



## City Manager Position Open - Apply by April 20, 2015



Welcome to Sequim! Imagine a small, rural city nestled in a lush valley with the Olympic Mountains to the south, the Strait of Juan de Fuca to the north and Sequim Bay to the east. The valley is rich with agricultural heritage and you'll still see cows grazing in open fields, lovely lavender farms, and organic vegetable and berry farms.

The City of Sequim is located on the beautiful Olympic Peninsula in the northwest corner of Washington State. Sequim (pronounced "skwim") sits in the rain shadow created by the Olympic Mountains and is one of the driest places in Western Washington. Averaging 300 days with sunshine every year, and approximately 16" of annual rainfall, the area is known as "the blue hole," as nicknamed by airplane pilots. At its heart, Sequim is a small, friendly community where the people are welcoming and want to share their bit of paradise. Residents enjoy a peaceful, low-stress lifestyle, while enjoying many conveniences expected in a larger metropolitan area. The community is active and strong volunteerism adds to the sense of pride in the City.

When the big city beckons, Seattle is 65 miles to the east and an easy two hour trip by car and ferry boat. Many will drive to Bainbridge Island and park their cars, walk on the ferry to Seattle and spend the day sightseeing, shopping or enjoying fine dining, music, or a professional sporting event before taking the return ferry to pick up their car and head home. To the north, beautiful Victoria, British Columbia in Canada

is an hour and a half ferry boat ride from the neighboring city of Port Angeles.

For many residents, there are few reasons to leave Sequim, as the city serves as a regional retail shopping center with several big box stores on the west end of town, while maintaining a charming downtown core with unique gift shops, boutiques, galleries, and restaurants. Nightlife is modest, but vibrant; focused mostly on weekend evenings. Monthly art walks, live theatre, concerts, and farm to table restaurants all add to the cultural climate of the community. The city's medical services have expanded over the past decade to provide state of the art facilities and services to local residents, including a cancer center affiliated with the Seattle Cancer Care Alliance. In short, Sequim, and the surrounding Dungeness Valley, is a great place to live, work, and play!

Play is one of the main reasons that people gravitate to Sequim. The area is known as an outdoor paradise with access to the Olympic National Park and Forest with hundreds of miles of wilderness trails. Biking, hiking, and simply walking are favorite pastimes. The Dungeness Spit, which extends 5.5 miles out into the Strait of Juan de Fuca, is the nation's longest natural sand spit and home to the Dungeness Natural Wildlife Refuge and the New Dungeness Lighthouse. The Olympic Discovery Trail is an inter-city trail stretching from Port Townsend to the east to Forks along Washington's western coast. Of the 126 mile trail, 60 miles are complete and run right through Sequim. In the winter, Hurricane Ridge in the Olympic National Park offers alpine and cross country skiing. For those who enjoy the links-style of life, the area sports three popular 18-hole golf courses.

If being on the water is more to your liking, the Dungeness Bay, Sequim Bay, and the Strait of Juan de Fuca invite you to power boat, sail, kayak, fish, or dive. The late actor John Wayne moored his converted mine-sweeper yacht "The Wild Goose" in Sequim Bay. His love for the area inspired him to donate the land for the



John Wayne Marina, now operated by the Port of Port Angeles. For the seafood enthusiast, the area is also the name-source of the succulent Dungeness crab.

Festivals are a proud heritage of Sequim and draw visitors from all over the world. In early May, the Sequim Irrigation Festival celebrates the initiation, development, and support of the irrigation ditches which brought water to the once dry prairies of Sequim resulting in the motto “Where Water is Wealth.” In its 120th year, it is the longest continuous running festival in the State of Washington. In July, Sequim hosts the Sequim Lavender Weekend, which celebrates this beautiful and fragrant herb with a street fair and farm tours to over a dozen local farms. Many lavender farms are open throughout the summer and tourists come all season to learn about the cosmetic, culinary, medicinal, craft, and decorative uses for lavender. Rounding out the year are the Olympic BirdFest, the Olympic Air Affaire, and the Dungeness River Festival.

Houses in Sequim are reasonably priced and a modest home can be purchased for just under \$200,000. Prices go up from there, and a variety of price ranges provide options for a diverse population.

The Sequim School District serves the area with two grade K-5 elementary schools, one grade 6 – 8 middle school, and one grade 9 – 12 high school. Peninsula College is 15 miles away in Port Angeles, and offers higher education opportunities aimed at academic transfer and professional and technical based skills.

## History

Originally inhabited by the Coast Salish ancestors of what is now the Jamestown S’Klallam Tribe, the Sequim Dungeness-Valley was first settled by Europeans in the 1850’s who came here to farm. In 1896, irrigation canals were completed and agriculture began to thrive.

The City was incorporated in 1913 and small agriculture continued to be the primary industry. Sequim’s population grew slowly until the area was discovered as a desirable retirement location.

By the State’s 2014 Census, the City of Sequim’s population is closing in on 7,000 residents as more people discover the Sequim-Dungeness Valley as a pleasant and

affordable place to live. Nearly 30,000 people now call the Valley home.

## The Tribe

One of the more important players in the region is the Jamestown S’Klallam Tribe. Characterized as a “progressive” Indian community, the Tribe has lived on land it purchased since 1874. Because they chose not to move to a reservation, from the mid-1900’s until 1981, the Tribe was not Federally recognized. The Tribe now has established a stable governance structure and a strong, professional operations staff of approximately 150. They operate a construction company, health and dental clinics, golf course, art gallery, grocery store and gas station, and a casino. The Tribe has a resort just outside of Sequim that they would like to enlarge and are planning to connect it to the City’s sewer system.

## Commerce

Sequim and the Clallam County region’s economy reflect its natural abundance of forest and maritime resources. Traditionally jobs in logging, wood products manufacturing and fishing have been most abundant. As demand has declined for locally produced products in the logging industry, employment opportunities in leisure and tourism have taken their place. Sequim has been the beneficiary of a retiree migration to the area as many are attracted to its “sunbelt” climate. The State’s Employment Security Department notes that non-farm job growth in the area has been slow with the service-providing sectors of the economy showing the most growth. The unemployment rate in Clallam County was 9.3% as of December 2014.

## The Government

The City operates as a non-charter city with a council manager form of government, under Chapter 35A.13 of the laws of the State of Washington. As such, it is governed by a Council composed of seven officials elected to staggered four year terms with elections occurring in November of odd numbered years. The Mayor and Deputy Mayor are selected biennially from among the members of the Council at the first meeting of the new Council. Candidates run at-large for a predetermined seat number. The Council Members are not term limited.

The Council historically has been very stable although it did have a significant turnover in 2007. At the time the community was concerned that the Council was oriented too much toward growth and development that was not paying its own way and that the community's character was changing. Four new members were elected, three of which received over 70% of the vote and one of which received slightly over 60%.

The Council Members are bright, dedicated, collegial, and sincere in wanting the best for their community. They respect each other and hold the staff in high regard. Four Council terms will expire in December 2015, and two current members are not planning to run for re-election. Nonetheless, it is not anticipated that the Council's philosophy or its internal dynamic will change significantly.

The City Manager is appointed by the Council and oversees the day-to-day operations of the City. It provides most standard city services with the exception of fire and EMS services which are provided by Clallam County and electrical service which is provided by Public Utility District 1. The City's 2015 total budget is \$37,913,704. Its General Fund budget is \$8,386,150 with a fund balance of roughly 21%. Sequim has 73 employees with Public Works accounting for 27 and Police for 21 of that total. Approximately two thirds of the city's employees are represented by bargaining units.

## The Challenges

City finances are strong with excellent financial policies and fund balances; however, the State Legislature has tapped municipal funds to balance state budgets. This downward spiral in state support and the slow growth of local revenues puts more pressure on City government services. As a result, sufficient funding for major street rehabilitation, parks, and capital has been a challenge.

As a partial solution, the City is evaluating the pros and cons of creating a Metropolitan Parks District (MPD) within the Sequim School District boundaries. This regional authority would span jurisdictional boundaries and acquire, manage, conserve and develop (for certain purposes) lands within the defined park area. Some existing regional service providers could benefit from this approach by being included in the MPD.

The City of Sequim is in the midst of updating its Comprehensive Plan. The ultimate goal is to maintain the current quality of life and the delicate balance between urban and rural uses. The growth strategy intends to preserve the agricultural, open space, and rural character of the Valley and push urban level growth inside the City of Sequim and within its UGA. Designation and implementation of the UGA will require the cooperation and consent of Clallam County. The new City Manager will be a primary mover working in conjunction with the City Council to successfully navigate the UGA issue with the County.

The City of Sequim is going through a leadership transition. As noted, it is expected that at least two members of the City Council



will change. At the same time the City Leadership Team is or will be losing several key members. The Public Works Director recently retired. The City Manager is retiring midyear and the City Attorney is retiring at the end of the year. Recently, a new finance officer was appointed, and the HR Department is advertising for a new Public Works Director. The selection process for the Public Works Director is being timed to correspond with the appointment of the new City Manager. It will be his/her first staff appointment. With the construction of a new Civic Center to house city personnel, the new City Manager will not only appoint several new members of the Leadership Team, but also bring them together for the first time under the same roof.

## Goals

The City Council recently held their annual retreat and adopted the following Goals and Priorities:

- Comprehensive Plan Implementation.
- Zoning Reform.
- Work with Clallam County to develop a regional planning framework consistent with the Growth Management Act and the goals of preserving agricultural and open space.
- Engage the community in developing a thoughtful and meaningful plan for a Metropolitan Park District.
- Evaluate options for making improvements in the City's downtown neighborhoods.
- Develop a funding strategy to properly maintain and improve streets and sidewalks.
- Develop a funding plan for the next phase of Guy Cole improvements.

## The Ideal Candidate

Sequim has had outstanding professional leadership and management in the City Manager's Office for the past six years and the City Council wants to continue this tradition. It is seeking the consummate professional who will partner with the elected officials to lead the community into the future. The individual will present options and recommendations based on his/her best professional judgment while understanding his/her role in carrying out the wishes of the elected body. The Council

is not looking for a "yes" person. They want someone who is strong and can diplomatically and comfortably speak truth to power in the appropriate setting.

The ideal candidate will embrace and reinforce the City's Organizational Values. The individual will be collaborative and a consensus builder yet decisive when appropriate. He/she will seek input and encourage staff participation, but recognize the final decision on how to proceed is either his/hers or the Council's. The manager will be someone who sets high yet reasonable expectations for the staff, provides the necessary resources, then expects the results to be delivered on-time and within budget. The individual will be a motivator, a delegator, but not a micromanager. By the same token, he/she will be informed and knowledgeable of the details and walk the fine line necessary to bring out the best in the staff. The manager will be a mentor and a coach, someone who is comfortable developing people. The individual will encourage creativity and thinking outside the box. The manager will celebrate success but also realize that not every new idea will succeed. As such he/she will not punish failure when the effort is honest and in good faith. Making the same mistake repeatedly however may, lead to a different outcome.

The manager will be patient, have a sense of humor, be adaptable, and achievement-oriented with a track record for getting things done. The individual will see obstacles not as road blocks but as interesting challenges to be overcome. He/she will be persistent and relentlessly positive, a critical thinker who will not accept things as they are but will examine them to determine if there is a better way. Problem solving is an area where the individual will excel. He/she will strive to foresee issues and take action before they become problems. Doing so will require exceptional judgment. It will also require that he/she be socially perceptive and understand the community culture. Cost/benefit analysis and process improvement will be important tools. Personally, the manager will be honest and have integrity that is beyond reproach. The individual will also be somewhat introspective, curious, always learning, and looking for ways to improve both him/herself and the organization.

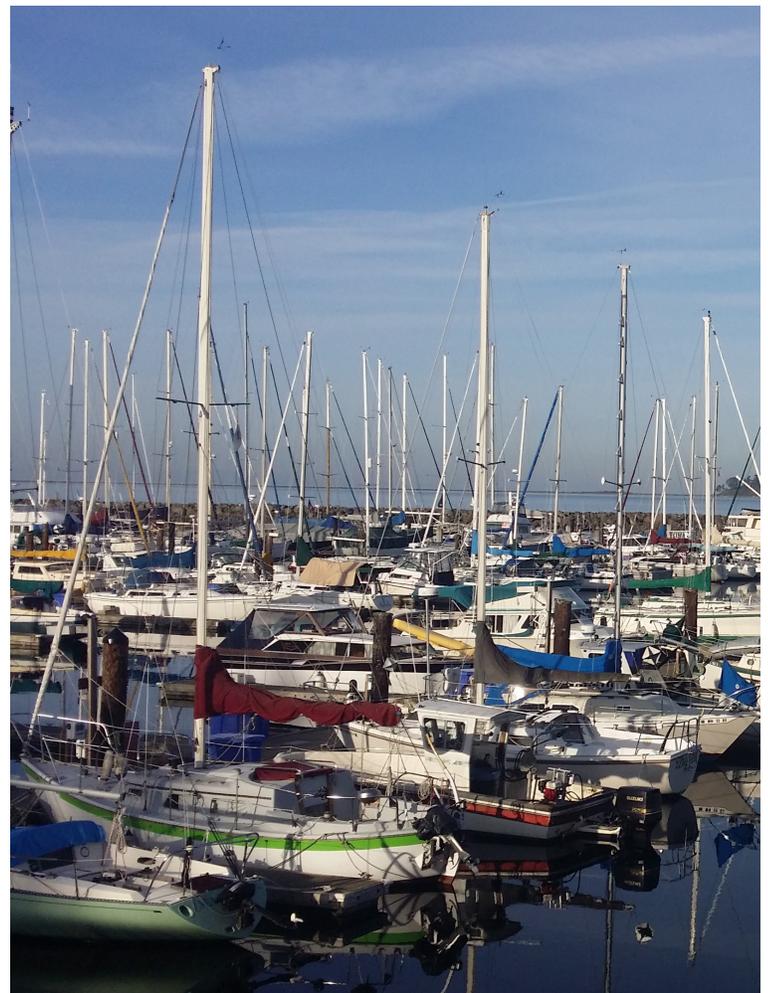
Sequim is a small town and the manager will be well-known in the community. The individual will be both

a representative and spokesperson for the City government. He/she should not expect to spend a great deal of time behind a desk but should be out in the community meeting the public and local business owners as well as working with staff. The idea is to show that he/she cares and mean it. As such, the ideal candidate will be comfortable speaking with individuals of all economic strata in both formal and informal settings. He/she will recognize the importance of listening carefully before responding and will be able to relate complex concepts readily to the public, elected officials, and staff. Customer service will be important to the manager and he/she will lead by example. When a resident has a problem, the City Manager will set the tone by attempting to find a solution, even if unable to do exactly what the resident asks for.

The community's desire is to maintain the current ambience throughout the City, the UGA and indeed, the Valley. Unfortunately in the past, County land use policy has not always supported the City's role as the urban center of the Valley. As such, the manager will need to have a strong background in intergovernmental relations and be a good negotiator – someone who is persuasive and can build consensus. He/she will need to be able to point out that the interests of the County and its residents and the City and its residents are the same and that protecting the Valley is in everyone's best interest.

In terms of specific skills, the individual will have a strong background in operations, finance, economic development, public safety, and human resources. He/she will understand the importance of IT and its role in informing the public as well as reducing costs (or, at the very least, improving productivity). The ideal candidate will have at least ten years' experience in local government and five years as a City Manager or Assistant. A Bachelor's Degree is expected. A Master's Degree in Public Administration or related field is preferred. Knowledge of Washington law is a plus but not a requirement.

## The Current City Manager



The current City Manager is retiring after six years with Sequim and over 45 years in local government.

## Residency

Residency is required unless waived by the City Council. The current manager was granted permission to live outside the City but must reside within the boundaries of the Sequim School District.

## Compensation

The anticipated salary range for the City Manager is \$120,000 – \$140,000, DOQ.

## How to Apply

E-mail your resume to [Recruit32@cb-asso.com](mailto:Recruit32@cb-asso.com) by April 20th. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or John Darrington at (509) 823-5138.

## The Process

Applicants will be screened between April 20th and May 26th. Finalist interviews are scheduled for June 19th with a selection shortly thereafter.

## Confidentiality

Applications will be kept confidential until one or two finalists are approved by the City Council. At that point, it is anticipated that the names will be released to the public.

## Other Important Information

The City of Sequim embraces diversity and encourages women and minorities to apply. It is also a drug-free, smoke-free workplace.

