

FAIRVIEW CITY ADMINISTRATOR RECRUITMENT

CITY ADMINISTRATOR PROFILE

Required Minimum Education / Experience

The City Administrator position requires a bachelor's degree in public administration, planning, political science, or related field, and at least five years of upper-level local government management experience.

Preferred Education / Experience

The City prefers a candidate with an advanced degree in public administration or related field (e.g., Master of Public Administration), and at least ten years of increasingly responsible experience. Experience and/or training in urban renewal, community development, public finance, union relations, human resources, intergovernmental relations, and contracting is highly desired.

Desired Skills / Attributes

Leadership and Management

The City Administrator should be an experienced manager and leader with an ability to provide clear direction, effectively manage multiple departments, balance priority initiatives, develop and inspire staff to foster a professional, high functioning, and responsive organizational environment. Skills to effectively manage, integrate, and coordinate day-to-day out-sourced service delivery are important, as is the ability to envision and facilitate organizational change to develop staff and meet contemporary service delivery needs and efficiencies. The City Administrator should value and practice collaboration, transparency, empathy, as well as accountability with staff. A management style that is highly organized, approachable, transparent, respectful of all viewpoints, even-tempered, professional, and friendly is desired. Experience hiring key personnel and working with unions is helpful.

Community and Economic Development / Urban Renewal

The City Administrator should have experience managing urban renewal agencies in order to continue implementation of multiple initiatives currently underway. Experience in planning and implementing successful long-term initiatives to build local economies and plan for growth is important. Understanding of community branding and Oregon land use planning is also helpful.

Public Finance

The City desires a City Administrator with strong public finance skills. The City Administrator is expected to take a comprehensive financial planning approach that plans for the City's long-term service needs and utilizes a broad spectrum of revenue approaches. Fairview has a number of major projects (capital and otherwise) that will require financing from federal, state, and other sources. In addition, the City Administrator should be able to strategically integrate financial planning with the City's vision, goals, and policy direction. Experience with Oregon budget law and requirements is helpful.

Intergovernmental Relations

Fairview outsources multiple services with other agencies and places a high value on maintaining and strengthening those partnerships. The ability to continue and expand effective working relationships with local governments, the county, the state, and other agencies through cost effective and clear agreements, transparency, collaboration, and accountability is important.

Communication

It is imperative the City Administrator possess strong communication skills to effectively engage and inform multiple City audiences, including but not limited to the City Council, staff, local government officials, businesses, community groups, and citizens. In this context, the City Administrator should be committed to accessibility, transparency, and timeliness, when communicating with all individuals or groups. Further, the City Administrator is expected to have a personal communication style that respects and encourages two-way dialogue. Communication, both verbally and written, should be offered with clarity, substance, and conciseness.

Transportation Infrastructure/Connectivity

The City Administrator should have knowledge and experience funding, planning, and managing major transportation improvement projects. This experience includes street maintenance and construction, transportation network planning, inter-governmental projects, and improving pedestrian access. An ability to facilitate a holistic multi-modal system that provides community connectivity is helpful.

Council Relations

City Council expects the City Administrator to be responsive, accessible, inclusive, and collaborative with them as the City's policy making body. The Administrator should be proactive in communicating and addressing policy or other issues important to the Council. Fairview's City Administrator should maintain collaborative relationships with all Council members through regular communication. It is also the City Administrator's responsibility to be actively aware of the City's operations and legal obligations and provide expertise to help City Council fulfill their role as the governing body and serve as an effective representative of the community.

Community Engagement

The citizens of Fairview take pride in their city and expect to be proactively informed and engaged in City activities and decisions that may impact them. As such, on an individual level, the City

Administrator should be engaged and visible in the community, which affords additional opportunities to update and inform residents on City policy and operational issues. The City Administrator must be accessible, open-minded, listen, and employ an even-handed approach to differing views and interests. Fairview's Administrator is expected to maintain, strengthen, and expand the City's community involvement approaches to facilitate and encourage citizen engagement in City decision-making, and uphold the principles of transparency, inclusion, and public participation.

Diversity, Equity, & Inclusion

The Fairview City Council recognizes the importance of fostering equity, inclusion, and diversity in the City's processes, services, systems, and staffing. As such, the City Administrator is expected to embrace these principles and utilize external professional consulting or training services to facilitate their application in City initiatives and services. Experience leading efforts or working with consultants to offer training and planning about operational or policy approaches to implement these organizational commitments is beneficial.

Appreciation for Fairview

The City Administrator role is a high-profile local leader who should appreciate the unique attributes that make Fairview a friendly town with a strong sense of community. Fairview is home to a growing and diverse population that is proud of its mixed residential and commercial character; community members care for one another and value the natural beauty, events, and recreational amenities Fairview offers that foster a sense of community. The next City Administrator should appreciate Fairview's unique qualities and be an active member of the community.

Understanding of City Government Roles

The City Administrator should have a thorough understanding of the Council-Manager form of government and the appropriate roles of bodies and individuals within such governments. City Council is pursuing a Charter amendment on the November 2021 ballot to change the "City Administrator" title to "City Manager", which would update the position title and move the authorizing framework from City Code to the Charter. However, this would not alter the current responsibilities of the position. The City Administrator (or Manager) will be expected to help ensure the City Council, staff, and advisory bodies are all operating effectively with each other and within their legally defined roles.

Policy Directives

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

Community Development / Urban Renewal

The City of Fairview has undertaken multiple large-scale community development activities in which the next City Administrator will be expected to provide ongoing management and expertise. This initiative will require fiscal and operational management of the Fairview Urban Renewal Agency, including projects underway such as a food cart plaza with a potential farmers market as well as facilitating a fiscally responsible approach to developing a 5.2 acre City-owned property known as the “Heart of Fairview” project. An ability to provide ongoing administration of these efforts while providing professional guidance to increase the impact and effectiveness of these urban renewal and other future initiatives is desired.

Long-term Strategic Financial Planning

Fairview has been experiencing increasing costs along with revenue reductions and constraints requiring the City to assess, prioritize, and plan long-term to finance core services to meet future demand. Currently, three major shared service agreements (Bureau of Emergency Calls, Multnomah County Sheriff, and Gresham Fire Department) account for 76% of General Fund expenditures. The Administrator will be integral in facilitating a productive, transparent, and innovative approach to maintain and identify dependable revenue sources while providing ongoing high-quality core services. Key elements of this financial planning are anticipated to include strategic use of American Recovery Plan Act (ARPA) State and Local Recovery funds while seeking opportunities to collaborate with other agencies to provide continued effective service delivery.

Public Safety

In 2017, the City shifted from providing police services to contracting with the County Sheriff’s Department. Since that time, public perception regarding the efficacy of the Sheriff’s service has been generating community concern about public safety. Recent encroachment of houseless populations and crime from the Portland core area have escalated the perception that crime is increasing in Fairview. The next City Administrator will be expected to review the current law enforcement arrangement and ensure Fairview is receiving cost effective and high quality public safety services that meet the expectations of its citizens.

Transportation Infrastructure and Connectivity Improvement Projects

The City is currently planning and implementing a broad range of major street and transportation projects vital for the community’s development. This includes negotiating funding and maintenance responsibilities for Multnomah County Roads located within the City. The next Administrator will also be expected to identify and secure funding to complete the City’s plans to promote pedestrian and bicycle safety and improve transportation network connectivity, particularly on the Sandy Boulevard and NE 223rd Ave Multnomah County arterial roadways. The

City is also actively exploring funding and construction of a roundabout as a component of the Halsey Street Corridor improvements.

Flood Management / Water Infrastructure Improvement Projects

The next City Administrator will be engaged in important flood management and water supply infrastructure improvement projects to support future needs and meet current federal or state requirements. This includes participating in the Levee Ready Columbia FEMA Levee Recertification construction projects, identifying a funding method for a new Urban Flood Safety and Water Quality District, and overseeing construction of a new water system well. The Administrator will also need to hire a new Public Works Director in the near term with the retirement of the current director.

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HIRING PROCEDURES

Phase 1: Position Advertisement

- 1.1 Recruitment Brochure Development:** The consultant will develop a professional, comprehensive recruitment brochure designed to attract the highest quality applicants. Organization-specific information will be incorporated into the brochure, including an overview of department functions/services, staff size, budgetary information, and current challenges and policy priorities. Community information will be added, including a description of the community with quality-of-life details. The brochure will conclude with position compensation information, including salary and benefits package, as well as information on how to apply for the position and the recruitment timeline.
- 1.2 Position Advertisement:** The consultant will execute a comprehensive position advertisement process designed to attract a diverse pool of qualified and well-suited candidates. The approach will be multi-faceted and will include advertising the position on high-profile managerial and specialization-specific websites, within professional publications and periodicals, and in other forums as appropriate. The consultant will also leverage an extensive professional network to directly contact qualified managers and inform them of the opening.

Phase 2: Screening of Candidates

- 2.1 Initial Application Screening:** Candidates will provide a resume, a cover letter, a supplementary application form. The consultant will review applications and any supplemental question submissions against the City Administrator Profile, remove all non-responsive applications, and determine which candidates best fit the City's needs.
- 2.2 Preliminary Interviews:** The consultant will conduct preliminary interviews via Zoom with the candidates who best fit the candidate profile, as well as with any veterans who meet the position's minimum qualifications (as required by Oregon law).

2.3 Recommendation of Finalists: The consultant, in a City Council executive session, will present the results of the initial review process and provide recommendations of up to four finalists. For transparency purposes, the consultant will provide information on other candidates interviewed but not recommended as finalists. The consultant will facilitate a discussion to assist the Council in reaching consensus on the finalists they want to be interviewed. Subsequently, the Council will announce the finalists in a regular business meeting after candidates are notified and permission is received for public disclosure of their candidacy.

2.4 Formal Council Designation of Finalists: In accordance with Oregon public meetings law, the City Council will formally designate the finalists at a regular business meeting open to the public.

2.5 Background Checks on Finalists: The consultant will engage a background check firm to perform comprehensive background checks on all finalists. Background checks will include:

- County criminal searches
- State criminal searches
- Federal criminal searches
- National criminal database searches
- Sex offender searches
- Motor vehicle searches
- Education/degree verification
- Employment verification
- Credit checks
- Civil litigation

2.6 Reference Checks on Finalists: The consultant will take the necessary time to thoroughly discuss the candidates with references they provide, as well as other knowledgeable contacts, asking incisive questions to gain a comprehensive understanding of their abilities as managers and potential fit for the city.

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

Recruitment Schedule

Week of	Actions
August 30 th	Start-up meeting with City to finalize scope and timeline
September 13 th September 20 th	Stakeholder interviews Virtual public input meeting Staff online survey or input meeting
September 27 th	Initial candidate profile draft and finalization
October 4 th	City Council work session re draft candidate profile/hiring process
October 11 th	Council official adoption of candidate profile/hiring process
October 18 th	Recruitment brochure development
October 25 th - November 19 th	Position advertisement
November 22 nd	Initial application screening
November 29 th	Preliminary phone interviews
December 6 th	Recommendation and selection of finalists Executive Session- December 8 th
December 13 th	Background/reference checks on finalists
December 20 th – December 27 th	Holiday break
January 3 rd	Finalist virtual receptions, interviews, and selection