recruitment Scope of Work

---

**Overview:** Our objective is to help you select the best candidate to serve as the City of Newport's next Police Chief. 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 Newport (City), following a process designed to make the best use of your time and resources.

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

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

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

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

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

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

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

*Deliverables: Up to 15 stakeholder interviews.*

- 1.4 Stakeholder Meetings and Surveys:** We will conduct online surveys of Police Department staff not interviewed and community members to solicit their input on the desired attributes for the next Police Chief. We have the ability to work with either our contractors or existing City vendors to provide Spanish written translation services for these surveys if desired. City staff will be responsible for promoting the two online surveys.

*Deliverables: Two online surveys for Police staff and public input.*

- 2.1 Initial Candidate Profile Draft:** Drawing upon the input gathered from our interviews and surveys, we will develop a draft candidate profile containing the knowledge, skills, abilities, education, and work experience desired for the position, as well as more intangible traits such as management approach and personality. A salary comparison is available if desired.

*Deliverables: Candidate profile initial draft and optional comparable salary research.*

- 1.5 Draft Finalization:** We will discuss the draft candidate profile with the current City Manager and/or designated staff, to validate and finalize the profile. These discussions may take place over email, conference calls and/or Zoom meetings.

*Deliverables: Emails, conference calls, and/or Zoom meetings as necessary to finalize the candidate profile draft. Final draft of candidate profile.*

## **Phase 2: Position Advertisement**

- 2.1 Recruitment Brochure Development:** Our team will develop a professional, comprehensive recruitment brochure designed to attract high quality applicants. Organization-specific information will be incorporated into the brochure, including an overview of department functions/services, staff size, budgetary information, and current challenges and policy priorities. Community information will be added, including a description of the environment with quality of life details, economic highlights such as important industries and major employers, and a listing of public agencies with overlapping jurisdiction. The brochure will conclude with position compensation information, including salary and benefits package, as well as information on how to apply for the position and the recruitment timeline.

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

- 2.2 Position Advertisement:** We will execute a comprehensive and strategic position advertisement process designed to attract a variety of qualified and well-suited candidates. Our approach will be multi-faceted and will include advertising the position



on high-profile managerial and specialization-specific websites, within professional publications and periodicals, with venues that reach out to diverse candidate populations, and in other forums as appropriate. We will also directly contact qualified candidates within our extensive professional network to inform them of the opening.

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

### **Phase 3: Candidate Screening**

We will carefully vet all submitted applications, conduct in-depth interview processes, and provide the City with all the information necessary to make the best choice for finalists and the successful candidate. We will also maintain written contact with candidates to keep them updated on the recruitment process.

- 3.1 Initial Application Screening:** Candidates will provide a resume, a cover letter, and a Jensen Strategies supplementary application form. Our team of former public administrators and Police Chief will review applications using criteria consistent with the adopted Police Chief profile, remove all non-responsive applications, and determine which candidates most closely align with the City's needs.

*Deliverables: Initial application screening.*

- 3.2 Semi-Finalist Zoom Interviews:** We will conduct preliminary Zoom interviews with the candidates who most closely align with the candidate profile, including all veterans who meet the position's minimum qualifications (as required by Oregon law). In preparation for the interviews, we will conduct an internet search regarding each candidate, to identify any high profile work-related media.

*Deliverables: Preliminary Zoom interviews and internet research for up to 10 candidates.*

- 3.3 Delivery of Application Materials / Recommendation of Candidates:** Subsequent to Tasks 3.1 and 3.2, the consultant will identify up to four candidates who are most likely to meet the City's needs and succeed in the position. These recommended candidates will be highlighted on an applicant matrix that will present the details and disposition of all applications received during the process. The matrix, along with all received application materials, will be securely delivered to the City. The consultant will meet by Zoom with the designated City representatives to discuss the recommendations.

*Deliverables: Identification of recommended candidates. Secure delivery of summary application matrix and all received application materials. Meeting with City to discuss applicants.*

- 3.4 City Review of Applications and Recommendations:** The City will review the application materials, consider the consultant’s candidate recommendations, and determine which candidates will proceed to the finalist stage, applying relevant veterans preference and other hiring regulations. The City will communicate their selected finalists to the consultant.

*Deliverables: Communication with City staff.*

- 3.5 Finalist Receptions:** Prior to the finalist facilitated receptions, a press release to advertise the receptions will be produced and sent to the City for distribution. Three in-person 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 Council, the second reception will be open to Police Department staff, and the third reception will be open to members of the public. At all receptions, attendees will be provided an opportunity to provide feedback concerning their impressions of the finalists, to inform the final selection process.

*Deliverables: Coordination, development, and implementation of three in-person finalist receptions. Press release for distribution. Feedback survey for participants.*

- 3.6 Reference Checks on Finalists:** We will take the necessary time to vet the candidates with the references they provide, as well as other knowledgeable contacts we may be aware of, asking incisive questions to gain a comprehensive understanding of their abilities as managers and potential fit for the City. We require four references from each candidate and we conduct individual phone interviews with each reference.

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

- 3.7 Finalist Interviews:** The consultant will facilitate a one-day in-person finalist interview panel with membership determined by the City. The consultant will prepare interview questions, rating forms, coordinate invitations to candidates, and provide interview material binders for panelists. The City will provide logistical support (meeting room, arrangement, refreshments, etc.). Following the interviews, the consultant will facilitate a discussion among the panelists, resulting in a recommendation on which candidate(s) should have a final interview with the City Manager. Note: It is anticipated a final round of interviews will be with the City Manager either in-person or by Zoom. All recruitment tasks after #3.7, including background checks, DPSST requirements, reference checks, selection, and negotiations, will be the responsibility of the City unless otherwise agreed.

*Deliverables: Facilitation of finalist interviews. Preparation of interview questions and rating form, and provide interview material binders. Invitations and*



coordination of candidates. City to determine panelists and provide logistical support.

#### Phase 4: Contract Negotiations

~~4.1 — If requested by the City, we will advise in the contract negotiations with the selected candidate. We recommend the City Attorney lead the negotiations.~~

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

#### Adjustments to the Recruitment Process

Jensen Strategies is dedicated to providing a recruitment process that meets the City's expectations and produces an outcome that generates wide support. We commit to working closely with the City and are more than willing to adjust our process as needed to meet your specific needs. After a scope of work has been agreed upon, Jensen Strategies will not be responsible or liable for any deviation in the process or discountenance of professional advice. Consequences may include removing our one-year guarantee (with notice).

#### Professional Liability Insurance

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

#### Guarantee

Jensen Strategies stands by our work. We will guarantee, with a full recruitment from inception to selection, if the selected candidate resigns or is terminated for cause within **one year** of the hire date, we will conduct one replacement recruitment for no additional professional fees. In this event, the organization would only be responsible for paying the direct expenses associated with the additional recruitment. This guarantee applies if the following terms are met:

1. the selected candidate signs an employment agreement with the organization prior to starting work;
2. Jensen Strategies has fully vetted the selected candidate as described in the scope of work;
3. Jensen Strategies has been requested to implement this guarantee within three months of the employee's departure; and
4. organization representatives do not deviate from the agreed upon scope of work and/or Jensen Strategies' professional advice provided for the best interest of a successful recruitment.

## Proposed Timeline

---

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

<b>Date</b>	<b>Actions</b>
Week 1	Start-up meeting with City to finalize scope and timeline
Weeks 2 and 3	Stakeholder interviews Staff and community online surveys
Week 4	Initial candidate profile draft
Week 5	Candidate profile draft and finalization
Week 6	Recruitment brochure development
Weeks 7-10	Position advertisement
Week 11	Initial application screening
Week 12	Preliminary Zoom interviews
Week 13	Recommendation and selection of finalists
Week 14	Prep for finalist interviews
Week 15	Finalist receptions, interviews, and selection



# Project Budget

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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, candidate travel coordination, preparation/facilitation/moderation of stakeholder meetings and interview panels, and other tasks related to the recruitment. Travel time will be billed at half of the team member's fee. Our professional fees for the approach offered is:

**Professional Fees: \$24,000**

Direct 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 \$2,500)
- Background checks for finalists (typically less than \$1,000 for up to four finalists)
- Document printing and binders (typically less than \$300)
- Graphic art design (typically less than \$1,000)
- Consultant travel expenses (mileage charged at current IRS mileage rate, lodging at no more than \$200/night/person, \$60 daily per diem per person)
- Any relevant out of state candidate travel and lodging expenses will be processed through the City directly.

**Estimated direct expenses: \$5,500**

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



# Police Chief Recruitment Proposal

Prepared for:

City of Newport

July 2024

By:

JENSEN STRATEGIES





July 22, 2024

Nina Vetter  
City Manager  
City of Newport  
169 SW Coast Hwy  
Newport, OR 97365

Dear Ms. Vetter,

Thank you for the opportunity to submit proposals to conduct the Police Chief recruitment for the City of Newport.

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

1. Our firm is Oregon-based and specializes in executive recruitments for city and county local governments.
2. Key members of our recruitment team are former public administrators, including city managers and a police chief, who bring a first hand understanding to the positions we are recruiting.
3. We know Oregon recruitment, public meeting, and public records law to help our clients avoid unnecessary hiring process liabilities.
4. Jensen Strategies conducts approximately ten upper-level public management recruitments a year for cities across the state of Oregon, ranging in size from 1,000 to 21,000.
5. Our firm works regularly with Oregon jurisdictions on other types of projects such as facilitation, collaborative decision-making, strategic planning, organizational development, mediation, and policy analysis. Through this work, we stay current on issues facing Oregon local governments and understand their challenges.
6. Our firm is well-networked with cities across the state so we are well-connected to identify and vet potential candidates that may be the best fit for our recruitment clients. We also have national connections to help identify potential out-of-state candidates.
7. We are familiar with Newport having recently conducted your City Manager recruitment.
8. We are knowledgeable about cities on the Oregon coast and their attributes as well as challenges, having conducted recruitments for Astoria, Warrenton, Cannon Beach, Yachats, Seaside, and North Bend.

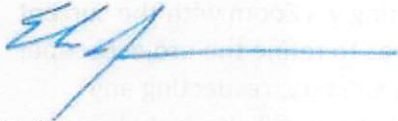


9. Our process is responsive and sensitive to staff capacity while effectively integrating their expertise in a way that respects and best utilizes their time.
10. We treat our candidates with dignity and respect throughout our recruitment processes.
11. Jensen Strategies is an Oregon-certified Emerging Small Business (ESB) # 9880.

We certify our firm is able to perform all work as outlined in this scope of work. The terms of our proposal are valid for 90 days. Please do not hesitate to contact me with any questions or requests for additional information.

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

Sincerely,



Erik Jensen  
Principal  
Jensen Strategies, LLC



# Project Scope

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**Overview:** Our objective is to help you select the best candidate to serve as the City of Newport's next Police Chief. 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 Newport (City), following a process designed to make the best use of your time and resources.

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

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

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

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

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

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

*Deliverables: Up to 15 stakeholder interviews.*

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*Deliverables: Two online surveys for Police staff and public input.*

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- 2.1 Recruitment Brochure Development:** Our team will develop a professional, comprehensive recruitment brochure designed to attract high quality applicants. Organization-specific information will be incorporated into the brochure, including an overview of department functions/services, staff size, budgetary information, and current challenges and policy priorities. Community information will be added, including a description of the environment with quality of life details, economic highlights such as important industries and major employers, and a listing of public agencies with overlapping jurisdiction. The brochure will conclude with position compensation information, including salary and benefits package, as well as information on how to apply for the position and the recruitment timeline.

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

- 2.2 Position Advertisement:** We will execute a comprehensive and strategic position advertisement process designed to attract a variety of qualified and well-suited candidates. Our approach will be multi-faceted and will include advertising the position on high-profile managerial and specialization-specific websites, within professional publications and periodicals, with venues that reach out to diverse candidate

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

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

### **Phase 3: Candidate Screening**

We will carefully vet all submitted applications, conduct in-depth interview processes, and provide the City with all the information necessary to make the best choice for finalists and the successful candidate. We will also maintain written contact with candidates to keep them updated on the recruitment process.

- 3.1 Initial Application Screening:** Candidates will provide a resume, a cover letter, and a Jensen Strategies supplementary application form. Our team of former public administrators and Police Chief will review applications using criteria consistent with the adopted Police Chief profile, remove all non-responsive applications, and determine which candidates most closely align with the City's needs.

*Deliverables: Initial application screening.*

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*Deliverables: Preliminary Zoom interviews and internet research for up to 10 candidates.*

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*Deliverables: Identification of recommended candidates. Secure delivery of summary application matrix and all received application materials. Meeting with City to discuss applicants.*



**3.4 City Review of Applications and Recommendations:** The City will review the application materials, consider the consultant's candidate recommendations, and determine which candidates will proceed to the finalist stage, applying relevant veterans preference and other hiring regulations. The City will communicate their selected finalists to the consultant.

*Deliverables: Communication with City staff.*

**3.5 Finalist Receptions:** Prior to the finalist facilitated receptions, a press release to advertise the receptions will be produced and sent to the City for distribution. Three in-person 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 Council, the second reception will be open to Police Department staff, and the third reception will be open to members of the public. At all receptions, attendees will be provided an opportunity to provide feedback concerning their impressions of the finalists, to inform the final selection process.

*Deliverables: Coordination, development, and implementation of three in-person finalist receptions. Press release for distribution. Feedback survey for participants.*

**3.6 Reference Checks on Finalists:** We will take the necessary time to vet the candidates with the references they provide, as well as other knowledgeable contacts we may be aware of, asking incisive questions to gain a comprehensive understanding of their abilities as managers and potential fit for the City. We require four references from each candidate and we conduct individual phone interviews with each reference.

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

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*Deliverables: Facilitation of finalist interviews. Preparation of interview questions and rating form, and provide interview material binders. Invitations and coordination of candidates. City to determine panelists and provide logistical support.*

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

- 4.1 If requested by the City, we will advise in the contract negotiations with the selected candidate. We recommend the City Attorney lead the negotiations.

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

#### **Adjustments to the Recruitment Process**

Jensen Strategies is dedicated to providing a recruitment process that meets the City's expectations and produces an outcome that generates wide support. We commit to working closely with the City and are more than willing to adjust our process as needed to meet your specific needs. After a scope of work has been agreed upon, Jensen Strategies will not be responsible or liable for any deviation in the process or discountenance of professional advice. Consequences may include removing our one-year guarantee (with notice).

#### **Professional Liability Insurance**

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

#### **Guarantee**

Jensen Strategies stands by our work. We will guarantee, with a full recruitment from inception to selection, if the selected candidate resigns or is terminated for cause within **one year** of the hire date, we will conduct one replacement recruitment for no additional professional fees. In this event, the organization would only be responsible for paying the direct expenses associated with the additional recruitment. This guarantee applies if the following terms are met:

1. the selected candidate signs an employment agreement with the organization prior to starting work;
2. Jensen Strategies has fully vetted the selected candidate as described in the scope of work;
3. Jensen Strategies has been requested to implement this guarantee within three months of the employee's departure; and
4. organization representatives do not deviate from the agreed upon scope of work and/or Jensen Strategies' professional advice provided for the best interest of a successful recruitment.

## Proposed Timeline

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

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## Project Budget

---

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, candidate travel coordination, preparation/facilitation/moderation of stakeholder meetings and interview panels, and other tasks related to the recruitment. Travel time will be billed at half of the team member's fee. Our professional fees for the approach offered is:

**Professional Fees: \$24,000**

Direct 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 \$2,500)
- Background checks for finalists (typically less than \$1,000 for up to four finalists)
- Document printing and binders (typically less than \$300)
- Graphic art design (typically less than \$1,000)
- Consultant travel expenses (mileage charged at current IRS mileage rate, lodging at no more than \$200/night/person, \$60 daily per diem per person)
- Any relevant out of state candidate travel and lodging expenses will be processed through the City directly.

**Estimated direct expenses: \$5,500**

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

# Recruitment Experience

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

City / Organization	Position	City / Organization	Position
City of Ashland, OR	City Attorney (2023) Deputy Public Works Director (2023)	City of Scappoose, OR	City Manager (2021) Finance Administrator (2022) Police Chief (2022)
City of Astoria, OR	City Planner (2022)	City of Seaside, OR	City Manager (2022)
City of Cannon Beach, OR	City Manager (2017) Community Development Manager (2018) Emergency Manager (2018)	City of Sheridan, OR	City Manager (2021)
City of Carlton, OR	City Manager (2021)	City of Sisters, OR	City Manager (2017 & 2023)
City of Cornelius, OR	City Manager (2022)	City of Stayton, OR	City Manager (2022)
City of Dayton, OR	City Manager (currently recruiting)	City of Troutdale, OR	Community Development Director (2023)
City of Estacada, OR	City Manager (2022)	City of Warrenton, OR	City Manager (2022) Public Works Director (2023) Building Official (currently recruiting)
City of Fairview, OR	City Manager (2020 & currently recruiting)	City of Yachats, OR	City Manager (2023)
City of Hood River, OR	City Manager (2021) Building Official (2018) Finance Director (2023)	Columbia Pacific Economic Development District	Executive Director (2023)
City of Newport, OR	City Manager (2024)	Port of Hood River, OR	Finance Director (2022)
City of North Bend, OR	City Administrator (2020)	Washington County	Chief HR Officer (2020) Benefits and Leave Manager (2020) Employee and Labor Relations Manager (2021)
City of Sandy, OR	City Manager (2023)		



## Team Profiles

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### Erik Jensen, Principal

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



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

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

Before forming Jensen Strategies, Erik was the Administration Department Director for the City of Hillsboro overseeing several organization-wide functions including city-wide projects (e.g., visioning, strategic planning, sustainability), legislative relations, community and media relations, and franchise management. Earlier, as a project manager 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 Board of Lewis and Clark College.



## Amelia Wallace, Senior Associate

Amelia Wallace, Senior Associate, has been with Jensen Strategies since 2020 providing project leadership, recruitment support, facilitation, policy analysis, and product development for clients. She earned her Master of Public Administration (MPA) from the University of Washington Evans School of Public Policy & Governance in Seattle with a concentration on public financial management, local government service, and policy analysis.



As an experienced project manager, facilitator, and researcher, she has led or served as project assistant on a variety of projects for cities, ports, nonprofits, and other professional organizations. These projects have included upper-level recruitment, city council retreats and goal setting, strategic planning processes, community visioning, work group facilitation, and public policy feasibility studies.

Amelia is from the Tennessee Valley and earned her Bachelor's in Politics with Honors from Oberlin College in Ohio. She started her career with three cycles of campaign organizing for local and statewide elections. While happily retired from campaigns, her experience organizing and training maintains her passion for civic engagement and community development. She also served as an AmeriCorps member building partnerships and running youth biking safety and Safe Routes to School programs.

While in Seattle, Amelia immersed herself in a variety of professional and academic activities. In her work, she served as the graduate intern for the City of Seattle Department of Transportation Curbside Management team providing parking policy research, supporting COVID-19 business relief efforts, and coordinating neighborhood engagement and communication about new Link light rail stations. In her final consulting project for her degree, she worked with the Seattle Office of Civil Rights to develop qualitative analysis data as part of the City's Race and Social Justice Initiative. Outside of class, she led the local University of Washington International City/County Management Association (ICMA) student chapter which offers an assortment of professional development events and networking opportunities including conferences and paid fellowship opportunities to support students' work with small cities across Washington state.

## Emily Rehder, Operations Manager

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

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

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

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

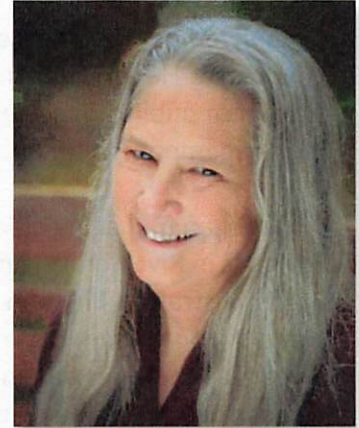




## Subconsultants

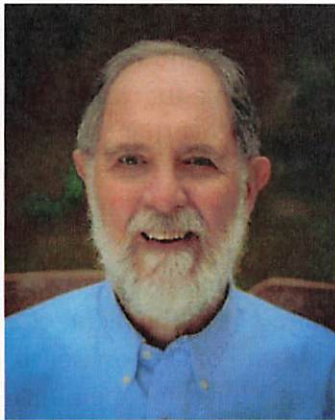
### Ellen Conley

Ellen Conley has been with Jensen Strategies since 2014, specializing in public manager recruitments, public finance, policy analysis, and executive management recruitment. She 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.

### Dave Waffle



Dave Waffle is a retired City Manager with more than 45 years of municipal management experience. His most recent positions include Interim Assistant City Manager and Assistant Finance Director for the City of Beaverton, Oregon. Prior to joining Beaverton, Dave served as city manager for six Oregon and Wisconsin cities. In retirement, he serves as a volunteer Senior Advisor to the Oregon City/County Management Association (OCCMA), providing support for local government managers and administrators.

He is known for his collaborative approach to intergovernmental relations, community development activities, community engagement best-practices, government ethics and public finance knowledge. He led many regional committees (e.g., solid waste, libraries & broadband services), several statewide advisory committees (e.g., finance, small cell telecommunications) and local government professional organizations in Wisconsin and Oregon. He now serves Cornelius as the chair of their Planning Commission.

He holds a master's degree in Public Affairs from the University of Oregon and a bachelor's degree from Michigan State University. He is a Life Member of ICMA and OCCMA.



## Bill Peterson

Bill Peterson has nearly 40 years of public sector municipal management and five years as a financial officer in the construction industry. He provides the Jensen Strategies team support in the fields of public finance, public executive recruitment, project management, policy analysis, and utility management.

Bill began managing cities in 1974, initially as an assistant to a Mayor in Riverton Wyoming, where he was soon named the City Administrator. Bill then went on to Hermiston, OR, Grants Pass, OR, and Wood Village, OR, as City Manager. He also served for five years as the chief administrative and financial officer for a construction company in Grants Pass, OR, between city management jobs. He has specific experiences managing public and private financing, urban renewal, solid waste, and utility districts, as well as a range of policy and administrative skills acquired in managing full service municipal governments.

Bill holds a Bachelor's degree in Political Science from the University of Wyoming and has completed extensive post graduate work in Public Administration.



## Erik Kvarsten



Erik Kvarsten has 36 years of experience as a City Manager in Oregon. Most recently, he served as City Manager of Gresham for over 15 years. He also held a similar position in Troutdale for eight years, and prior to that served as City Manager in Independence and two other cities in Oregon. In these positions, he was responsible for overall city operations and support of policy development and governance processes. Through this experience, Erik gained an understanding of a broad range of municipal issues.

Erik is a recipient of the League of Oregon Cities Herman Kehrli Award recognizing valuable contributions and commitment to the highest standards of public service. Erik served on the State of Oregon Board of Public Safety Standards and Training and was a longtime member of the Transportation and Growth Management Advisory Committee. He is a life member of ICMA.

He holds a Bachelor's Degree in Community Service and Public Affairs from the University of Oregon and is currently a member of the Dean's Council for the College of Design at the University of Oregon.

## Carey Sullivan

Carey Sullivan specializes in Police Chief recruitments and public safety policy analysis.

Carey served as Chief of Police for Hillsboro, OR and Woodland, CA. Prior to his 11 years as Police Chief, Carey held the ranks of Police Officer, Sergeant, Lieutenant, and Captain. He has had assignments in Patrol, Special Operations, Traffic, and Investigations. Additionally, Carey has worked as a police recruiter and Academy Instructor. Carey contributed to improving the broader criminal justice system through many collaborative efforts. He was an IACP Mid-Size Cities Section Representative on the NDEX and Unified Messaging committee; was a Governor's Appointee on the California Domestic Violence Advisory Council; served as the California Police Chief's representative on the California High Risk Sex Offender Task Force; and was on the U.S. Attorney's Office for the Eastern District of California Executive Committee and Anti-terrorism Task Force. Carey is also an active member of the F.B.I. National Academy Associates (Oregon chapter) and the California Police Chiefs Association. Carey also contributed to the communities he served as President/Board Member for the Boys and Girls Club of National City and Metropolitan Portland. He also served on multiple Domestic Violence Prevention agency boards.



Now retired from 34 years of municipal law enforcement, Carey has used his extensive experience to consult with prison and jail administrators to enhance the security, operational efficiency, and educational and release program delivery using a computer-based inmate communications and learning systems. Carey's consulting also helped to develop data mining and analysis tools to aid criminal investigators and intelligence officers.

Carey completed graduate courses in Public Administration from San Diego State University and Organizational Development from the University of Virginia. He holds a Bachelor of Science in Criminal Justice Administration from San Diego State University. He is a graduate of the FBI National Academy, session #171 and the California POST Command College.

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

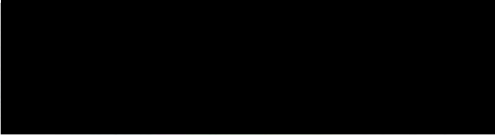


# References

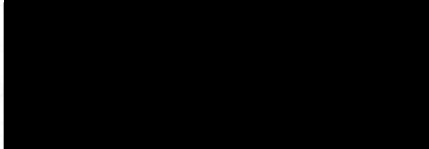
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*Jensen Strategies has the honor of being recommended by:*

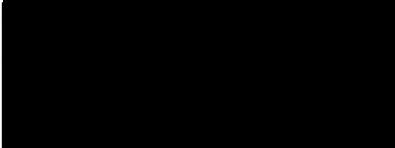
**Stan Pulliam, Mayor**  
City of Sandy



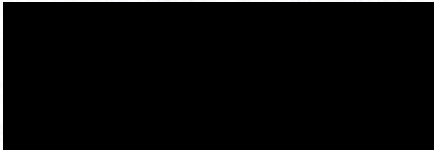
**Steve Wright, Mayor**  
City of Seaside



**Jessica Engelke, Mayor**  
City of North Bend



**Michael Preedin, Mayor**  
City of Sisters

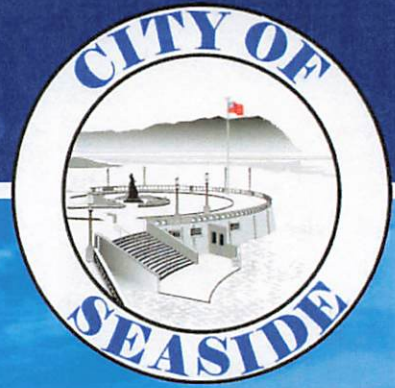






# **Sample Recruitment Brochures**





**CITY MANAGER**  
CITY OF SEASIDE, OREGON





# CITY MANAGER

## CITY OF SEASIDE, OREGON

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

### POPULATION

7,115

### BUDGET

\$33.4 MILLION

### FTE POSITIONS

81

### CITY DEPARTMENTS

[Business Office](#)

[Building](#)

[Finance](#)

[Fire & Rescue](#)

[Human Resources](#)

[Planning](#)

[Police](#)

[Public Library](#)

[Public Works](#)

[Cemetery](#)

[Engineering](#)

[Sewer](#)

[Streets & City Parks](#)

[Water](#)

[Seaside Municipal Airport](#)

[Seaside Civic &](#)

[Convention Center](#)

### BENEFITS

Medical/Dental/Vision

Excellent Retirement Benefits

Life Insurance

### COMMUNITY

Historic District & Promenade

Beaches

Water Recreation

Trails & Hiking

Community Pride

International Events

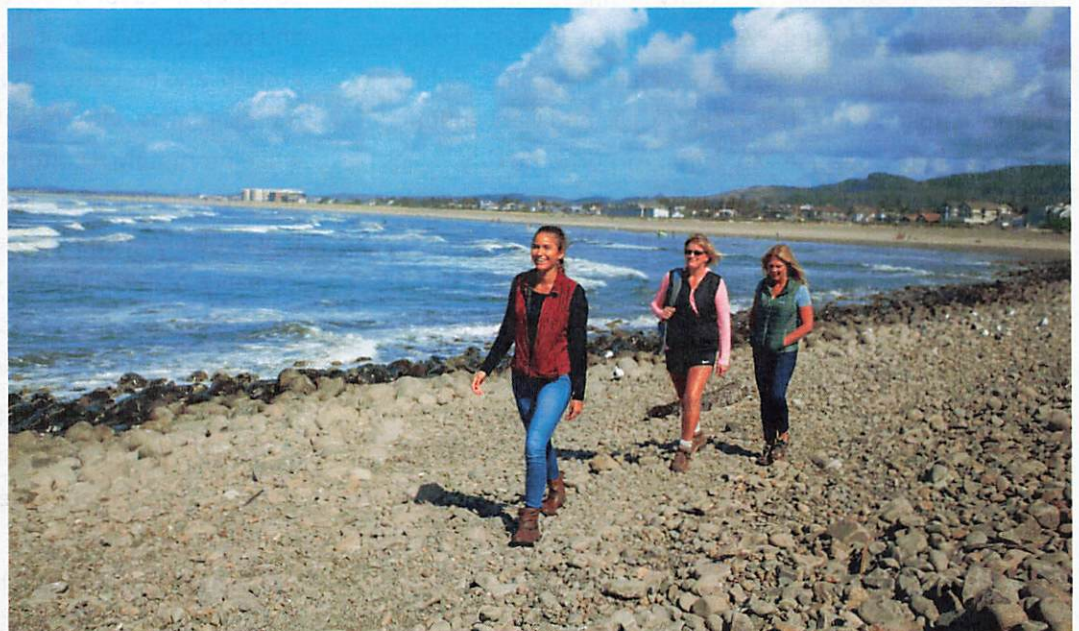
[JENSEN STRATEGIES](#)



## THE COMMUNITY

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

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







## THE COMMUNITY (CONT.)

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

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

## THE ORGANIZATION

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

## THE POSITION

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

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

## THE IDEAL CANDIDATE

The ideal candidate possesses and has demonstrated the following attributes:

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



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

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

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

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







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

- **Proactively inform and engage the community** in City activities and decisions that may impact them. Willingness to be accessible, open-minded, a listener, while committing to follow through on citizen inquiries and employing an even-handed approach to different views and interests. Maintain, strengthen, and expand the City's community involvement approaches to uphold the principles of transparency, inclusion, and public participation. Serve as a visible leader in the community and region.
- **Appreciation of the unique Seaside community attributes** that make it a friendly town with a strong sense of community. Embraces Seaside's distinctive environment and willing to integrate themselves into the City and community.
- **Thorough understanding of city government roles** including the Council-Manager form of government and the proper roles of bodies and individuals within such governments. Ability to help the City Council, staff, and advisory bodies operate effectively with each other and within their legally defined roles.

## POLICY PRIORITIES

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

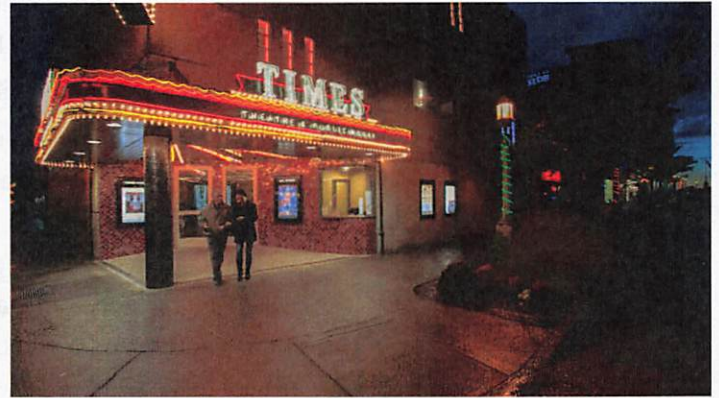
- **Emergency Preparedness & Public Safety**

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

- **Tourism Management**

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





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

#### • **Housing Supply**

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

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

#### • **City Staffing**

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



## RECRUITMENT PROCESS

**Applications Due**  
April 18, 2022

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

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

**To apply:**

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

**Questions may be  
directed to:**

Emily Rehder  
Jensen Strategies, LLC

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



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

▪ **Public Infrastructure Improvements**

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

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

## EDUCATION/EXPERIENCE

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







# SCAPPOOSE *Oregon*



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



# CHIEF OF POLICE

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

*Plus excellent benefits*



## POPULATION

7,360

## POLICE DEPARTMENT BUDGET

Approximately  
\$2.5 Million

## POSITIONS

Chief of Police

Lieutenant

Sergeants (2)

Officers (8)

Office Administrator  
Police/Courts

## COMMUNITY

Beautiful Natural  
Environment

Small-town Charm

Supportive Community

Safe

Outdoor Recreation

Family Friendly

## THE COMMUNITY

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

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

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





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

## DEPARTMENT MISSION

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

## THE ORGANIZATION

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

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

## THE POSITION

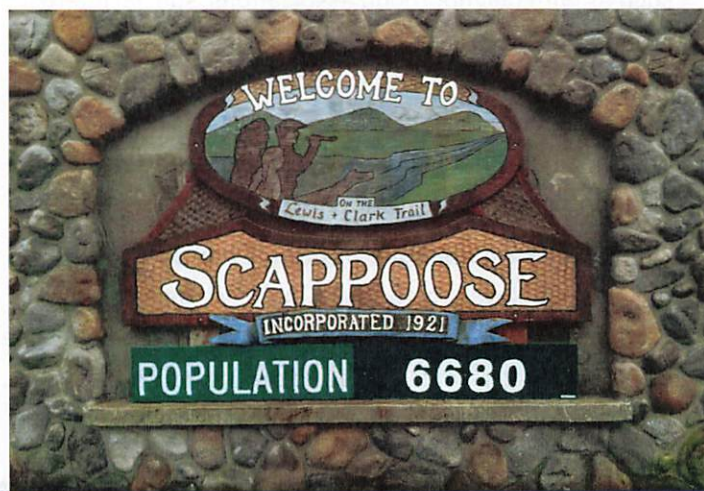
Under the direction and supervision of the City Manager, the Chief of Police is a key member of the City's management team and serves as the liaison for and head of the Police Department. The Chief of Police is responsible for direct management and oversight of all activities and operations of the Police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

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

## THE IDEAL CANDIDATE

The ideal candidate possesses and has demonstrated the following attributes:

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







- **Excellent communication skills** to effectively engage multiple audiences including the City management team, staff, City Council, businesses, community groups, and citizens. Demonstrating responsiveness, transparency, and empathy in communications with the community such as with neighborhood associations, special interest groups, businesses, and other individuals and/or groups. A respectful personal communication style that encourages collaboration and two-way dialogue is necessary. The candidate should possess verbal and written communication skills that are clear, substantive, and concise.
- **Experience with effective workforce development** to foster employee recruitment, professional growth, accountability, and retention. An ability to integrate Police Department workforce goals and objectives consistent with the City's. Skills to effectively manage employee life cycle elements such as officer recruitment and hiring, training, evaluation and accountability practices, union relations and labor negotiations, and measures that promote staff retention are essential.
- **A commitment to collaborative interdepartmental coordination** as an integral and participatory member of the City management team. Demonstrate an ability to see the organization-wide view and seek team-oriented solutions, while effectively representing the Police Department. Coordinate Police Department activities with other departments to maximize the City's overall effectiveness. Share the overall interests of the organization with department staff to foster greater interdepartmental understanding and collaboration.
- **Ability to maintain, enhance, and strengthen inter-agency relations** through effective representation, communication, coordination, and collaboration. The Chief of Police should foster on-going professional relationships with other area law enforcement agencies that promote effective service delivery, mutual respect and trust, cost efficiencies, and regional cooperation. As such, the Chief of Police is expected to have a visible presence in peer agency discussions, meetings, and events.
- **Professional and modern police training skills** based in direct experience as command as well as frontline staff with an understanding of current challenges and best practices for law enforcement in small towns/departments. A commitment to staying up to date by participating regularly in a variety of local, county, state, and other meetings or trainings as much as practicable. Experience or training related to cultural competency, responding to mental health crises, de-escalation methods, as well as traffic and code enforcement are attractive.
- **Strong department budget development and management skills** that can allocate resources appropriately to provide high quality law enforcement services and conserve organizational assets when possible. An ability to cooperatively develop a comprehensive long term budget planning approach aligned with City priorities, maintains fleet and equipment investments, offers competitive personnel pay and benefits, and other



constructive measures while remaining fiscally prudent is essential.

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

## POLICY PRIORITIES

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

- **Workforce development**

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

- **Department policy and procedure modernization**

In the context of a growing community and staff turnover,



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

- **Community engagement**

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





## EDUCATION, CERTIFICATIONS, & EXPERIENCE

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

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



**SCAPPOOSE**  
*Oregon*

**JENSEN STRATEGIES**

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

## RECRUITMENT PROCESS

### Applications Due

Monday, December 6, 2021

### Preliminary Online Video Interviews

Weeks of December 13 and 18, 2021

### Finalist Interviews and Selection

Weeks of January 10 and 17, 2022

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

Questions may be directed to:

Erik Jensen, Jensen Strategies, LLC

# JENSEN STRATEGIES







**City of Newport**

**REQUEST FOR PROPOSAL  
FOR**

**Recruitment Services for City of Newport Police Chief**

City of Newport  
City Hall  
169 SW Coast Highway Newport, OR 97365

Telephone: 541-574-0603

**DUE DATE & TIME**

**July 23, 2024 at 12:00PM**

## **I. GENERAL INFORMATION:**

The City of Newport Oregon is seeking proposals from qualified professional firms with experience in advertisement, solicitation and screening to fill the Police Chief position. The Police Chief has announced his intent to retire on or about November 1, 2024.

The City of Newport is a prime tourist destination and the population center of the Central Oregon Coast. Newport is the county seat of Lincoln County, and houses the offices of several federal and state agencies, including a major Coast Guard station, Oregon State University's Hatfield Marine Science Center, NOAA's Pacific Marine Operations, the Oregon State Police, Oregon DMV, and Oregon Employment Division offices. The city is home to the Samaritan Pacific Communities Hospital, and the main campus of the Oregon Coast Community College. OCCC is a premier educational institution and unique in its aquarist program. Its aquarist graduates are working in aquarium and research facilities throughout the country. Newport has a population of 11,083.

Newport is a council-manager form of government. The governance of the city is vested with the city council. The council is comprised of seven elected members, which includes the Mayor. Newport is a full-service city providing a wide range of municipal services, including police, fire, finance, engineering, streets, water and sewer utilities, community development, airport, parks and recreation, performing arts center and visual arts center and urban renewal. The city employs 164 employees, and the FY 24-25 budget is \$148,513,163

**Proposals due to Nina Vetter, City Manager at  
m.nelson@newportoregon.gov**

**Only electronic submissions will be accepted. Please do not submit proposals in hard copy.**

Proposals received after the specified date and time will not be given further consideration. All dates are tentative and subject to change at City's discretion.

Proposals should be prepared simply and economically, providing a straightforward, concise description of proposer's capabilities to satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of the content.

Proposals shall be firm for a period of thirty (30) days after the closing date. Each responding proposer may withdraw their proposal if it has not been accepted within thirty (30) days from the RFP closing date.

The award of this contract will be made by the City Manager on the basis of the proposal which, in the City's sole and absolute judgment, will best serve the best interests and needs of the City. The City reserves the right to accept or reject any or all the proposals, and waive any informalities and irregularities in said proposals.



All proposers must provide the information requested in Section V, Proposal Submission Requirements. Failure to respond to any or all requested information may result in disqualification by the City.

Questions, interpretations or clarifications of this RFP must be requested in electronically in writing. All questions should be directed to Nina Vetter, City Manager, at the following address: [m.nelson@newportoregon.gov](mailto:m.nelson@newportoregon.gov)

## **II. ANTICIPATED RFP SCHEDULE**

<b>ACTION</b>	<b>DATE</b>
Issue RFP	July 9, 2024
Final Questions	July 17, 2024 at noon
Due Proposals	July 23, 2024 at noon
Due Award	After July 23, 2024

## **III. Scope of Work**

The Newport City Manager will lead all elements of the process, including selecting the recruitment firm, working directly with the selected firm on all of the tasks, and hiring the Police Chief.

The City wishes to conduct a search for a new Police Chief and seeks professional assistance with recruitment logistics. The project scope should include: facilitation/ coaching with the City Manager on the recruitment process; development of the public process, development of recruitment materials; advertisement of the position to be vacated; outreach to potential candidates; screening of received applications; assistance with the interview process; finalist background and reference checks. The city's goal is to provide an open and fair recruitment that will attract top talent while keeping the cost of the recruitment process reasonable.

The scope of the work is to assist them through the entire process beginning with planning and preparing for the process and culminating with the selection and appointment of the new Chief that would include at least include at least the following:

- Provide a clear written scope of the projected costs and a detailed recruitment schedule. Meet with the City Manager and public to outline the public process, position description and selection criteria
- Review the current job description and compensation and make recommendations.
- Design the recruitment process, schedule, scope of marketing and creative marketing materials.

- Develop a profile for the community and the position that will highlight the opportunities and characteristics of the community as well as a profile of a successful candidate.
- Develop a strategy for marketing the position to reach potential candidates. Track applications and prepare responses to applicants.
- Establish criteria to review and screen applicants.
- Initially screen applicants, in accordance with Oregon's Veterans Preference laws and providing information to the City Council on the qualified candidates.
- Be available to manage and oversee the recruitment process over the duration of the project, including managing and participating in the interviews
- Assist the Manager developing the structure and schedule of final interviews, including the debriefing and evaluation process.
- Perform reference and background checks.
- Assist the City Manager in decisions, job offer, contract negotiations and employment agreement.

#### **IV. PRELIMINARY RECRUITMENT SCHEDULE**

- July 9, 2024- City Manager approve/issue RFP
- Targeted start date of November 1, 2024.
- Note: The actual schedule be developed by the executive search firm in consultation with the City Manager. Proposals can provide alternative dates and steps for the recruitment process.

#### **V. PROPOSAL SUBMISSION REQUIREMENTS:**

The proposing firm shall be responsible for preparing an effective, clear, and concise proposal. The proposals must include the following information:

1. **Letter of Transmittal:** All Proposals must include a cover letter signed by a person legally authorized to bind the applicant to its proposal. The cover letter must include name of the firm, name of principal recruiter, address, telephone and fax numbers of the firm and email address of the person(s) who are authorized to represent the proposer.
2. **Experience and Qualifications:** List the key personnel and qualifications for those who will be involved in the recruitment, relative to the scope of work of this RFP; including but not limited to a description of education, certificates or licenses, professional background, experience, skills, expertise and training.



3. **Response to Scope of Work:** A description of how the proposer will provide services and address the scope of work of this RFP.
4. **Compensation:** Discussion of proposed fee/compensation/estimated expenses.
5. **Additional Services:** Provide descriptions of any other services the firm would propose to include within the base cost of the proposal.
6. **References:**  
Provide a representative listing of municipal governments for whom the Proposer has previously provided executive recruitment for, within the last three (3) years (Police Chief recruitments preferred). Provide government contact name, phone number, and email address. Oregon references are preferred. The City reserves the right to explore the background, previous experience, training, financial affairs or related matters of any firm of individual under consideration for this contract.
7. **Proposer's Warranty:** Exhibit A
8. **Other:**
  - Indicate the Firms approximate annual recruitment volume in number of recruitments, and size of organizations.
  - Provide clarity on firms policy for recruitment warranty

#### **VI. MINIMUM QUALIFICATIONS:**

1. Demonstrated experience in providing recruitments to entities of equal size, complexity, and scope.
2. City of Newport is an Equal Opportunity Employer. Each service provider must comply with federal, state and local Equal Employment Opportunity requirements.

#### **VII. SELECTION PROCESS:**

1. Each proposal received will be evaluated to determine if it meets the stated requirements. Failure to meet these requirements will be cause for eliminating the proposal from further consideration.
2. The City reserves the right to reject any and all proposals, to accept or reject all parts of the proposal, and to be the sole judge of the suitability of the proposals offered.
3. **Proposals will be evaluated the following criteria:**
  - Total fee and cost for the full Recruitment service and identification of estimated costs or rates for extra services. (25 points)
  - Capacity and capability to perform the recruitment timely. (25 points)
  - Successful experience in recruiting Police Chiefs/Executives with great public visibility and participation including information about cost controls, quality of work, coordination with elected officials, ability to meet schedules, and contract administration. (30 points)
  - Availability to meet regularly with the City Manager and familiarity with the region. (20 points)

4. All submittals in response to this RFP are public records and available for inspection and copying upon request.
5. The City Manager will award the contract for services

#### **VIII. TERMS AND CONDITIONS:**

1. of Agreement: The City anticipates selecting the Proposer to commence services sometime after July 23, 2024
2. Withdrawal of RFP: Proposals may be withdrawn before the RFP submittal deadline by submitting a written request to Nina Vetter, City Manager at [m.nelson@newportoregon.gov](mailto:m.nelson@newportoregon.gov). Re-submittal before the RFP submittal deadline can be made, however, they may not be re-submitted after the deadline.
3. RFP Costs: All costs incurred in the preparation and presentation of the RFP shall be the responsibility of the responding party to the RFP. All documents submitted as part of the RFP will become property of the City. Requests for specific material to be returned will be considered.
4. City of Newport Contacts: The designated individual responsible for coordination of the RFP is Nina Vetter, City Manager. Any questions relating to this RFP should be directed to [m.nelson@newportoregon.gov](mailto:m.nelson@newportoregon.gov) in writing only.



**EXHIBIT A  
PROPOSER'S WARRANTY**

TO: City of Newport, Oregon

PROPOSAL OF: \_\_\_\_

( ) an individual ( ) a partnership ( ) a corporation (please mark the appropriate box) organized under the laws of the State of \_\_\_\_.

The undersigned, having carefully read and considered the Request for Proposal to provide services for the City of Newport, Oregon does hereby offer to perform such services on behalf of the City, in the manner described and subject to the terms and conditions set forth in the attached proposal. Services will be performed at the rates set forth in the Proposal.

OFFEROR

\_\_\_\_\_

Company Name

BY \_\_\_\_\_  
Signature of Authorized Representative

\_\_\_\_\_  
Print name

**PRINCIPAL OFFICE ADDRESS**

Federal tax ID \_\_\_\_\_ State ID \_\_\_\_\_

Street Address \_\_\_\_\_

City \_\_\_\_\_

County \_\_\_\_\_

State \_\_\_\_\_

Zip Code \_\_\_\_\_

Telephone

\_\_\_\_\_  
Facsimile \_\_\_\_

E-Mail Address \_\_\_\_\_

\_\_\_\_\_

**THIS FORM MUST ACCOMPANY ALL PROPOSALS**