

# CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

## Policy Session Worksheet

**Presentation Date:** 10/23/18 **Approx. Start Time:** 3:00pm **Approx. Length:** 60 Minutes

**Presentation Title:** County Administrator Executive Search

**Department:** Human Resources

**Presenters:**

JJ Peters, Recruitment and Selection Manager  
Ron Holifield, CEO, Strategic Government Resources

**Other Invitees:**

Evelyn Minor-Lawrence, Director, Human Resources

**WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?**

1. Adopting the hiring procedures, standards and criteria (including minimum required and preferred qualifications) for this recruitment.
2. Approval of the recruitment marketing materials for the County Administrator recruitment.

**EXECUTIVE SUMMARY:**

Strategic Government Resources (SGR) will discuss the important components of the recruitment process with the Board of County Commissioners to ensure confidentiality of applicants and the integrity of the process. SGR and Human Resources will seek to receive the Board's approval of the marketing materials, policy directives, standards, and criteria to initiate the recruitment so the vacancy may be advertised.

SGR in conjunction with Human Resources, has interviewed the Board and other various stakeholders. This information has been used to create marketing materials to attract candidates for County Administrator.

**FINANCIAL IMPLICATIONS (current year and ongoing):**

Is this item in your current budget?       YES       NO       NA

What is the cost?  
\$36,500.00

What is the funding source?  
General Fund Non-Discretionary (100-9110-00-431000)

**STRATEGIC PLAN ALIGNMENT:**

- How does this item align with the County’s Performance Clackamas goals?

Working as a strategic business partner is a key Performance Clackamas goal for the Department of Human Resources. Additionally, the County Administrator plays a critical role in implementing Performance Clackamas. Therefore, the selection process for the County Administrator is key to Performance Clackamas overall.

**LEGAL/POLICY REQUIREMENTS:**

This policy session is intended to satisfy the requirements under ORS 192.660(7)(D) to allow the Board to hold executive sessions later in the process to consider the employment of the County Administrator. The executive session allows for candid discussions among the Board and others concerning the recruitment process, and the prospective candidates. Moreover, it allows for maintaining the confidentiality of the applicants to ensure the most competitive recruitment and screening process.

**PUBLIC/GOVERNMENTAL PARTICIPATION:**

To satisfy the statute, at this policy session there will be an opportunity for public comment on the standards, criteria, and policy directives for this recruitment.

**OPTIONS:**

1. Approve as presented the hiring procedures, standards and criteria (including minimum required and preferred qualifications) for County Administrator.
2. Agree on additional edits to the hiring procedures, standards and criteria (including minimum required and preferred qualifications) for County Administrator.

**RECOMMENDATION:**

To be discussed during the policy session on October 23, 2018.

**ATTACHMENTS:**

1. Recruitment Hiring Procedures
2. Minimum Required and Preferred Qualifications
3. Recruitment Marketing Materials
4. Updated County Administrator Recruitment Estimated Timeline

**SUBMITTED BY:**

Division Director/Head Approval \_\_\_\_\_ JP \_\_\_\_\_  
 Department Director/Head Approval \_\_\_\_\_ EML \_\_\_\_\_  
 County Administrator Approval \_\_\_\_\_

For information on this issue or copies of attachments, please contact JJ Peters @ 503-742-5485
---

# County Administrator Recruitment 2018

## Hiring Procedures

SGR will tailor the procedures to meet the County's specific needs and in compliance with all state and federal laws. The current plan entails the following:

### **1) Organizational Inquiry and Analysis**

- Outline Project Plan and Timeline
- Individual Interviews with Search Committee / Key Personnel / Community Leaders
- Development of Position Profile and Professional Production of Brochure

### **2) Advertising and Recruitment**

- Ad Placement / Social Media and Marketing of Position
- Ongoing Communication with Applicants and Prospects

### **3) Initial Screening and Review**

- Management of Applications
- Evaluation of Resumes
- Search Committee Briefing to Facilitate Selection of Semifinalists

### **4) Evaluation of Semifinalist Candidates**

- Personal Interaction with Semifinalist Candidates
- Written Questionnaire
- Recorded Online Interviews
- Media Search Stage 1
- Search Committee Briefing to Facilitate Selection of Finalists

### **5) Evaluation of Finalist Candidates**

- Comprehensive Media Search Stage 2
- Comprehensive Background Investigation Report
- DiSC Management Assessment (supplemental service, if desired)
- Finalist Briefing Books
- Press Release (if desired)
- Stakeholder Engagement (if desired)

### **6) Interview Process**

- First Year Game Plan (if desired)
- Conduct Interviews
- Deliberations
- Reference Checks

### **7) Negotiations and Hiring Process**

- Determine the Terms of an Offer
- Negotiate Terms and Conditions of Employment
- Transition Strategy

## County Administrator Recruitment 2018

### **Required Minimum Qualifications/ Transferrable Skills:\***

- At least 10 years of progressive experience managing a large and diverse public agency/organization with a complex budget with multiple lines of business and sources of funding.
- Experience identifying goals and achieving outcomes and strategic results.
- Experience preparing, presenting and implementing balanced organizational budgets.
- Experience demonstrating strong verbal and written communication skills in a leadership role, including the ability to effectively convey information through presentations to individuals, small groups and large audiences, including elected officials.
- Thorough knowledge of the principles, methods and techniques of public administration, organizational development and government funding sources and financing methods.
- Ability to: communicate effectively, both orally and in writing; analyze complex problems and recommend alternative solutions; and prepare and implement short and long range strategic plans, including considerations of budgetary and public impact.
- Driving is required for County business on a regular basis or to accomplish work. Incumbents must possess a valid driver's license, and possess and maintain an acceptable driving record throughout the course of employment. Accommodation requests for an acceptable alternative method of transportation will be reviewed on an individual basis in compliance with State and Federal legislation.

### **Preferred Special Qualifications/ Transferrable Skills:\***

- A Master's Degree in Public Administration, Business Administration, a closely related field, or any satisfactory combination of experience and training that demonstrates possession of the required knowledge and skills
- Knowledge and understanding of the complexities and distinctions in delivering exceptional service to urban and rural stakeholders
- Thorough knowledge of process improvement and organization change management concepts.

\*For Veterans qualified for Veteran's Preference: If you believe you have skills that would transfer well to this position and/or special qualifications that relate to this position, please list those skills and/or qualifications in the open-ended question at the end of the application and explain how those skills and/or qualifications relate to this position.



**COUNTY ADMINISTRATOR**

---

**CLACKAMAS COUNTY, OREGON**





## THE COMMUNITY

Clackamas County is ideally located in the Portland, Oregon, Metropolitan Area and is nationally recognized as one of the most livable areas in the country. Located on the southern edge of the City of Portland and extending to the top of Mt. Hood, Clackamas County is part of a thriving region and is the third most populous county in the state. The County covers approximately 1,879 square miles, and its seat is Oregon City. The County's 400,000 citizens enjoy access to a variety of lifestyles, great connectivity, and unmatched cultural and recreational opportunities.

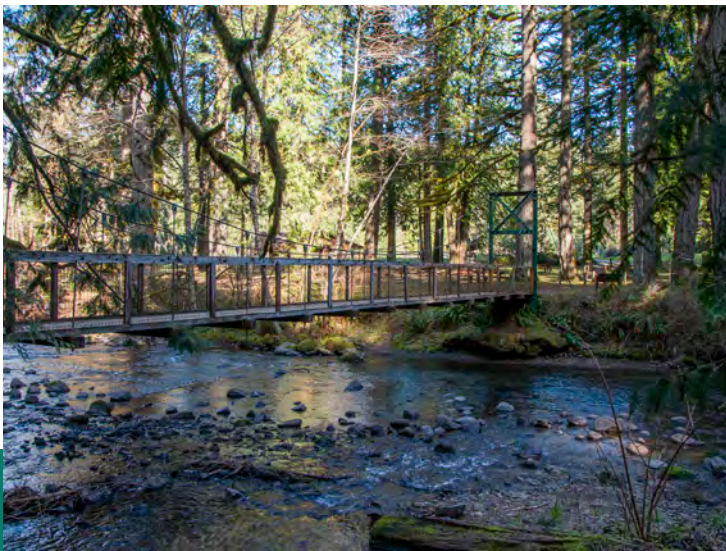
The geographic area now identified as Clackamas County has been occupied continuously for more than 10,000 years. The Clackamas people, part of the Upper Chinookan language group, lived on the east bank of the Willamette River as far as the falls, on both banks above and below the falls, and in the valleys of the Clackamas and Sandy rivers. Explorers and fur-trappers started appearing in the region by 1800, followed by settlers who formed the Oregon Provisional Government. Clackamas County was created on July 5, 1843. At that time, the County covered portions of four present-day states and one Canadian province. Several treaties and acts of Congress culminated in the County's present-day boundaries being set in 1854.

Today, with 16 cities, extensive agricultural lands, federal and state forests, Mt. Hood, and numerous rivers, the County truly reflects the concept of urban, suburban, rural, and wild living.

Clackamas County boasts a wide variety of amenities within a setting characterized by some of the Pacific Northwest's most spectacular sights. Residents and visitors alike are drawn to the Sunrise Communities of Mt. Hood Territory. From county fairs and festivals to buckaroo rodeos, the area abounds with unlimited opportunities for family-friendly fun. Tax-free retail is available at Clackamas Town Center, Oregon's largest regional shopping mall. Additionally, an endless array of cultural and entertainment options for all ages are available in the City of Portland.

Clackamas County has experienced positive year-to-year job growth since August 2010, and cities in the County continue to see low unemployment rates. According to the Oregon Employment Department's 2017-2027 Industry Projections, jobs in the Portland-Tri County Area (Clackamas, Multnomah, and Washington counties) are expected to grow by 13 percent, adding 131,200 new jobs during the next decade. The major growth industries and their projected employment include: health care and social assistance (23,500), professional and technical services (13,200), accommodation and food services (11,500), retail trade (9,900), and management of companies and enterprises (9,400).

The County has a median home value of \$319,100, median home sales price of \$400,000, and a median household income of \$68,915. There are 10 independent public school districts within the County and 34 private schools. For those seeking higher education opportunities, there are many colleges and universities throughout the Portland tri-county area.



## GOVERNANCE AND ORGANIZATION



### VISION STATEMENT:

Clackamas County employees work to serve the public and enrich our community. In that spirit, we pledge to hold ourselves to these standards at all times in our interactions with customers and with one another.

### THESE ARE OUR CORE VALUES:

- SERVICE
- PROFESSIONALISM
- INTEGRITY
- RESPECT
- INDIVIDUAL ACCOUNTABILITY
- TRUST

By incorporating all of these values – Service, Professionalism, Integrity, Respect, Individual Accountability and Trust – into our daily routines, we can better serve our customers, ourselves and our projects. We're always looking to improve. That's the Clackamas County SPIRIT.





As a local government, Clackamas County's role is to provide programs and services for everyone to give them the opportunity to be successful in whichever area of the County they choose. The County operates under the Board of County Commissioners (BCC), which is made up of five members: one chair and four commissioners. Members are elected at-large in non-partisan elections and serve four-year terms with no term limits. The BCC selects a professional County Administrator to manage the day-to-day operation of the organization. The Office of the County Administrator plays an important role in Clackamas County Government by providing support to elected officials, leadership to other county departments, and consultation and coordination activities between the County, other agencies, and the community. Two Assistant County Administrators, a Deputy County

Administrator, an additional 9.62 FTE in the County Administrator's Office, 14 departments, and 9 districts and agencies report directly to the County Administrator.

Clackamas County is a financially sound government. Earlier this year, Moody's Investors Service upgraded Clackamas County's rating on the County's outstanding General Obligation Bonds and Full Faith and Credit Obligations to Aaa from Aa1. The County has a budget of \$845,167,459 and 2,129 budgeted FTE. Property tax is by far the single largest revenue source for the County's General Fund and its main source of discretionary revenue. County property tax growth in FY 2017-18 was 4.80%. It is estimated that property tax growth will continue at a rate of 4.5% to 5%. Thus, the baseline is expected to enjoy modest, positive increases going forward.

Four years ago, Clackamas County adopted Performance Clackamas, a results-oriented strategic plan that focuses on measurable goals encompassed by five priorities:

- ▲ Build public trust through good government
- ▲ Grow a vibrant economy
- ▲ Build a strong infrastructure
- ▲ Ensure safe, healthy, and secure communities
- ▲ Honor, utilize, promote, and invest in our natural resources

There are 28 total goals encompassed by these priorities that guide the efforts of elected officials, administration, and staff for years to come. For more information, visit: [www.clackamas.us/performance](http://www.clackamas.us/performance).





## 2018 ACHIEVEMENTS:

- ▲ Created a Housing Affordability and Homelessness Task Force which has been assembled to research, recommend, and support new policies and strategies aimed at addressing these issues.
- ▲ Broke ground on the third wastewater treatment digester at the Water Environment Services facility in Oregon City. This digester will ensure the protection of public health, the environment, and future economic growth.
- ▲ Completed the Clackamas County Veterans Village, a shelter community for homeless veterans that was two years in the making.
- ▲ After reaching a settlement with involved parties last year, Clackamas County spearheaded the amending of a master order library agreement so that the residents of Gladstone and Oak Grove could follow through on a plan to construct two new libraries.
- ▲ Continually upgrading and expanding the County parks system. This includes marking the first full season of the Madrone Wall Park and installing the park system's first electric wheelchair charging station at Barton Park.

## LEADERSHIP AND INNOVATION



The next County Administrator will find Clackamas County to be a dynamic regional hub with a diverse community and plenty of potential for continued growth. In order to keep up with the County's fast growth, the new Administrator will need to look for operational efficiencies as well as other organizational restructuring or consolidation possibilities to ensure the government continues to operate at a high level and is able to provide the exceptional service residents expect. While the County possesses a Aaa bond rating, funding of current and future needs and growing the tax base will be continuing challenges. There are significant infrastructure needs pending, including a new courthouse and jail, transportation, asset management systems, and expansion of the County's fiber optic/ISP program, as well as some housing initiatives and redevelopment opportunities that will need attention.

The County's Strategic Plan, "Performance Clackamas," which is the primary policy guidance document of the County, will need to be updated soon and the new County Administrator will play a key role in guiding this process. Additionally, while the County experiences good relations with its labor unions, new contract negotiations are ongoing.





## IDEAL CANDIDATE



The BCC seeks an innovative, visionary, results-orientated leader to guide Clackamas County into the future. The ideal candidate will be a personable team builder and have outstanding communications and interpersonal skills. An energetic leader who is passionate about local government, the new County Administrator will be committed to excellent customer service and will possess the flexibility needed to work in a diverse environment that is constantly changing.

The County is actively recruiting persons from diverse backgrounds to enhance service delivery to its diverse community. Its commitment to exceptional customer service relies upon a team-oriented workplace where continuous improvement is a goal. The chosen candidate will need to be a progressive-minded, results-oriented individual who will demonstrate a positive attitude and compassion toward others and support diversity, inclusion, and equity at all levels within the organization and in the community. The selected individual must be willing to take definitive actions when called for to quickly resolve conflict and build consensus to sustain a harmonious working environment for all. A capable, honest, ethical, and even-tempered candidate with excellent conflict management skills will be successful.

The ideal candidate will be highly visible within the community and with staff and must be comfortable with the public nature of the position. A problem-solver and fair-minded mediator, the chosen candidate will have a successful track record of board management and intergovernmental relations experience and must be able to communicate effectively under pressure at public meetings. The County Administrator will serve as a mentor to and advocate for staff, connecting with and developing employees to their greatest potential. A long-term and next generation-minded manager with succession planning experience is strongly desired.

The new County Administrator will be a creative, strategic thinker with an entrepreneurial spirit who embraces current and emerging technologies and understands the role and value of technology in local government operations. Growth management experience coupled with a sound budgetary and financial acumen informed by a thorough understanding of economic development and financial incentives is essential. Experience with utility operations and enterprise funds is a plus.



# EDUCATION AND EXPERIENCE



## Required Minimum Qualifications/ Transferrable Skills:\*

- ▲ At least 10 years of progressive experience managing a large and diverse public agency/organization with a complex budget with multiple lines of business and sources of funding.
- ▲ Experience identifying goals and achieving outcomes and strategic results.
- ▲ Experience preparing, presenting, and implementing balanced organizational budgets.
- ▲ Experience demonstrating strong verbal and written communication skills in a leadership role, including the ability to effectively convey information through presentations to individuals, small groups, and large audiences, including elected officials.
- ▲ Thorough knowledge of the principles, methods, and techniques of public administration, organizational development, and government funding sources and financing methods.
- ▲ Ability to: communicate effectively, both orally and in writing; analyze complex problems and recommend alternative solutions; and prepare and implement short and long-range strategic plans, including considerations of budgetary and public impact.
- ▲ Driving is required for County business on a regular basis or to accomplish work. Incumbents must possess a valid driver's license and possess and maintain an acceptable driving record throughout the course of employment. Accommodation requests for an acceptable alternative method of transportation will be reviewed on an individual basis in compliance with State and Federal legislation.

## Preferred Special Qualifications/ Transferrable Skills:\*

- ▲ A master's degree in public administration, business administration, a closely related field, or any satisfactory combination of experience and training that demonstrates possession of the required knowledge and skills.
- ▲ Knowledge and understanding of the complexities and distinctions in delivering exceptional service to urban and rural stakeholders.
- ▲ Thorough knowledge of process improvement and organization change management concepts.

\*For Veterans qualified for Veteran's Preference: If you believe you have skills that would transfer well to this position and/or special qualifications that relate to this position, please list those skills and/or qualifications in the open-ended question at the end of the application and explain how those skills and/or qualifications relate to this position.







## COMPENSATION AND BENEFITS



The salary range for this position is \$165,583-\$223,499, depending on qualifications and experience. The County provides a 6.27% employer-paid deferred compensation plan and a generous benefits program including health, dental, life insurance, longevity pay, and paid vacation and sick leave. The County participates in the Oregon Public Employee Retirement System (PERS) and contributes to the member's pension share account and picks up the 6% contribution to the Individual Account Program (IAP). This position is included in the County's alternate workweek program, working 40 hours during a standard workweek of Monday through Thursday (Fridays off).

## APPLICATION PROCESS



Please apply online at: <http://bit.ly/SGRCurrentSearches>

For more information on this position contact:

**Kurt Hodgen, Senior Vice President**  
Strategic Government Resources  
[kurthodgen@governmentresource.com](mailto:kurthodgen@governmentresource.com)  
540-820-0531



This position is open until filled. To view the status of this position, please visit:  
<http://bit.ly/SGRCurrentSearches>

Applicants selected as finalists for this position will be subject to a comprehensive background check. Clackamas County is an Equal Opportunity Employer and values diversity in its workforce.

## RESOURCES

**Clackamas County**  
[clackamas.us](http://clackamas.us)

**Economic Development**  
[clackamas.us/business](http://clackamas.us/business)

**North Clackamas Chamber**  
[yourchamber.com](http://yourchamber.com)

**Oregon State Chamber**  
[oregonchamber.org](http://oregonchamber.org)

**City of Oregon City**  
[orc.city.org](http://orc.city.org)

**Mt. Hood Territory**  
[mthoodterritory.com](http://mthoodterritory.com)

## FOLLOW US



## County Administrator Recruitment Estimated Timeline\*

Milestone Description	Start	No. Days	Assigned to:
<b>Selecting a Search Firm &amp; Pre-Recruitment Activities - COMPLETED</b>			
Prepare Search Firm (SF) RFQ	8/8/2018	15	HR, Procurement
Review Policy Session materials w/ HR Director	8/21/2018	1	HR
Publish RFQ/SFs submit RFQs	8/23/2018	15	Procurement
Materials due for 9/4 Policy Session	8/29/2018	1	HR
Policy Session w/ BCC: Approve Attributes, update on SF RFQ, and review tentative timeline	9/4/2018 1:30PM-2:30PM (1 hour)	1	BCC, HR
RFQ closes at 2:00PM, quotes sent to HR	9/7/2018	1	Procurement
HR summarize/evaluate SF	9/7/2018	3	HR
Review SFs with HR Director	9/10/2018	1	HR
Materials due for 9/18 Policy Session	9/11/2018	1	HR
Policy Session: BCC selects SF	9/18/2018 3:00PM-3:30PM (30 minutes)	1	BCC
Contract prepared, signed	9/25/2018	14	Procurement
SGR evaluates org/position, drafts recruitment materials	10/8/2018	14	SGR
Materials due for 10/23 Policy Session	10/17/2018	1	HR
<b>Recruitment Process</b>			
Policy Session: County approves SGR posting and hiring procedures	10/23/2018 3:00PM-4:00PM (1 hour)	1	BCC, HR, SGR
Recruitment open, SGR identifies candidates & conducts preliminary screen	10/25/2018	30	SGR
Recruitment first application review date	11/26/2018	1	SGR
SGR triage and score resumes	11/26/2018	5	SGR
County Counsel reviews materials for 12/4 Executive & Policy Sessions	11/27/2018	1	HR, County Counsel
Materials due for 12/4 Executive & Policy Sessions	11/28/2018	1	HR
Executive Session: SGR recommends semifinalist candidates, BCC provides feedback	12/4/2018 8:30AM-9:30AM (1 hour)	1	BCC, SGR
Policy Session: BCC approves next steps	12/4/2018 <b>TBD</b> (30 minutes)		BCC, SGR

## County Administrator Recruitment Estimated Timeline\*

Milestone Description	Start	No. Days	Assigned to:
<b>Candidates Complete Questionnaire and Online Interviews, Stage 1 Media Searches, SGR prepares Semifinalist materials</b>	12/5/2018	10	SGR
<b>County Counsel reviews materials for 12/18 Executive Session</b>	12/11/2018	1	HR, County Counsel
<b>Materials due for 12/18 Executive Session</b>	12/11/2018	1	HR
<b>Executive Session: SGR recommends candidates, BCC selects finalists (NEED TO SCHEDULE)</b>	12/18/2018 <b>TBD</b> (1 hour)	1	BCC, SGR, County Counsel, HR
<b>Interviews (Estimate)</b>			
<b>Invite finalists to interview, notify finalists their names will be made public prior to press release</b>	12/19/2018	21	SGR
<b>PGA issues press release announcing finalists</b>	12/20/2018	1	PGA
<b>SGR conducts: Comprehensive Media Search Stage 2; Comprehensive Background Screening Report; DiSC Management Assessment (supplemental service)</b>	12/20/2018	14	SGR
<b>BCC/Stakeholders interview finalists and Public Meet &amp; Greet</b>	1/7/2019	5	BCC; SGR coordinates, HR assists
<b>County Counsel reviews materials for 1/22 Executive Session</b>	1/15/2019	1	HR, County Counsel
<b>Materials due for 1/22 Executive Session</b>	1/16/2019	1	HR
<b>Executive Session: BCC identifies candidate to be next County Administrator</b>	1/22/2019 8:30AM-9:00AM (30 minutes)	1	BCC, SGR, County Counsel, HR
<b>Selection (Estimate)</b>			
<b>Negotiations/Employment Agreement with selected candidate</b>	1/23/2019	4	BCC, County Counsel
<b>County Counsel reviews materials for 2/5 Executive Session</b>	1/29/2019	1	HR, County Counsel
<b>Materials due for 2/5 Executive Session</b>	1/30/2019	1	HR
<b>Executive Session: discuss Employment Agreement</b>	2/5/2019 8:30AM-9:00AM (30 minutes)	11	BCC, County Counsel, SGR, HR
<b>County Administrator hired and gives notice to current employer</b>	2/19/2019	20	HR
<b>PGA issues press release announcing new County Administrator</b>	2/20/2019		PGA
<b>County Administrator Starts</b>	3/11/2019	1	BCC

\* Subject to change