



# Clackamas County, OR | Apply by May 10, 2013

Population 383,857

Salary Range: \$144,470 to \$195,000 (plus 6.27% deferred and 6% retirement contribution)

If you are looking for an outstanding opportunity to make a difference in a progressive county while enjoying an outstanding quality of life, Clackamas County is the place for you.

## The Community

Located in the heart of the Pacific Northwest, Clackamas County is on the southern edge of the City of Portland, OR, and extends east to the top of Mt. Hood. The county seat is Oregon City, which is situated in a lush valley between the Willamette and Clackamas rivers. The County covers 1879 square miles and offers amazing scenery, wonderful recreational opportunities and a quality of life that is hard to match. It is routinely recognized for its livability and inviting economic climate.

The County offers many amenities including quality restaurants, farmers' markets, the Ermatinger House, the

Clackamas Repertory Theatre, the New Century Players, the Haggart Observatory, and concerts in the park. For those who want more, Portland is less than 30 minutes to the north and offers many excellent restaurants (regularly written about in national publications), sports venues, and cultural opportunities.

If you prefer the outdoors, it is hard to find a better place than Clackamas County. On a clear day, Mount Hood and Mount St. Helens can be seen from many parts of the County – including the County's Public and Development Services Buildings. If you are an outdoor enthusiast, opportunities abound. Hiking and biking trails are plentiful and camping and bird watching are popular. Water sports include white-water rafting, canoeing and, of course, fishing. Trout and sturgeon are found in abundance, fly-fishing is world class, and during the salmon run, it is common to see 200 to 300 sport fishing boats below Willamette Falls (the second largest

waterfall, by volume, in the nation). Mount Hood offers wonderful skiing and is, in fact, the only year-round ski resort in the United States (outside of Alaska). It is also the site of the world renowned Timberline Lodge. And that is just within the county's boundaries. The Pacific Ocean is less than two hours west and in the other direction are the Columbia River Gorge, the Cascade Mountains and the Central Oregon desert. If you like to travel, Portland's international airport provides direct connections to major hubs throughout the United States and non-stop flights to Canada, Japan, Mexico and the Netherlands.



Of course, when you work here, you will want to live here. Housing prices are reasonable. The average home costs about \$225,000 and an exceptional home can be purchased for \$350,000 to \$400,000. The County is also a great place to raise a family: the schools are among the best in the state, people are friendly and helpful, and crime is low. Its residents embrace the area's past, while having a sense of urgency about moving into the future. For example, an old mill sitting, on 22 acres and overlooking the Willamette Falls, has gone bankrupt. The City, County, METRO and State are working together to make the site attractive to those who would like to turn it into a mixed-use development and tourist destination. It is an exciting time to be in Clackamas County!

## History

In its early years, the western portion of what is now Clackamas County (named after the Clackamas Indians) was the terminus for water transportation on the Willamette River and a meeting place for Indians, hunters, trappers and Hudson's



Photo Courtesy Oregon's Mount Hood Territory

Table I: Population

Census	Population
1850	1,859
1860	3,466
1870	5,993
1880	9,260
1890	15,233
1900	19,658
1910	29,931
1920	37,698
1930	46,205
1940	57,130
1950	86,716
1960	113,038
1970	166,088
1980	241,919
1990	278,850
2000	338,391
2010	375,992
2012 Est.	383,857

Source: U.S. Census

Bay Company voyageurs. Fur trader Donald McKenzie is believed to be the first European to visit the area. In 1829, he laid out a two-square mile claim at the Willamette Falls and a small fur trading center was soon established. By 1839, the settlement had grown into a collection of small houses clustered around the millrace. In 1842 the growing village "Oregon City" was platted.

In 1844 Oregon City became the first incorporated city west of the Rocky Mountains. As the western terminus of the Oregon Trail, some 600,000 immigrants passed through the area. The Oregon Territory was officially

created in 1848 and Oregon City was designated its first capital. The city was also the site of the only federal court west of the Rockies. In fact, when San Francisco, CA, was platted in 1849/1850, the plat was filed, and still remains, in Oregon City.

During the 1860s, the area's economy shifted more towards manufacturing. In 1864, the Imperial Flour Mills and the Oregon Woolen Mills were established in Oregon City. The first paper mill in Oregon was later built in 1866, and the railroad arrived in 1869, opening the Willamette Valley to shipping ports in the north.

Table II: Principal Employers - Clackamas County

Employer	Employees
Kaiser Sunnyside	2000+
PCC Structural, Inc	1000 - 2000
Clackamas County	1000 - 2000
Xerox Corporation	1000 - 2000
Providence Willamette Falls	1000 - 2000
Oregon Cutting Systems	1000 - 2000
Kaiser Foundation Health Plan of NW	1000 - 2000
Mentor Graphics Corporation	1000 - 2000
Kroger Inc.	750 - 1000
Legacy Meridian Park Hospital	750 - 1000
Safeway District Office	750 - 1000
Unified Western Grocers, Inc.	500 - 1000
USF Reddaway Inc.	500 - 1000
Tyco Electronics	500 - 1000
Oregon Conference of Seventh Day Adventists	500 - 1000
Sysco Portland, Inc.	500 - 1000
Rockwell Collins Aerospace & Electronics	250 - 500
Warn Industries	250 - 500
Willamette View, Inc.	250 - 500
Waggener Edstrom, Inc.	250 - 500
Flir Systems, Inc.	250 - 500
OECO LLC	250 - 500

Source: Clackamas County Office of Business and Economic Development

Commercial businesses developed to accommodate the growing number of residents, as did educational, religious and social organizations. In 1889, the Willamette Falls Electric Company made history when it transmitted the first long distance, electric current from Oregon City to Portland, via power lines.

With improved roads and new trucking technology, the timber and wood products industry experienced great expansion. After World War II, new residential neighborhoods dotted the County as the country's middle class developed and the County grew rapidly. (See Table I.) Its proximity to Portland has been a significant contributing factor.



## Economy

In its early days, Clackamas County's principal economic activities were agriculture, timber, commerce and manufacturing. Recently they have been augmented by healthcare, government and tourism (the County's mountains, rivers and forests are an outdoor paradise). In the meantime timber has declined.

Overall the County's economy is reasonably diversified with its largest employers being in the healthcare, government and manufacturing sectors. See Table II on page 3 for additional information. It should also be noted that a significant portion of the County's population commutes to neighboring Portland for their employment.

## Geography

Clackamas County is located in Northwest Oregon and it is part of the Portland (OR)/ Vancouver (WA) metropolitan



Table III: Age Distribution

Age Group	Percent
Under 5	5.7%
10 to 14	13.6%
20 to 24	12.3%
25 to 34	11.3%
35 to 44	13.6%
45 to 54	16.0%
60 to 64	14.1%
65 to 74	7.2%
75 to 84	4.1%
85 +	2.0%

<b>Median Age</b>	40.3
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Source: U.S. Census Bureau

area. The county seat, Oregon City, lies in the western portion of the County and is approximately 30 miles south of the Oregon / Washington border. The Pacific Ocean is approximately 90 miles west (by road). Mount Hood, a portion of which lies in the County, is 80 miles to the east. Overall the County covers 1,879 square miles. By comparison, it covers 50% more land area than the state of Rhode Island and 75% of the area of the state of Delaware. The topography varies from rivers to farmland, rolling hills and mountains. Over 50% of the land area is covered by forests including the Mount Hood and

Table IV: Climate Data for the Oregon City Area

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	47.0	51.3	56.6	61.4	67.9	73.5	80.5	81.1	75.8	63.8	52.7	45.5	63.1
Average Low °F	35.8	36.3	39.7	43.2	48.7	53.7	57.9	58.0	53.2	46.1	40.5	35.2	45.7
Precipitation in Inches	4.88	3.66	3.68	2.73	2.47	1.70	0.64	0.66	1.47	3.00	5.64	5.49	36.01

Source: N.O.A.A

Willamette National Forests. Interstate 205 and State Highways 99E and 213 provide links to Portland, Salem (the state capitol), and Canby. Geographically, the County is 5% urban / suburban, 38% agricultural and 57% forest (more than half of which is federally owned).

## Demographics

With a population of almost 384,000, Clackamas County is the 175th largest county in the United States by population and the third largest county in Oregon behind Multnomah County (largest city is Portland) and Washington County (largest city is Beaverton). According to the U.S. 2010 census, 91.1% of the population is White, 3.8% is Asian, 2.9% is “two or more races” and the remainder is composed of other races. In terms of ethnicity (ignoring race), 8.0% of the total population is of Hispanic. The median household income to be \$63,790 and the median value of an owner occupied home is \$326,300. 9.5% of the population was below the poverty line.

The County’s median age of 40.3 is slightly above the U.S. median age of 37.1. See Table 3 for age distribution.

## Climate

The climate varies by location within the County but overall is temperate with mild, damp winters and relatively dry, warm summers. Winter temperatures average in the 40s and 50s °F. Cold snaps are generally short-lived, and snow falls no more than a few times per year in the Willamette Valley. Spring can be rather unpredictable ranging from warm spells, to thunderstorms rolling off the Cascade Range.

## The Government

Clackamas County is governed by a five member commission. It sets policy and oversees the county’s day-to-day operations through an appointed County Administrator. The Commissioners are elected at large, serve staggered four year terms and are not term limited. The Chair is separately elected. Commissioners are bright, focused on doing the right thing, and have the best interests of the County

at heart. In November 2012 three seats were up for election. The results were a new chair (who had served as a local mayor but not on the Commission), a former state representative (who had previously served on the Commission) and another former state representative. The Board Members work together collegially and are respectful of one another. All are concerned with using the County's funds prudently. Politically they reflect the nature of the County which is split relatively equally between conservatives and progressives. The Board Members all hold the staff in high regard.

Clackamas County has a wide variety of functions and provides an array of services to the public including agriculture, animal control, business and economic development, code enforcement, courts, 911 dispatch, emergency management, forestry, health, housing and human services, law enforcement and corrections (overseen by a separately elected Sheriff), libraries, parks, tourism development, transportation and water environment services. Overall the County has 1,889 full-time employees and 418 part-time/temporary employees for a total of 2,307 employees. 84% of full time employees are represented by one of the County's eight unions. The largest funded departments within the government are the Sheriff's Office (565 total employees), Health, Housing and Human Services (544 total employees), Transportation and Development (260 total employees), and Business and Community services (212 total employees). The general fund budget for 2012–2013 is \$173 million, the total general county budget is \$611 million and the general county and other agencies total budget is \$822 million.

## The Challenges

While Clackamas County is not under the same level of economic stress many local governments are facing, resources are tight and must be used wisely. The Board of Commissioners and the public expect nothing less. It should be noted that the community is very engaged (the County has 70 citizen's advisory committees) and has high expectations.

A second issue is the urban/rural divide. The 80% of the County's population lives within the County's urban

footprint (which is 5% of the total land mass). A related factor is that some of the urban footprint lies in the unincorporated county meaning it looks to the County for some services that are traditionally provided by cities. The result is a real balancing act is required.

The third issue is intergovernmental. Not only does the County have 16 cities to work with (as well as other limited governmental entities within the County) but it is also an integral part of the Portland/Vancouver, WA/Clackamas metropolitan area. Add METRO (which oversees planning, growth and transportation across the region), two states and to a lesser degree the federal government and one can see working with other governments is both necessary and complex. All must work together for their mutual prosperity.

Another focus area is economic development. Bringing more business to the County could have a significantly positive impact on its finances. Another issue is infrastructure. The County has, for example, 9,000 miles of paved and unpaved roads. While they are not crumbling, their future needs to be carefully considered and resources allocated to protect them. The same is true of county parks, facilities and other assets.

Finally, the last issue is the forests and forest land. On one hand, the lumber industry has declined due to a variety of reasons over the past few decades and that has had a direct impact on the County's finances. Specifically, it owns 3,000 acres forests and that land has in the past generated significant revenues through harvesting timber. On the other hand, the federal government has historically made payments to the County recognizing the amount of land it owns that is in national forests and that is off the tax rolls. That revenue has also disappeared.

## The Ideal Candidate

Clackamas County is seeking a strong manager with vision to work in partnership with the Board in taking the County to the next level. The individual will act as an advisor and treat all the commissioners equally. At the same time, the ideal candidate will recognize he / she works for the Board as a whole and the majority of the County Board is the final authority. While being flexible,

the next County Administrator will be comfortable making decisions within his / her span of control and, at the same time, understand that these decisions reflect on the elected officials and the County government as a whole. He / she will be politically savvy but not politically involved. The individual will think strategically and recognize the importance of setting and meeting lofty goals. The ideal candidate will be transparent and allow the Commissioners to seek information directly from staff. Charisma is not required but preferred.

The individual will be achievement-oriented with a track record of success. The ideal candidate will be personable and have outstanding communications / people skills. As such, the next County Administrator will work well with people from all walks of life and be very comfortable in both formal and casual settings. Public service will be a calling to the selected candidate and he / she will be a servant leader. As such, customer service will be important to the individual and he / she will create an environment where residents and businesses feel welcome when they visit county offices. Given the presence of variety of governmental entities, constitutional officers and unions, the ideal candidate will be an excellent negotiator – someone who is comfortable dealing with powerful people and organizations – and who will represent the County's interests.

The County is seeking a change agent. It wants someone who will review the current structure and processes to ensure they optimize the use of the taxpayer provided resources. The individual will question everything and ask both "why" and "why not." He / she will be creative and encourage the staff to take risks and think outside the box. At the same time, the selected candidate will recognize that not every idea will succeed and that staff members need the opportunity to fail without penalty from time to time. Of course, efforts must be reasonable and well thought out.

The ideal candidate will have extensive experience (ten years or more) as a high level manager in a large, sophisticated, multi-faceted organization – preferably in local government. A Bachelor's degree in administration or related subject is preferred but not required.

Experience working in economic development, intergovernmental relations, finance / budget and labor relations is desired. Experience with and knowledge of government in Oregon is also desired.

## How to Apply

Resumes should be e-mailed to [Recruit25@cb-asso.com](mailto:Recruit25@cb-asso.com) by May 10th. Printed, mailed, or faxed resumes will not be accepted. Questions should be addressed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537.

## Diversity

Clackamas County places a high value on diversity and strongly encourages women and minorities to apply. The County is an Equal Opportunity Employer valuing diversity and inclusion as essential elements that create and foster a welcoming workplace.

## Confidentiality

All candidate applications will be treated as confidential; no names will be released without the candidate's permission.

COLIN BAENZIGER  ASSOCIATES  
EXECUTIVE RECRUITING

# Total Compensation

## Salary

The salary range for the County Administrator position is \$144,469 - \$195,000. The actual salary will be determined based on qualifications and experience.

## Benefits

**Retirement:** After six months of employment, the County will make contributions to the Public Employees Retirement System (PERS) retirement fund or the Oregon Public Service Retirement Plan (OPSRP). It will also pay the employee's individual retirement account share (6% PERS pickup).

**Deferred Compensation:** The County Administrator receives a County-paid contribution of 6.27% of base salary and an option to contribute additional employee-paid amounts to this retirement saving program.

**Health Insurance:** The employee has a choice of three medical plans with a monthly cost of 5% of the total premium. Employees with other group coverage may opt out and receive cash back in lieu of coverage. All plans cover spouse or domestic partners and dependent children at additional cost. The County offers a choice of four dental plans at no cost. The County also offers a Health Reimbursement Account program.

**Wellness/EAP Program:** Year round activities include exercise classes, food preparation, weight watchers, an annual Health and Safety Fair, walking events, race team support, stretching and more. Plus 24/7 access to the Employee Assistance Program.

**Life Insurance:** \$150,000 County paid coverage or \$50,000 coverage with \$20.00 monthly cash back.

**Disability Insurance:** Pays 60% of salary with a maximum monthly benefit of \$1,999.80 (maximum insured salary level of \$3,333 per month). Optional employee-paid buy-up with a maximum monthly benefit of \$4,999.80 (maximum insured salary level of \$8,333 per month).

**Employee-Paid Coverage:** The County provides a diverse array of supplemental plans at group rates including Health Care and Dependent Flexible Spending Accounts, Group Universal Life, Dependent Life, Accidental Death and Dismemberment, Long Term Care, Legal Insurance, Pet Insurance, AFLAC and Home and Auto Insurance.

**Vacation:** Employees earn 16 hours per month with maximum annual carryover of 280 hours. Employees may sell back one week of vacation each calendar year as long as they have taken at least one week of vacation during that year.

**Holidays:** Nine (9) paid holidays and one (1) floating holiday.

**Sick Leave:** Eight (8) hours per month with unlimited accrual.

**Longevity Pay:** Employees earn longevity pay after five (5) years of service. The percentage increases every five (5) years.

The preceding summary of benefits is general in nature and subject to change at any time.

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