



# LANE COUNTY

HUMAN RESOURCES DEPARTMENT / 125 East 8th Ave. / Eugene, OR 97401  
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W. G. B.

## AGENDA COVER MEMO

Memorandum Date: July 11, 2007  
Order Date: July 11, 2007

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**TO:** Board of County Commissioners

**DEPARTMENT:** Human Resources

**PRESENTED BY:** Jan Wilbur, Personnel Services Manager

**AGENDA ITEM TITLE:** **DISCUSSION/JOB DESCRIPTION AND PROFILE FOR COUNTY ADMINISTRATOR AND ASSISTANT COUNTY ADMINISTRATOR AND RECRUITMENT AND HIRING PROCESS**

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**I. MOTION**

As directed by the Board.

**II. AGENDA ITEM SUMMARY**

To discuss the job description and profile for County Administrator and Assistant County Administrator, proposed compensation, and explore various considerations and timelines in the matter of the recruitment and hiring processes.

**III. BACKGROUND/IMPLICATIONS OF ACTION**

**A. Board Action and Other History**

On June 27, 2007 the Board met to discuss the recruitment of a new County Administrator, and to discuss the overall recruitment and selection process for County Administrator. A portion of the discussion also included the possible addition of an Assistant County Administrator, and the potential of it being posted as a career development opportunity.

HR agreed to return to the Board in two weeks with some further information for review to include:

- Further revision of the County Administrator class spec and a proposed salary.
- Class specifications for Assistant County Administrator and a proposed salary.
- Career Development announcement for Assistant County Administrator.
- Draft Position Profile for County Administrator recruitment purposes.
- Posting and Recruitment Timeline for County Administrator
- Suggested Recruitment Strategy and cost for outreach County Administrator.

**B. Policy Issues**

Lane code, Section **2.265 Compensation Plan**, states that:

The Board shall fix the maximum and minimum salary ranges for each classification in the classified service, except as delegated in LC 2.225(1). The Personnel Manager shall be charged with preparing and maintaining a compensation plan covering all classes of positions in the classified service which shall include for each classification the maximum and minimum salary range, as established by the Board of Commissioners, and such intermediate rates as are considered necessary and equitable. The Personnel Manager may modify, add to, or otherwise change the compensation plan as necessary to reflect Board of Commissioners' action fixing salary ranges. *(Revised by Ordinance No. 7-74, Effective 7.5.74; 24-80, 1.16.81; 5-98, 9.9.98)*

There was discussion at the previous meeting in regards to whether or not under the Charter, the Assistant County Administrator could be an unclassified position, serving at the pleasure of the Board, much the same as the County Administrator does. Teresa Wilson, County Counsel, agreed to research and present oral information to the Board at the next scheduled meeting.

**C. Board Goals**

The Lane County Strategic Plan B1 indicates that Lane County will aim for a flexible classification and compensation system so that the system supports and does not inhibit excellent performance in the delivery of County services. The new classification of Assistant County Administrator would support Lane County's commitment to developing career ladders and

strengthening career paths for Lane County employees.

Timely recruitment of the County Administrator is important while Bill VanVactor is still available to help ensure a smooth transition.

**D. Financial and/or Resource Considerations**

Salary survey information is included, and recommendations for consideration. It is not possible to provide a solid cost analysis for the Assistant County Administrator until it is determined whether the class specs will be approved as written, or if significant changes in the scope of the classification as drafted are necessary.

**E. Analysis**

In prior discussion with the Board in 2005 some of the potential benefits of creating the Assistant County Administrator classification were discussed. Including, but not limited to; immediate support for leadership on County goal-related projects, more time for the CAO to devote to work with other agencies (potentially improving the success of interagency strategies), and sustained progress on long term goals and continuity of direction through transitions in CAO leadership.

It is not possible to do a solid cost analysis before taking the next step of determining the scope of the classification and whether the Assistant County Administrator classification will be a classified position on the Lane County compensation plan, or an unclassified position serving at the pleasure of the Board. If the position is to be a classified position on the Lane County compensation plan as written in scope (with only de minimus changes), than a new F Band – in the non-represented Decision Band Method, or DBM, will be created for Board approval. Preliminary analysis of survey data and analysis indicates that the Assistant County Administrator salary range should be compensated at the maximum no less than approximately \$130,000. If classified as drafted the recommendation is that the max of the range be approximately \$130,000. That is approximately 15% lower than the base actual proposed for the County Administrator, and approximately 10% higher than some of our Department Directors salary range maximum.

Market analysis indicates that the County Administrator's salary has not kept pace with market influences. The departing County Administrator had the promise of benefits like paid retiree medical, which was a motivator in retention. However, in order to bring the salary of the next Lane County Administrator close to market and create enough room between that salary and that of the positions that report to it, HR recommends that the base salary for the County Administrator be raised to \$149,000.

**F. Alternatives/Options**

1. Agree to add the Assistant County Administrator classification as drafted and the proposed approximate salary range (see attached survey). Offer it as a career development opportunity internally, as soon it is officially approved by Board order.

Begin recruitment for the County Administrator with the proposed base actual salary (see attached survey) after HR comes back to the Board officially to approve the Recruitment and Hiring Process for Lane County Administrator.

2. Change the scope of the Assistant County Administrator classification as drafted, and the proposed salary range. HR comes back to the Board.

Do not begin recruitment for the County Administrator with the proposed base actual salary. HR comes back to the Board.

3. Begin recruitment for the County Administrator with the proposed classification and base actual salary just as soon as HR can return to the Board for formal approvals. Suspend recruitment for Assistant County Administrator.

4. Begin recruitment for the Assistant County Administrator with the proposed classification and salary range just as soon as HR can return to the Board for formal approvals. Suspend recruitment for County Administrator.

**IV. TIMING/IMPLEMENTATION**

At Board direction.

**V. RECOMMENDATION**

Option #1.

**VI. FOLLOW-UP**

HR will do whatever work is still necessary, and will return to the Board as needed.

## **VII. ATTACHMENTS**

Draft Assistant County Administrator classification  
Salary survey information Assistant County Administrator  
Draft career development posting for Assistant County Administrator

Class specifications for County Administrator with small changes in language from last meeting.

Salary survey information County Administrator  
Draft brochure for recruitment including Position Profile  
Draft questions for inclusion in the Supplemental Questionnaire  
Recruitment plan and advertising/outreach information

## **DRAFT**

LANE COUNTY

### **ASSISTANT COUNTY ADMINISTRATOR**

#### **DEFINITION**

This position is responsible for assisting the Board of County Commissioners and County Administrator in the management and administration of County department operations and activities; to facilitate and coordinate operations between independent departments; to provide highly responsible and complex analytical support to the County Administrator; to supervise County programs not under the direction of a department head; and to perform related work as required.

#### **SUPERVISION RECEIVED AND EXERCISED**

Receives administrative direction from the County Administrator.

Exercises direct supervision over assigned Department Directors as well as assigned clerical, technical, professional and management personnel.

#### **EXAMPLES OF DUTIES**

Confers with and advises County department heads and administrative staff on administrative issues; proposes improved administrative policies, and procedures.

Confers with the County Administrator to coordinate the overall management of County government in accordance with the policies and goals set by the Board of County Commissioners; reports to the County Administrator and the Board at frequent intervals on a variety of matters.

Develops, plans, and implements strategic county-wide organizational goals and objectives; recommends and administers policies and procedures.

Works with the County Administrator to provide leadership for management team and formulates directives while actively soliciting management team input.

Directs, oversees and supervises complex special projects and initiatives in support of Lane County's goals and strategic objectives.

Supervises County departments as assigned; selects, trains, motivates, and evaluates management and other assigned personnel; provides or coordinates staff training; works with employees to correct deficiencies; implements discipline and termination procedures.

Confers with various department heads and others regarding personnel, procedural, policy and system concerns, and related administrative issues.

Makes recommendations and provides consultation regarding bills before U.S. Congress and the State Legislature affecting the operations of County departments; prepares reports and may participate in legislative analysis as pertains to certain areas of county administration.

Meets and confers with representatives of County departments, and other community and government agencies and groups; may represent the County at various public meetings, advisory committee meetings, legislative sessions, boards and commissions.

Supervises and participates in the development and administration of budgets for areas as assigned; directs the forecast of additional funds needed for staffing, equipment, materials, and supplies; monitors and approves expenditures; implements mid-year adjustments.

Conducts research and provides assistance to the County Administrator on labor relations issues.

Acts in the capacity of County Administrator in his/her absence, as assigned.

#### MINIMUM QUALIFICATIONS

##### Knowledge of:

Organizational and management practices as applied to the analysis and evaluation of County programs, policies and operational needs.

Principles and practices of organization, administration and personnel management.

Principles and practices of budget preparation and administration.

Principles of supervision, training and performance evaluation.

Federal state and local statutes, rules, and administrative procedures pertaining to the administration of county government.

Public policy development and decision making.

##### Demonstrates Skills In:

Analyzing problems, identifying alternative solutions, projecting consequences of proposed actions, and implementing recommendations in support of goals.

Planning, organizing, coordinating and managing a variety of complex projects.

Interpreting and applying County policies, procedures, statutes, rules and regulations and Board directives.

Compiling, analyzing and reporting data and information in a concise format.

Gaining cooperation through discussion and persuasion.

Directing, preparing and administering a budget.

Establishing and maintaining effective working relationships with elected officials, department heads, County staff, and others from diverse groups and backgrounds contacted in the course of work.

Communicating clearly and concisely, both orally and in writing.

Preparing and presenting concise and definitive oral and written presentations on various aspects of county government operations.

Supervising, training and evaluating assigned staff.

### Experience and Training

#### Training:

Equivalent to a Bachelor's degree from an accredited college or university in business administration, public administration, political science, or a closely related field. A Master's degree is strongly preferred.

#### Experience:

Six years of increasingly responsible experience in public administration or management in local government as a city or county manager, large public agency administrator, department head, or equivalent.

An equivalent combination of experience and training that will demonstrate the required knowledge and abilities is qualifying.



**Assistant County Administrator - updated 7/09/07**

	Title	Base Min	Base Actual	Base Max	PERS	Def Comp	Comp Credits	Car	Total min	Total Actual	Total Max
Clackamas County	Deputy Co. Adm.	\$103,250	\$129,790	\$139,388	6%	6.27%	n/a	n/a	\$115,919	\$145,715	\$156,461
Clark County, WA	Used to have one about 12 years ago. Don't have the position now, but they are talking about adding it back.										
	None yet, but HR has been asked to evaluate current position in BOC that supports the CAO. Looks like a deputy. Will probably create position real soon.	Unknown			No						
Marion County		Unknown at this time			EE pays	Would probably get 7.5%	Would probably get 9.62%	n/a			
*Washington County	Asst. County Adm.	\$105,156	\$120,000	\$127,824	EE pays	n/a	n/a	4,260	\$109,416	\$124,260	\$132,084
City of Eugene	Asst. City Mgr	\$109,782	\$142,875	\$142,875	6%	2%	n/a	\$4,320	\$122,885	\$158,625	\$158,625
	current salary for their acting in capacity Asst. City Mgr. is shown, who becomes interim City Mgr when current CM terms 7/27/07).										
City of Springfield	Asst. City Mgr.	\$86,851	\$95,762	\$105,573	6%				\$92,062	\$101,508	\$111,907
<b>Average (Current)</b>		<b>\$101,259.75</b>	<b>\$122,106.75</b>	<b>\$128,915.00</b>					<b>\$110,071</b>	<b>\$132,527</b>	<b>\$139,769</b>
Lane County				\$130,000	6%	1%		Unknown/\$5,820			\$144,920
Proposed											
Note: Some jurisdictions may give small computer or cell phone allowances, totalling less than \$1,000, which is not reflected on the survey.											
*In Washington County the position acts as Director of the County Admin Department, and normally supervises the Sr. Deputy County Administrators and other County Administrative											

**JOB POSTING # 207-xxx**  
**ASSISTANT COUNTY ADMINISTRATOR**  
**Career Development Opportunity**

**Opens: XXX**      **Closes:XXX**

**RETURN THIS PAGE WITH SUPPLEMENTAL QUESTIONS**

- This position is a career development (CD) opportunity offered to non-represented employees only and provides an opportunity for non-probationary employees throughout the organization to apply for a temporary, defined term, training position.
- This position is available to employees who demonstrate in their application materials that they currently meet the minimum requirements for the Assistant County Administrator, OR who are within a year of demonstrating possession of the position requirements or equivalent experience and training. This career development opportunity is for a limited duration not to exceed **one year**, and will be 40 hours per week. The classification will undergo a full-fledged competitive recruitment process if a decision is made to have a permanent Assistant County Administrator. Working in this position in a temporary capacity does not guarantee later placement into the permanent position.
- The successful candidate will demonstrate leadership, teamwork, integrity, sound decision making, and excellent communication and people skills.
- Candidates must have their direct supervisor/manager's and department director's approval to apply for a CD position. The employee will return to his or her regular position at the end of the CD opportunity.
- To be initially considered as an applicant for this CD position, the employee must complete and submit for review:
  - Standard Lane County Application Form
  - Attached Supplemental questionnaire
  - Direct supervisor/manager and Department Head signatures of approval

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Department Head signature

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Direct Supervisor/Manager signature

The duties may include, but are not limited to:

- Directs, oversees and supervises complex special projects and initiatives in support of Lane County's goals and strategic initiatives.
- Confers with various department heads and others regarding personnel, procedural, policy and system concerns, and related administrative issues.
- Conducts research assignments. Provides complex analytical support to the County Administrator on various issues.
- Recommends and administers policies and procedures.
- Works with the County Administrator to provide leadership for management team and formulates directives while actively soliciting management team input.
- Supervises and participates in the development and administration of budgets for areas as assigned.

Demonstrated skill in:

- Analyzing problems, identifying alternate solutions, projecting consequences of proposed actions and implementing recommendations in support of goals.
- Planning, organizing, coordinating and managing a variety of complex projects.
- Interpreting and applying County policies, procedures, statutes, rules and regulations and board directives.
- Compiling, analyzing and reporting data and information in a concise format.
- Gaining cooperation through discussion and persuasion.
- Directing, preparing and administering a budget.
- Preparing and presenting concise and definitive oral and written presentations on various aspects of county government operations.
- Establishing and maintaining effective working relationships with elected officials, department heads, County staff, and others from diverse groups and backgrounds contacted in the course of work.
- Supervising, training and evaluating assigned staff.

\* Minimum Requirements for an Assistant County Administrator are as follows:

- **Training:**  
Equivalent to a Bachelor's degree from an accredited college or university with major course work in business or public administration, political science, or a closely related field. Master's degree is strongly preferred.
- **Experience:**  
Six years of increasingly responsible experience in public administration or management in local government as a city or county manager, large public agency administrator, department head, or equivalent.
- **If the successful candidate currently meets the minimum requirements (or the equivalent in training and experience), a premium above current salary will typically be available upon appointment to the Career Development opportunity (depending on qualifications).**

Attach required signature page to supplemental questionnaire responses when applying.  
Please contact Jan Wilbur at 2367 if you have any questions regarding the position:

# **Assistant County Administrator Career Development Opportunity**

## **Supplemental Questionnaire**

Please answer the following questions. Use a separate sheet of paper if necessary:

1. How does this career development experience fit with your long-term career goals?
2. This position involves the analysis and evaluation of County programs, policies and operational needs. Explain how your training and experience has prepared you for this type of work.
3. This position will require skill in gaining cooperation through discussion and persuasion in a highly political environment. Explain how your training and experience has prepared you for this type of work.
4. This position will require skill in directing, preparing and administering a budget. Explain how your training and experience has prepared you for this type of work.
5. This position will require knowledge in public policy development and decision making. Explain how your training and experience has prepared you for this type of work.
6. This position will require demonstrated skill in establishing and maintaining effective working relationships with people from diverse groups and backgrounds. Explain how your training and experience has prepared you for this type of work.

\*V001

## COUNTY ADMINISTRATOR

### DEFINITION:

To perform executive management level leadership in directing the overall management of the County government; to coordinate intergovernmental projects of a local or regional nature with municipal, state and federal agencies in behalf of the Board of County Commissioners; to provide complex support to the Board of County Commissioners; and to perform related duties as assigned.

### SUPERVISION RECEIVED AND EXERCISED

Receives policy direction from the Board of County Commissioners.

Exercises direct supervision over Administrative Department Directors as well as assigned clerical, technical, professional and management personnel. Coordinates the activities of elected departments, and those departments with independent Boards.

### EXAMPLES OF DUTIES

Directs and coordinates the overall management of County government in accordance with policies set by the Board of County Commissioners, appropriate Commissions and applicable statutes.

Prepares and delivers to the Board of County Commissioners for approval a long-range plan for the operation of the County, and prepares and submits an annual report on the status of County operations.

Acts as Budget Officer of Lane County. Reviews proposed budgets submitted by all County departments and prepares a final budget for consideration by the Budget Committee and the Board of County Commissioners. Prepares annual budget message implementing financial and strategic direction for the organization as established by the Board.

Implements the approved budget and maintains control throughout the fiscal year.

In collaboration with the economic development standing committee, oversees the economic and community development program.

Administers, develops and maintains the Lane County Administrative Procedures Manual to carry out the efficient operation of the County.

Advises the Board of County Commissioners of problems and recommends appropriate action.

With the Chair and Vice Chair of the Board, directs the establishment of the Board Agenda; and acts as liaison between the Board of County Commissioners, County Departments, the Public and local, state, and federal agencies.

Directs studies and development of projects to achieve increased economy and efficiency within the County government.

Recruits, disciplines or dismisses department directors in accordance with federal and state laws and guidelines, the Lane County Charter, and policies adopted by the Board; advises the Board of the cause and process used in such action.

Supervises, disciplines, and evaluates the performance on an annual basis of all appointed department directors, assigned clerical, technical professional and management employees; sets and adjusts the salaries within compensation ranges adopted by the Board.

Prepares reports; attends meetings, and addresses groups. Enhances community relations by coordinating public information and media activities. Provides employee and citizen assistance and information, and responds to complaints and inquires.

Recommends and ensures uniform enforcement of ordinances, orders, rules, regulations and policies to carry out the efficient operation of the County.

Directs the development of interagency programs and projects, and actively assists in the resolution of interagency problems and issues.

Directs the use, maintenance and custody of all County property, buildings, works and improvements.

Develops and implements operating policies and procedures to carry out the policies of the Board of County Commissioners.

Manages the Public Safety Coordinating Council.

Performs related and such duties and special assignments as assigned by the Board of County Commissioners.

### MINIMUM QUALIFICATIONS

#### Knowledge of:

Principles and practices of public administration and financial management.

Principles and practices of public organization and personnel management.

Principles and practices of budget development and administration.

Principles and practices of community organization and citizen involvement.

Local, State and Federal legislation affecting County government.

Social, economic and political facets of County government.

Principles and practices of policy development.

Principles and practices of group dynamics and group decision making.

Demonstrates Skills In:

Developing and implementing policies and procedures.

Analyzing problems, identifying alternative solutions, projecting consequences of proposed actions and implementing recommendations in support of goals.

Interpreting and explaining County policies, procedures, rules and regulations.

Administering a budget, and preparing and reviewing the preparation of complex management and financial reports.

Establishing and maintaining effective working relationships with those contacted in the course of work.

Communicating clearly and concisely, both orally and in writing.

Making effective speeches and presentations on complex topics.

Developing strategies to achieve organizational goals.

Promoting diversity and educating others on the value of diversity.

Exhibiting objectivity and openness to others' views, and developing and maintaining cooperative team building efforts.

Supervising, training and evaluating staff.

Using computers and related software applications.

Experience and Training

Training:

Equivalent to a Master's degree from an accredited college or university with major course work in a public or business administration or a related field.

Experience:

Six years of - responsible experience in public administration or management.

An equivalent combination of experience and training that will demonstrate the required knowledge and abilities is qualifying.



**County Administrator Compensation Comparisons - updated 07/06/07**

	Base Min	Base Actual	Base Max	PERS	Def Comp	Comp Credits	Car	Technology allowance	Total min	Total Actual	Total Max
Clackamas County <i>(includes 7/07 COLA)</i>	\$131,790	\$168,428	\$177,885	6%	\$15,000	n/a	n/a	3,600	\$158,297	\$197,134	\$207,158
Clark County, WA	\$161,544	\$161,544	\$161,544	** see below	\$15,756	n/a	4,800	n/a	\$161,544	\$182,100	\$182,100
Marion County <i>(includes 7/07 COLA)</i>	\$103,349	\$138,463	\$138,463	EE pays	7.5%	9.62%	n/a	n/a	\$121,042	\$162,168	\$162,168
Washington County	\$143,508	\$143,508	\$143,508	EE pays	6%	n/a	4,260		\$156,378	\$156,378	\$156,378
	\$113,568	\$149,323	\$149,323	6%	\$6,000		\$4,320		\$130,702	\$168,602	\$168,602
City of Eugene <i>(Salary will probably increase when Eugene City Council reviews compensation prior to recruiting new CM. Current CM's term ends 7/27/07.)</i>											
City of Springfield	\$142,961	\$142,961	\$142,961	6%	\$10,000				\$161,539	\$161,539	\$161,539
<b>Average (Current)</b>	<b>\$132,787</b>	<b>\$150,705</b>	<b>\$152,281</b>						<b>\$148,250</b>	<b>\$171,320</b>	<b>\$172,991</b>
Lane County		\$120,619	\$120,619	6%	1%		\$5,820		\$134,882	\$134,882	\$134,882
% Difference										-27.01%	-28.25%
Lane County Proposed		\$149,000	\$149,000	6%	1%		\$5,820			\$165,250	\$165,250
										-3.67%	-4.68%

\*\* Re: Clark County: By state law, PERS employers in Washington cannot pick up the ee's 6% of PERS. The CAO (on contract) does not automatically have PERS, but was given the option to become a member. He declined. and receives County-paid deferred comp instead of \$1,313/month.

Note: Some jurisdictions may give small monthly computer or cell phone allowances, totalling less than \$1,000/year. This is not reflected on the survey.

## **INFORMATION FOR COUNTY ADMINISTRATOR RECRUITMENT BROCHURE**

**(selected portions also to be used for a flyer, in advertising, and the supplemental questionnaire)**

### **The Region**

The County stretches from the rugged Oregon coast to the majestic Cascade Mountain range, and encompasses over 4,600 square miles and twelve incorporated cities. The County seat is in Eugene, Oregon, which is a thriving city of approximately 148,000 population. Due to our location in the lush Willamette Valley, our city boasts many beautiful parks, and biking and jogging trails. It is a great place to raise a family!

If you enjoy the out of doors there is a lot to do, with several beautiful lakes nearby, camping, snow skiing in the mountains an hour to the east, rafting and fishing in the beautiful Willamette and McKenzie Rivers. The average temperature in January is 40 degrees, and in July 70 degrees. And, if you enjoy the ocean, an hour's drive from Eugene and you can watch the sunset or stroll on the beach.

Adjacent to the eastern border of Eugene is the City of Springfield, with a population of approximately 58,000. Many new industries have located in the Eugene-Springfield area, such as; Monaco Coach, Hynix Semiconductor, PSC Scanning, and Symantec. The forest products industry has always been a strong and vital part of our community, and remains so today. In fact, Weyerhaeuser is number one of the top 10 Lane County manufacturers.

The Eugene and Springfield metro area offers rich cultural assets including the Dorris Ranch Living History Farm, Lane County Pioneer Museum, and the Springfield Railroad Depot. We are also fortunate to have the Hult Center for the Performing Arts in Eugene. It is a world class facility featuring plays, music festivals, and other great entertainment. For the sports enthusiasm there are PAC-10 sports through the University of Oregon to enjoy, as well as many golf courses, and other sports activities and teams in the area. There are also many fun and interesting festivals in the area each year, and in Eugene each summer there is the Lane County fair to enjoy.

One of the best parts of living in this community is the short commute times. In fact, it is possible to live in many of the beautiful rural settings in the area, and still commute between work and home in less than a half-hour. When you live in Eugene the commute times are even less, and Lane Transit offers extensive bus service in the area.

In our community educational excellence is available at all levels. There is the Eugene Bible College, Pioneer Pacific College, and also the University of Oregon (over 20,000 population) highly ranked nationally for many of its departments and professional schools. Lane Community College (2 year institution) enrolls over 41,000 students each year, and has been continually ranked among the top five community colleges in the

nation. Northwest Christian College offers 4 year bachelor degrees, as well as a Masters in School/Consulting and a degree completion program for adults. Our community offers many traditional and non-traditional public education options for children, including three foreign language schools and two international high-schools. There are also many private schools, including denominational and special education schools available.

Housing in the Eugene and Springfield area is plentiful and varied. New home construction is going strong. There are areas of historical homes, mature neighborhoods, rural settings, and new neighborhoods to choose from. There has also been a great deal of apartment construction in recent years, offering many choices for location and styles of rental housing.

In national studies of cities of comparable size Eugene ranks high for health care delivery excellence. There are two hospitals nearby. There are also many quality medical clinics in the area also offering a range of services.

## **County Government**

Lane County was established on January 28, 1851, and was named in honor of the first territorial governor, Joseph Lane. One of the first early settlers who came here by way of the Oregon Trail to Eugene was Eugene Skinner. Both Skinner's Butte in downtown Eugene, as well as the city itself was named for this early pioneer. The county's first district court met under a large oak tree until a clerk's office could be built in 1852. A few years later, the first courthouse opened in what is now downtown Eugene. More than 340,000 people rely on programs and services partially funded by state government and delivered through Lane County's 14 departments. These 14 departments are grouped into three categories: Public Safety, Public Services, and Support Services. Lane County employs roughly 1,500 regular employees in a variety of occupations.

Our mission is to effectively provide essential government services for all Lane County citizens, and we recognize diversity as a critical component of providing quality service to a changing community. Lane County Government has 11 officials elected by the public. This includes the Sheriff, District Attorney, County Assessor, three Justice Court judges, and five County Commissioners (one from each Lane County District). The Board of County Commissioners legislates and administers county government within the limits of its authority granted in the Lane County Home Rule Charter. The charter grants legislative and administrative power to the full-time, paid five-person board. Individually, board members may seek to address the needs of constituents and carry out special assignments as the full board may direct. This program includes performance auditing, which provides the board with independent management audits of selected programs within Lane County government.

## **Current Issues**

Lane County continues to grow in population and need. There is much demand for service and Lane County Government must provide for nearly 340,000 residents with

only 9 cents out of every tax dollar going to support the work our dedicated employees do each day.

Throughout the year, County leaders have worked tirelessly for the reauthorization of Secure Rural Schools – an agreement with the federal government that replaces timber revenue from lands that are excluded from our tax base, and which supports a third of our General Fund and half of our Road Fund. This funding is critical to our school, roads, and public safety. To date we have received a one-year extension, and we continue to lobby on behalf of Lane County for long term reauthorization. This past May a Public Safety Income Tax measure was placed on the ballot and was defeated by the voters. We must continue to work, with the help of other jurisdictions and the community, to find a stable source of revenue that will enable us to keep the public safe, rehabilitate adult and juvenile criminal offenders, and stem the tide of domestic violence.

Finding solutions to our resource shortfalls is imperative, as is reaching out and raising public awareness of County programs and services. In early 2006, the Working For You outreach effort was launched, and polling shows more people are aware of what Lane County does for them. Lane County and its community partners continue to address the various health care needs of our vulnerable and low-income residents, including working to develop ways to increasingly utilize the federally qualified Community Health Centers of Lane County. There is a great demand for quality health care in our community.

Lane County Government is no stranger to fiscal constraints. Lane County's detailed financial practices have earned it the national Certificate of Achievement for Excellence in Financial Reporting award for the past several years. Lane County has also received the Distinguished Budget Presentation Award. A recently completed financial audit was clean, and determined there were no findings or reportable conditions for Lane County to improve upon.

Despite the fiscal challenges that threaten to change the scope of services Lane County Government is able to provide, we remain steadfast in our commitment to this community. The services Lane County employees provide each day make a significant difference in the community.

### **Department and Position Overview**

The County Administrator recruitment results from the retirement of an incumbent who has served 30 years in public service with Lane County, the last \_\_\_\_\_ years in the County Administrator position. Fortunately, the retiring County Administrator will continue in an interim role to help ensure a smooth transition.

The Office of County Administration serves as the focal point for implementing County-wide policy approved by the Board of County Commissioners. This is done through the County Administrator, who reports directly to the Board of County Commissioners. Preparing the annual Budget, monitoring budget performance and

maintaining the County's long-range financial plan for the discretionary General Fund are also critical responsibilities. The department provides direction to all appointed administrative departments, coordinates with elected department heads and also serves as liaison to interagency associations, local municipalities, and the state and federal governments. Other operating units in the department include the Budget and Planning Group, the Economic & Rural Development Coordinators, Government & Legislative Affairs and the Public Information Office.

### **Candidate Profile**

The new County Administrator will be an energetic and experienced leader with a track record of proven success working collaboratively with community groups as well as other governmental entities. The person selected will have exceptional interpersonal skills and the ability to build trust with diverse individuals and groups. He/she has strong public relation skills and is able to improve the image of local government in the community. The successful candidate understands and values the importance of County employees, and is able to communicate with employees at all levels. He/she models credibility, and works to develop relationships built on trust and respect both within and outside of the organization.

The ideal candidate possesses the skill to identify patterns in actions by the Board of Commissioners in order to determine common-denominator interests. The new County Administrator should be a proven leader that can successfully plan for and has the knowledge to understand and anticipate future issues and impacts. He/she has the skill to identify common ground in order to develop win/win solutions so the barriers to forward progress are removed. This collaborative leader is grounded but still able to see the "big picture", highly skilled in coping with ambiguity, and willing to work with a wide variety of personalities and perspectives in a highly political environment.

Essential to the role, is the skill to be a strong visionary who encourages creativity and team involvement in the decision making process. He/she must develop a strong relationship with the management team and act as a partner in developing solutions to meet the needs of the County. The new County Administrator will motivate others toward high-quality achievement and fulfillment of strategic plans, and will have the strength to address difficult issues and stand by his/her decisions even if they may not be popular.

The ideal candidate will have the skill to make wise choices in terms of emerging issues and rapid change, and to see the organization as a complex system of interacting variables that must be considered when planning for the future.

### **Education and Experience**

Equivalent to a Master's degree from an accredited college or university with major course work in a public or business administration or a related field. Six years of increasingly responsible experience in public administration or management. An

equivalent combination of experience and training that will demonstrate the required knowledge and abilities is qualifying.

### **Compensation and Benefits**

- \_\_\_\_\_/annually
- Oregon Public Employees Retirement System (PERS)
- Choice of two fully paid medical plans; both provide coverage for employee and family.
- Dental and vision insurance fully paid by County for employee and family.
- Group term-life insurance, in an amount equal to salary.
- Long-term disability insurance premium totally County paid.
- Time management to be used for vacation and sick leave
- Nine paid holidays
- Deferred compensation
- Cell phone stipend
- Automobile allowance

ETC.... VERIFY ALL

### **How to Apply**

Position opens \_\_\_\_\_ and closes \_\_\_\_\_. For more information as well as the required application and supplemental questionnaire contact:

Lane County Human Resources  
125 East 8<sup>th</sup> Avenue  
Eugene, Oregon 97401  
(541) 682-3665

Or, you can go to our website for information and to apply at <http://www.lanecounty.org/jobs>.  
Or for questions regarding the position contact:

Jan Wilbur, Personnel Services Manager  
(541) 682-2367

DRAFT

Supplemental Questions For County Administrator Supplemental Questionnaire

Activity:	When?	Position Held & Role in Activity	Organization(s) Worked For	Public/Non-Profit or Private Org?
Budget Development and long range financial planning				
Development and recommendation of long range strategic plans				
Analysis and policy development				
Leadership in the development of intergovernmental or interagency projects and partnerships				
Hiring and supervision of professional and administrative staff				
Providing administrative and management duties supporting an executive board				
Promoting diversity and cultural competency in the workplace.				

## County Administrator Initial Recruitment Process

1. Develop Overall Recruitment Strategy (internal/external, search firm or HR recruits)
2. Develop Position Profile
3. Develop Supplemental Questionnaire
4. Determine position posting dates
5. Develop and place advertisements in selected publications
6. Determine what selection process will look like and timelines
7. Screen applicants
8. Recommend list of final candidates for interview to Board with summary report on each candidate.



## Timetable and Advertising Strategy

July 11, 2007 back to the Board in work session to discuss the recruitment strategies and proposed classification and salary issues.

Return to the Board in July with an agenda ,memo and motion to approve a Board Order - In The Matter of the Recruitment and Hiring Process for County Administrator (including request for approval of new salary range) and the Assistant County Administrator (including request for approval of new classification and salary range).

Post at the beginning of August for the County Administrator (with new proposed salary) for 60 days.

Interview questions, selection activities, and an agenda are prepared and agreed upon during the month of August. If Jan is requested to do preliminary phone screening, questions will be prepared during that time period also. Selection process participants are offered tentative dates in early November to hold on their calendars for the process.

HR involved in screening processes of candidates in early October. Top candidates for interviews identified. Mid October flight arrangements and hotel arrangements made with candidates for November. Interviews the first or second week in November. (This allows lead time for candidates to take time off work, and for that window of time needed for flight arrangements).

Is background checking needed after a selection has been made?

***New County Administrator on Board by mid to late December.***

If Board approves, post a career development opportunity at the same time for Assistant County Administrator classification for 3 weeks posting closing the end of August. In August determine what the screening and selection/interview process will look like.

Screening and selection process conducted in first to mid September.

Individual in development position by first part of October.

Post County Administrator position in 2008 (open and competitive process).

## **Advertising Strategy**

Internal only for the Assistant County Administrator Career Development Opportunity.

External Regionally Targeted Advertising for County Administrator

- Agree to estimated budget for advertising including brochures and postage of \$6,000 - \$7,000.
- Brochures – 4 sided mailed to interested individuals plus direct mail brochures to direct mail list (counties, etc).
- Flyers available for networking purposes
- Web advertising to include diversity outreach
- Newspapers to consider – Oregonian, ICMA, Las Vegas, Seattle Times, Sacramento Bee, Idaho Statesmen, Albuquerque, NM
- Recruiter interacting by email, calls to interested inquiring individuals, and cold calls as necessary.
- Partnership by administration in networking and outreach efforts.
- Targeted outreach to relevant organizations for networking purposes - NACO

## **Feedback/services from Human Resources**

Assistance with recruitment and selection process.

Minimum screening of all applicants.

Preliminary phone screening (depending on number of applicants). (I've done this for Director level searches).

Summary report provided regarding the areas where the candidates applied from, and how effective the advertising was, and the diversity of the applicant pool.