

# APPENDIX A: CITY MANAGER PROFILE

## Required Minimum Education / Experience

The City Manager position requires a Bachelor's degree in Public Administration or a 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 a related field and at least eight years of city management experience. Experience managing small, tourism-dependent communities with significant seasonal population changes is desirable. Professional credentialing, such as through the International City/County Management Association (ICMA), would demonstrate commitment to the city management profession.

## Desired Skills / Attributes

### Appreciation for Cannon Beach

As a high-profile local leader, the City Manager needs to demonstrate a genuine appreciation for the unique qualities that make Cannon Beach a charming seaside village. These qualities include the city's breathtaking natural surroundings, ethos of environmental stewardship, vibrant arts community, numerous shops and restaurants, and thriving community atmosphere. Choosing to live in the city is one way to demonstrate the City Manager's recognition of the community's many virtues and a commitment to protecting and enhancing them in the future.

### Citizen Involvement

Cannon Beach citizens are passionate about their community and are active in civic decision-making. Citizen participation rates are high for long-term planning processes, and attendance at City meetings is robust. Additionally, the numerous City boards, commissions, and committees play a key role in advising the City Council on policy matters. Accordingly, the City Manager needs to be supportive of meaningful citizen engagement in policy development processes and uphold the principles of transparency, inclusion, and public participation.

### Community Relations

Cannon Beach is a close-knit village with a small-town atmosphere. Community leaders are regular figures at local meetings, businesses, and events; citizens value the opportunity for impromptu conversations and discussions with local officials. As such,

the City Manager should be committed to active involvement in the community, through participation in local organizations, developing relationships, and being actively visible around town. This involvement will also afford the Manager additional opportunities to update and inform the community on City policy and operational issues.

The Manager needs to be respectful of all perspectives and viewpoints, and be approachable by all citizens. Employing an even-handed approach to differing views and interests will be critical. A collaborative approach toward working with the business community, individual homeowners, and other community organizations including the Chamber of Commerce, arts, and historical associations, is essential. While the Manager should be oriented toward consensus-building, a willingness to enforce potentially unpopular decisions will also be important.

### Council Relations

The Council expects the City Manager to keep them fully informed of current and future issues, adhering to a principle of 'no surprises.' The City Manager will need to maintain positive, collaborative relationships with all Councilors, and should engage in frequent and open communication through email, phone, and in-person meetings. It is also the City Manager's responsibility to keep the Council updated on City operations, to provide accurate and complete analysis of choices before the Council, and to assist the Council in long-term policy planning.

### Understanding of City Government Roles

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

### Intergovernmental Relations

The City Manager will need to capably represent the City with numerous intergovernmental groups including Clatsop County, Seaside School District, Cannon Beach Fire and Rescue, Sunset Empire Transportation District, State agencies, and other regional partners. An ability to actively cooperate with such groups while protecting the City's interests will be critical.

### Communication

Excellent communication skills are important to the success of the City Manager. An ability to write in a clear and articulate manner and an aptitude for speaking effectively with large and small groups is essential. The City Manager should be committed to

open communication with all parties, including City officials, staff, and citizens, and be responsive to questions and input in a timely manner.

#### Public Infrastructure Development Experience

A City Manager with experience developing public infrastructure is desirable as the City plans for the future of City-owned facilities and properties, such as the South Wind property.

#### Budget and Finance Skills

The City desires a City Manager with strong budgeting and finance abilities who is well-versed in Oregon budget laws and requirements. As the City's budget officer, the City Manager will be faced with balancing the financial needs of multiple important operations and programs, and must be able to prioritize effectively. The City Manager should also be proficient in collecting and allocating transient room tax funds, which is a central component of the City's revenue base.

#### Personnel Management

The City Manager needs to be skilled in interpersonal staff relations and committed to creating a positive work environment and cultivating excellence in employees. Skills related to coaching and staff development are essential, including an ability to delegate and prioritize tasks while holding employees accountable. The Manager should be publicly supportive of staff, willing to face criticism on their behalf, and prepared to insulate them from undue influence. An ability to actively listen to staff and incorporate their input into decision-making is highly important. A management approach incorporating interdepartmental communication and coordination is essential.

#### Leadership and Management Abilities

Cannon Beach is seeking a City Manager who will be a strong manager and leader with an ability to provide clear direction, effectively manage multiple departments and initiatives, develop and inspire staff, and build a professional, high-functioning organization. An ability to effectively plan for and address long-term challenges is essential. The City Manager should have an open, engaging personal style with a good sense of humor, but should also be prepared to make difficult decisions when necessary. The Manager needs to be e-literate and supportive of the use of technology to make government efficient and accessible for citizens. A commitment to neutrality and fairness is essential. Specific experience in Oregon land use law, Oregon municipal finance regulations, Oregon public meeting / records laws, and public works administration is highly desirable.

## Policy Directives

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

### Community Character Preservation

Cannon Beach's distinctive local character has made it both an appealing place to live for generations of residents and property owners, and a celebrated coastal destination that draws many thousands of visitors annually from across the globe. Given the importance of ambiance, environment, and overall 'feel' to the community's success, the City has made preserving these characteristics a central priority. The City endeavors to protect its natural resources and support the needs of its residents while also facilitating tourism. The City Manager's understanding and adherence to the City's established Comprehensive Plan will be of high importance, rather than pursuit of growth or expansion.

### Ecola Creek Forest Reserve

The Ecola Creek Forest Reserve consists of approximately 1,040 acres of City-owned property in the Lower Ecola Creek watershed, including the springs that are the City's primary water source. The City Manager will help manage the Reserve with the goals of restoring the ecological integrity of the forest ecosystem and its constituent aquatic and riparian habitats, and preserving and enhancing municipal water quality. Passive recreation opportunities will also be provided in a manner that is compatible with these priorities.

### South Wind Property

The City owns a 58-acre parcel known as the South Wind property, which represents an important opportunity for locating future critical and essential public buildings outside the tsunami inundation zone. While development of this property could help address the goals in the Strategic Plan, the City Manager will need to help ensure that any future physical or financial planning for this site is conducted in a thoughtful, holistic, and inclusive manner.

## Strategic Plan Implementation

In 2016, the City adopted the City of Cannon Beach Strategic Plan, which established policy direction for the subsequent five years. Implementation of the Strategic Plan will be a primary focus of the City Manager. The plan's components are detailed below:

### Affordable Housing

Cannon Beach has a vibrant business community founded principally on providing excellent customer service to visitors in a world-class natural setting. The local economy, as well as City services, are dependent on employees who are invested in the community, but unfortunately only a small percentage of the City's workforce can afford to live in the community they serve. The City has made a long-term commitment to address the affordable housing shortage.

### Emergency Management

Cannon Beach lies directly inshore from the Cascadia Subduction Zone and is impacted by periodic powerful Pacific storms. Emergency planning, preparedness, response, and recovery are essential services City government must provide and coordinate. The City is dedicated to becoming a resilient coastal community focused on the safety of its residents and visitors. As part of this effort, the City is actively exploring options for moving critical facilities and infrastructure out of the tsunami inundation zone.

### Infrastructure

The City's core services rely upon an extensive yet aging infrastructure network including water, wastewater, storm water, streets, and parking. It is an ongoing challenge to deliver City services to residents, businesses, and the increasing number of tourists visiting the community each year. Current user rates do not cover the base cost of operating these services, let alone the maintenance and capital investments that will be needed in the long-term. The City is committed to taking the steps necessary to sustain its infrastructure into the future.

### Relationship with Community

The City Council and staff are focused on strengthening citizen confidence in city government, and on building and maintaining trust between the City and the community. Success in these efforts will be measured by conducting ongoing citizen surveys.

## Effective Government

The internal operations of a city government have a significant impact on the quality of services it delivers to the community. The City has pledged to take active and ongoing steps to ensure it can continue to deliver excellent customer service for residents and visitors, manage risk, and demonstrate accountability.