



*Deadline Extended—Looking for a
Few More Great Candidates*

CITY MANAGER | Apply by July 16, 2021

Welcome to Sequim!

Imagine a small, rural city nestled in a lush valley with the Olympic Mountains, National Park and National Forest to the south, the Strait of Juan de Fuca to the north and Sequim Bay to the east. The valley has a rich agricultural heritage that lives on today. Gaze out your window and you might see cows grazing in open fields, lovely lavender farms, and organic vegetable and berry farms.

The city of Sequim (pronounced “skwim”) is located in Clallam County on the stunning Olympic Peninsula in the northwest corner of Washington State. The City sits in a rain shadow created by the Olympic Mountains and, as a result, is one of the driest places in Western Washington. Averaging 300 days with sunshine every year, and approximately 16” of annual rainfall, airline pilots have nicknamed the area “the blue hole” due to the normal break in the cloud cover over the valley.



Seattle lies about 60 miles to the southeast on the other side of the Puget Sound.

At its heart, Sequim is a small, friendly community where residents enjoy a peaceful, low-stress lifestyle. They take pride in their community and are active participants in improving the area through volunteerism. They simply like to be involved and helping. Sequim is a growing community where the people are welcoming and willing to share their bit of paradise. It is a very safe place where crime is low and where property crime is the bulk of illegal activity. Property values are high and climbing. The median home value is \$437,000 and the median listing price of a home for sale is \$544,000 (per www.coldwellbanker.com).

Residents here have many conveniences expected in a larger metropolitan area without the aggravation. There are simply very few reasons to leave Sequim. U.S. Highway 101 passes through the city on its way from Olympia to Washington's northwest coast before turning south on its journey to Los Angeles. Sequim serves as a regional retail shopping center with several big box stores on its western tip while its downtown core is a charming mix of 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.

Recreation 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 and 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 National Wildlife Refuge and the New Dungeness Lighthouse. A herd of Roosevelt elk have made their home in the valley and occasionally cross U.S. 101. When they do, radio collars on some of the herd trigger warning lights for motorists.

The Olympic Discovery Trail is an inter-city trail stretching from Port Townsend to the east to La Push along Washington's western coast. Of the 135 miles, 90 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, the area sports three popular 18-hole golf courses. The Olympic Game Farm offers the opportunity to see everything from American buffalo and bears to African lions and zebra, and Asian peacocks and tigers.

If being on the water is more to your liking, the Dungeness Bay, Sequim Bay, and 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. Seafood enthusiasts will recognize the area, as place names suggest, as the source for 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 area irrigation ditches. These brought water to the once dry prairies of



Sequim and resulted in the motto “Where Water is Wealth.” In its 126th year, it is the longest continuous running festival in the State of Washington. In July, the city 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 Farmers and Artisans Market, the Sequim Sunshine Festival, First Friday Art Walks, Olympic BirdFest, the Olympic Air Affaire, and the Dungeness River Festival.

The Sequim School District serves the area with two grade K through 5 elementary schools, one grade 6 through 8 middle school, and one grade 9 through 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. 1Seattle is home to the highly rated University of Washington as well as Seattle University and Seattle Pacific University. Cornish College of the Arts and Pratt Fine Arts Center are also located there.

When the big city beckons, Seattle is 65 miles to the east and an easy two-hour trip by car and ferry. Many will drive to

Bainbridge Island, park their cars, and walk on the ferry to Seattle to spend the day sightseeing, shopping, or enjoying fine dining, music, or a professional sporting event. To the north, beautiful Victoria, British Columbia, Canada, is an hour and a half ferry boat ride from the neighboring city of Port Angeles. For a shopping mall, you do not have to go as far. The Kitsap Mall in Silverdale, an hour to the southeast, hosts a Macy's and a Kohl's along with numerous other stores.

In short, Sequim, and the surrounding Dungeness Valley, are a great place to live, work, play, and be the City Manager! If you are a creative, caring and experienced professional, please apply.

HISTORY

The history of the Sequim-Dungeness valley is long and rich, if mostly unrecorded. Fossils have been discovered near Sequim that include a mastodon bone with an embedded bone point, evidencing the presence of hunters in the area about 14,000 years ago. More recently, the S'Klallam (meaning strong people) tribe inhabited the region. They are descendants of the Coast Salish and are now recognized as the Jamestown S'Klallam Tribe.

The first European settlers arrived in the Sequim Dungeness-Valley in the 1850's and came here for the fertile farmlands along the river. The remainder of the area was arid prairie. An irrigation canal system was completed in 1896, and "the desert" began to blossom and thrive.

Sequim was incorporated in 1913 and small agriculture continued to be the primary industry. For many decades small farms (mostly dairy) dotted the area.

Notably, near the end of World War I, a railway was built from Port Angeles to Port Townsend to carry wood products from the forests of the western Olympic Peninsula to port and Sequim was a stop along the way.

Sequim's population grew slowly until the area was discovered as a desirable retirement location. In the year 2000, Sequim's population was a little over 4,300. When the 2020 Census numbers are released, it is anticipated the population will exceed 8,000 residents. Clallam County Fire District 3 covers the Sequim-Dungeness Valley and reports 34,000 residents within its boundaries.

THE TRIBE

One of the more important entities 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 750. 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 have recently connected to the City's sewer system. Over the years, they have worked well with the city and county. Most recently, they played a leading and much appreciated role in providing COVID-19 vaccine to the community. On the other hand, their decision to open a medication-assisted treatment (MAT) clinic in Sequim has been the focus of some local controversy.



Figure 1: Sequim, Washington Location

GEOGRAPHY

Sequim is located in the Sequim/Dungeness Valley on the Olympic Peninsula in northwestern Washington. It covers 6.4 square miles of the approximately 142 square miles the Valley covers. It is positioned on gently rolling hills and flatland between the Olympia Mountains (to the south) and the Strait of Juan de Fuca (to the north). It is 65 miles northwest of Seattle and approximately 100 miles east of Washington’s Pacific Coast. It is also about 25 miles (by boat) south of the Canadian city of Victoria in British Columbia. The average elevation of Sequim is 184 feet.

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 peaked at 18.8% in April 2020 during the height of the COVID-19 emergency, and has rebounded to 7.4% as of March 2021.

DEMOGRAPHICS

See Table 1 on page 6 for more information.

THE CLIMATE

Sequim has a mild climate that is characterized as warm-summer Mediterranean climate (using the Köppen classification). Average high temperatures in the summer are around 70°F with average lows around 50°F. Winter temperatures are around 45°F with average lows being a little over 30°F. Being in the rain shadow of the Olympic Mountains, it only receives 16 inches of precipitation annually. Sequim experiences very little snowfall. Although, in recent years, Sequim's public works crews had to demonstrate their talent and stamina in addressing heavy snowfalls impacting the community.

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

Table 1: Sequim Demographics

Distribution by Race		Distribution by Age	
White	85.9%	0 to 15	11.7%
Black	1.7%	15 to 25	11.0%
Asian	3.7%	25 to 45	15.7%
Additional Races	7.6%	45 to 65	25.0%
Total	100%	65 to 85	28.2%
Hispanic Ethnicity (all races)	6.5%	85 +	8.4%
Estimated Population: 7,248			

Educational Achievement (Over Age 25)	
High School or Higher	94.0%
Bachelor's Degree or Higher	28.1%

Other Statistics	
Median Age—Sequim	56.5
Median Age—U.S.	37.8
Median Household Income—Sequim	\$40,155
Median Household Income—U.S.	\$61,937
Poverty Rate	13.6%

Source: U.S. Census Bureau

meeting of the new Council. Candidates run at-large for a predetermined seat number. The Council Members are not term limited. The current Council is composed relatively new members (the longest serving member was first elected in 2018). Three of the current seven were elected and four appointed (the latter are largely a result of personal or family health issues). This fall five of the seven members will be up for election. The Council Members get along reasonably well although 4-3 votes occur fairly often. Overall, they hold the staff in high regard.

The City Council appoints the City Manager who oversees the day-to-day operations of the city. Unlike many cities, the City Manager appoints both the City

Attorney and City Clerk. Sequim provides most standard city services. The exceptions are fire and EMS services which are provided by Clallam County through the Clallam County Fire District. Electrical service is provided by Public Utility District 1.

The City's 2021 total budget is \$33,498,063. Its General Fund budget is \$11,371,376 with a fund balance of roughly 24%. Sequim has 87 full time equivalent employees with Public Works accounting for 27 and Police for 26 of that total. Approximately two thirds of the city's employees are represented by bargaining units. Despite COVID and the resultant retail environment, the City's finances remain strong. The City is dedicated to improving residents' lives and has an excellent capital improvement program.

Sequim's outstanding financial condition allowed it to support many local small businesses and tourism organizations with COVID relief grants. The City received the 2021 Association of Washington Cities (AWC) Municipal Excellence Award for its Small Business Rapid Relief Grant program (which provided about 60 local small businesses with \$500k in total COVID relief support). Other recent awards include an AWC Municipal Excellence in 2018 for Community Engagement for its Rally in the Alley program and a 2019 Outstanding Achievement in Local Government Award from the Alliance for Innovation for its Neighborhood Revitalization Program.

Many of the City's staff members have representation from the Teamsters Union. Specifically, there are three bargaining units: general employees, rank and file police, and police sergeants. All three contracts expire this year and negotiations will begin shortly. Overall, the city and the union have a very good working relationship.



THE OPPORTUNITIES AND CHALLENGES

Sequim has been well run and is in sound financial condition. Overall, the staff is strong, and the elected officials are committed to doing what is best for the community. The residents are involved, and volunteerism is strong. That said, Sequim's next City Manager should expect to be busy. The City has many opportunities and challenges that will ensure you are never bored.

The first and foremost challenge will be bringing the community together. Historically, residents, businesses and regional actors have gotten along well and the environment was peaceful. Relationships have been collegial. The aforementioned MAT clinic served as a catalyst that divided the community, some in support of it and some very much opposed. Groups formed on both sides and it became personal. Allegations have been made about motives and lack of transparency. Some blamed the Council while others blamed the staff for the situation. Frankly, both have experienced significant hostility from elements of the local and regional community. The termination of the most recent, permanent City Manager added to the divide. The national political climate and pent up emotions resulting from COVID-19 likely made the situation worse. The next Manager will need to



work diligently to heal the wounds and bridge the gaps. Ensuring maximum transparency and communication will go a long way towards solving the problem.

Second, growth in the area is inevitable. The valley is simply a very attractive place, and it may well become the economic hub of the Olympic Peninsula. Planning for and managing that growth will be the key. Given Sequim is only 6.4 square miles of the approximately 142 square miles of the valley, it means it will be critical to involve the county, the Tribe, and other regional actors. A vision and a long range, strategic plan that everyone can buy into will be important.

Third, all the current Council Members are relatively new. No one has served more than four years. Three were appointed in 2020 and another in 2021. They are all good, well-meaning people, but it has been difficult to coalesce into a cohesive unit when the membership is constantly changing, and new people are coming on board.

COVID-19 has stressed the community and the government. Fortunately, life is slowly returning to normal. The next challenge will be to deal with any lasting, currently unforeseen consequences and to determine how best to utilize American Rescue Plan funding. Regional efforts and infrastructure could really benefit from these dollars.

As is true nationally, the housing market is very tight in Sequim. As noted, the average price is over \$400,000 and the market is highly competitive.

Identifying affordable housing opportunities will be important as retail workers, service industry workers, teachers, police, and fire-fighters need places to live if they are to service the community.

Also critical is economic development with a specific emphasis on industries and businesses that will bring good jobs to the valley. Many of the area's youth leave the valley for jobs and/or education and do not return because employment opportunities in the valley are limited. That needs to change. The shift away from needing to be in the office every day may present some avenues to pursue.

The organization is committed to continuous improvement and the high performance organization model. One of the benefits of a new City Manager will be a fresh set of eyes. He/she will need to work with the staff and Council to ensure the right people are doing the right things in the best way. The individual will ask, is the City's money being spent on the right things? Are there too many staff or too few? Are they following the Council's agenda? Are they getting the right work done properly? Due to recent transitions in Council annual planning sessions have not been held and the staff is currently working on long term priorities set by Council members many terms past. A Council advance has been scheduled in late July for the staff to hear the new Council's goals and objectives.

Finally, Sequim is a rural community. As such, it needs to work with other agencies to promote regional solutions. For example, while broadband coverage is fine in the City, it is not always so in the County. Working together, they have more clout with providers than they do individually. In this case, the City can help the County. Next time it may be the County adding its influence and/or resources to help the City on a completely different issue, such as homelessness.

THE IDEAL CANDIDATE

The City Council is seeking an accomplished and professional, achievement-oriented leader and manager. The individual will be a team builder, value consensus, and be a healer. Superb communication skills and unquestioned integrity are musts. Trust will need to be earned. The Manager will believe strongly in transparency and in being accessible. Listening will be a critical skill as will flexibility and the willingness to consider other points of view. Stakeholders need to feel they are heard.

The Manager will realize he/she works for the Council and must lead the staff in implementing the elected officials' priorities. That said, they are not looking for a "yes" person. Rather they want someone who will partner with them and be a trusted advisor—someone who will tell them what they need to hear (diplomatically and at the right time), not what they want to hear. The individual will treat all the elected officials the same and ensure they all have the same information at the same time. The Manager will focus on counting to seven, not four. He/she will understand politics but not be involved.

The ideal candidate will not be comfortable sitting behind a desk and giving instructions. Sequim is a small town, and the Manager should be active in the community, always seeking ways to improve the residents' quality of life. That will involve visiting with residents, businesses, and staff. Outstanding customer service will be one of his/her core values. The Manager will need to lead by example and find ways to get to "yes." While the customer is not always right, a real effort must be made to resolve their issues. If the problem cannot be solved, then the customer should be given a well-reasoned explanation.

The ideal candidate will have a high degree of emotional intelligence and be forward thinking. A critical skill will be the ability to gaze into the future, anticipate issues, and take action to resolve them before they become problems.

The best candidate will have exceptional people skills. Sequim is a diverse community economically, culturally, and ethnically and the next manager must be able to speak and work with people from all walks of life—from the retiree to the tribe member and from the company president, to a person experiencing homelessness.

For a small city, Sequim has a surprisingly large variety of competing interests. The key to success will be to always put the needs of residents and local businesses first. The ideal candidate will be comfortable with who they are and immune from pressure from third parties whether they be developers, the Tribe, an outspoken citizens group, or a special interest of some other kind. Having a strong will and a thick skin will be required. Balancing competing points of view, finding common ground, and bringing people to consensus will be keys to success.

The ideal candidate will work with the elected officials to create a vision for Sequim's future and set goals for his/her subordinates. The individual will then ensure they have the necessary resources, and step back so the staff can do their jobs. Sequim has very competent employees. Hence, there is no need to micromanage. That said, the individual will expect to be kept informed and accountability will be an important part of his/her management style. The ideal candidate will be innovative and encourage teamwork, creativity, and staff development. He/she will act as a mentor and realize no one has a monopoly

on good ideas. As a result, discussion will be encouraged—realizing that makes programs better. Sequim does not have endless resources so the next Manager will need to pitch in when needed.

The best candidate will be entrepreneurial, friendly, outgoing, organized, a positive person who is responsive—someone with a "can do" attitude who is fun to work with. A sense of humor will be important. He/she will think strategically as well as be practical, flexible, consistent, cheerful, values driven, thoughtful, and low-key.

The ideal candidate will be savvy in the use of both traditional media and social media. He/she will recognize both the good and the harm social media and naysayers can do. When confronted with negativity, the Manager will stand up politely and correct the record.

The next Manager will have strong skills in management, community development, finance, and intergovernmental relations. As a small town, Sequim must work regularly and closely with other governmental agencies and the Tribe. Hence the ability to build and maintain positive relationships with external agencies will be important to the City's and the Manager's success. He/she will also have experience in labor relations and will value creating and maintaining strong working relationships with unions.

Experience with grants, public/private partnerships and succession planning are all pluses. Washington experience is desirable but not mandatory. 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 Council hopes the selected candidate will recognize Sequim is an incredible opportunity and view the position as a destination, not a way station along the path of their career.

THE MOST RECENT CITY MANAGER

The City Council voted 4 to 2 in January of this year to request the prior manager's resignation.

INTERNAL CANDIDATES

An internal candidate may apply for the position.

RESIDENCY

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

COMPENSATION

The anticipated salary range for the City Manager is \$130,000-\$180,000, DOQ.

HOW TO APPLY

Please E-mail your cover letter and resume to Recruit42@cb-asso.com by July 16, 2021. Faxed and mailed resumes will not be considered.

Questions should be directed to Colin Baenziger at (561) 707-3537 or Lynelle Klein at (425) 658-7025.

THE PROCESS

Applicants will be screened as they arrive. Finalists will be selected on August 26th and interviews are scheduled for September 9th and 10th with a selection shortly thereafter.

CONFIDENTIALITY

Applications will be kept confidential until 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 strongly encourages women and minorities to apply. It is also a drug-free, smoke-free workplace.

For additional information, please visit:

www.visitsunnysequim.com

www.sequimwa.gov

www.sequimchamber.com

