



City Council Work Session Meeting Minutes September 24, 2019

The Harrisburg City Council met in a regularly scheduled work session on this date at 6:37pm. Presiding was Mayor Robert Duncan. Also present were Mike Caughey, Kimberly Downey, Robert Boese, and Adam Keaton. Absent were Councilors Randy Klemm, and Charlotte Thomas. Staff present were Interim City Administrator John Hitt, and City Recorder/Asst. City Administrator Michele Eldridge.

Meeting Location: Harrisburg Municipal Center @ 354 Smith St.

CONCERNED CITIZEN(S) IN THE AUDIENCE. All present were here for items on the agenda.

NEW BUSINESS

LCSO REPORT SUMMARY FOR AUGUST 2019

LCSO Report: Lieutenant Michelle Duncan was present and reviewed the report from the August. She noted that they had 185 complaints that were investigated, including some adults that were cited and arrested, as well as juveniles. After noting the 19.75 hours provided for traffic in August, she stated that they are having a tough time with deputies reporting traffic hours correctly. They are being super honest about their activities. If they are out looking for crimes, they don't typically think of it as being for traffic as well. If somebody does something that is breaking the law, including traffic violations, then they will stop someone. But they often don't count it as traffic.

- Downey asked about traffic citations. If they had 28 total citations and warnings, how much time did they spend in those? Perhaps we could figure it out that way.
- Lieutenant Duncan said that if it's a simple warning, or citation, it could only be ten minutes. However, if they stop someone, and that person has a warrant, or perhaps they are a DUII, then you are looking at an hour taking them to jail, and hour of going through processing, and an hour back to town. It could take at least 3 hours. DUII's are even more complicated, as you spend an hour on scene with them, then take them to jail; where there is a longer set of processing. That typically takes blowing into a breathalyzer, and if they refuse to blow, then you have a whole other process could be required, including going to a hospital for a blood draw, requiring search warrants, or perhaps there is a DMV hearing, and the deputy has to articulate the issue, with the probable cause for the stop, and DUII, and the DMV could decide on suspension. Then you have actual trials, which include motions to suppress evidence, which often happens. She's been on a stand for over 3 hours, just on a motion to suppress evidence. One DUII has the potential to take 30 to 40 hours of time for a deputy, and that's from one traffic stop. Those are things people don't see, and it's not that we are

not capturing all hours; we are trying to do what you want, but we are missing something. It's hard to put into a quantitative report.

- Downey said that it probably wouldn't even be in the reports.
- Lieutenant Duncan agreed. It can really vary in time. If there isn't a warrant, or other issues, then a traffic violation/citation can take 5 to 15 minutes.
- Mayor Duncan asked if with the adults arrested, was that for warrants, or actual citations?
- Lieutenant Duncan wasn't certain about warrants. Quintin was one of them, but another was a theft, and a DUII. There might be a warrant or two. They use the computer system, but it's difficult for them to know city contract issues. As an example, an arrest in Harrisburg, but for a crime committed in a different city, could show up on arrests in Harrisburg. Sometimes, someone could get a violation outside city limits, but then don't get stopped until they are inside the City. They will give their stop location, and dispatch knows where they are at, but sometimes those will be on your report, when they aren't committing that violation in the City. They try to give you the best information, but there are things that come up. You aren't the first city who has those questions; she's answered this for other cities as well.
- Caughey complimented Lieutenant Duncan; her conversation just now was the best he has ever heard from LCSO, for what really goes on when the deputies are in the field. We would have had a different perspective on some of the issues we've brought up in the past, if we had that explanation given to us.
- Lieutenant Duncan appreciated that. There is room for improvement; they are always striving to do better. Sometimes, your perspective is completely different from theirs. You have a completely different perspective of what it takes to get the job done.

Downey asked if it was ok for someone to call her, and was told absolutely, it was. Downey thought perhaps it was the fact that Lieutenant Duncan also knew how the contract works. Lieutenant Duncan agreed, and said that she likes to be informed, and know what is stated. That was the whole point of the restructuring that LCSO went through. There are one or two people on shift, who has knowledge of what's in the contract, and of what the City wants. Downey said that's important to be able to talk to someone about this; if we look at this and it says 19.75 hours of traffic, it feels like it doesn't mean anything to LCSO when we say we want traffic. If we can talk to someone, then we can get a better grasp of how it operates. She asked if there are so many citations and warnings, then how could they do that in 19 hours? It didn't jive with the numbers that are here. Lieutenant Duncan reiterated that was part of the disconnect prior to the re-organization. With 287 hours, she wants to know what was covered. If deputies are giving out citations and warnings, then people drive better. If deputies are on graveyard, and drive through, then you don't have as many break-ins. But they can have only one car in town every hour, and there are 3 deputies that are dedicated to different teams, and they are sometimes on graveyard.

Downey asked about the real crimes that occurred. Lieutenant Duncan said you've had more lately. We had the DUII, from the male from Eugene, who crashed into the pole and took down the power for part of town. There was a couple that were criminal mischief. There was a burglary, which occurred because the business wasn't completely secured; money was taken. There are several mail thefts that occur each month. They arrested a female from Washington who was shoplifting at the Dollar General. The Church on Smith St. was broken into twice in August. They also contacted several juveniles who were out after curfew. They try not to be too heavy handed. However, in August, there were a group of juveniles who were doing property crimes. There was a possible prostitution, which was more suspicion than actual proof. They had a crash at 3rd & LaSalle, with a conflicting story, plus reports of possible illegal camping at the river gravel

bar; we walked the river and didn't find anything. Caughey told her that we see a lot of comment on Facebook pages. There are always comments about illegal camping in and around the boat ramp, and in the northern end of the park. Lieutenant Duncan asked for more information on those, more specifics. She walked the City Council through the arrest of Quintin Reddington, and how we ended up being able to arrest him. Downey asked about that being a federal crime, and if he was charged for that, but Lieutenant Duncan told her that we don't have that power. You must be federally sworn in to charge someone with federal crimes. We have state authority. He was still in jail as of this time, although potentially, it could be heard in October. It depends on the level of crime he is charged with. He was arrested for nine counts of mail theft. She hoped that the arrests would start trickling down to other people, who may hesitate before committing future crimes. Caughey hoped that was the case too! She then handed out her business card to members of the City Council, so they could contact her directly.

THE MATTER OF INTERVIEW TRAINING WITH RYAN SCHULZE FROM OCWCOG

OCWCOG Presentation: Ryan Schulze showed a PowerPoint (Please see Addendum No. 1) presentation, which went over the main points he wanted to accomplish today, specifically with what could be illegal, and how Council should be presenting themselves. He also handed out some tips for interviewing (Please see Addendum No. 2). He suggested that Council work towards being super friendly and try to alleviate some of the stress of interviewing. That can include a welcome sheet and sharing some of the basic interview questions. You will be evaluating the competencies of the people you are interviewing, so how they answer the questions can give you good insight on how they operate. Council agreed that being more inclusive with the set up for the interview would be a good thing. Boese asked if there should be a time limit and conveyed the never-ending phone interview we had with a candidate. Schulze told him yes, you could convey that up front. He then made suggestions for how a round robin should be done, and how important it was to make eye contact, while others were capturing answers. He wanted to make sure Council understood that if a candidate shared details that we aren't allowed to ask, that we make sure that the candidate knows that we can't legally use that information, and to be prepared for the unexpected. You should stop them, and redirect them, by saying something like we appreciate you sharing that, but it's something we can't consider for this position. Downey thought that someone applying to be the City Administrator should be well aware of what the law is and isn't going to share information they shouldn't. Schulze said it would be a poor display of judgement if they did. He warned about being really clear about information that they shouldn't be sharing, so that somebody can't come back and say that's why you didn't hire me.

Mayor Duncan asked if John Hitt was intimidated at all, during our interview for the interim position. Hitt said not at all. If you are interviewing for a City Administrator, then this is the environment for which you are interviewing. You are in front, with your feet in the fire; and that's part of the job. You were very welcoming, both in here, and then out there. He felt amongst friends. But he was also in a nice position, of not really needing the job if he didn't get hired, it is more stressful for someone who needs it. Schulze reminded Council that they can ask for more information from a candidate when asking a question, such as asking them to elaborate on an answer. You can ask those follow up questions. 80% of what you do will be listening. You can ask questions to clarify, paraphrase or summarize their point to check for understanding. You can ask for more detail, what role they played, what their level of responsibility was, and what specific tasks they took on. Some people are really good at schmoozing, so if everything seems wonderful, ask questions about what didn't work for them, or what did they learn from that situation.

Schulze warned them about rater errors and focusing on first impressions. They shouldn't allow strong judgments to influence the rest of the interview. Take time to evaluate that candidate, against the criteria you are hiring for. Council asked various questions of Schulze, including how to

work with competencies. He strongly suggested that the panel lead holds the document, and that everyone together evaluates each question on the related competencies. If they don't exhibit a competency, they don't get that point. If they can do their job, and it was adequate, they get one check mark. If they are proficient, and can teach it, then they should get two. That person goes above and beyond. Council decided then to change our rating system to 1, 2 and 3. 1 would be someone who couldn't do that job task, 2 is someone who can do it, and 3 is that person who can teach it. Council asked what to do if someone scored higher than the other in an interview, but the person who scored one point lower, seemed a better fit. Schulze told them that you need to justify what things during the interview made that person better than the other. As long as you can justify it with objective criteria, then that is what you need to do. Then, you follow up when doing reference checks. If you had an impression that someone wouldn't work as well with staff, then you ask a specific question related to that. Mayor Duncan asked about it being public record. Eldridge added that interviews are done in executive session. However, Schulze pointed out that it's discoverable, if you have action brought against you. People can make a living off of bringing these things up. You don't bring up religion, or disability, age, ethnicity or race, to give just a few examples of what you don't ask. If they bring something up, you can ask if they can perform the duties, with or without accommodation. We say that this something we don't consider, that won't influence our evaluation of you. If you are offered the job, and you need accommodation, then we will address that at the time. Council discussed the ways that this could be addressed for some time.

Mayor Duncan liked the fact that Schulze will be with us during the interview, and that he can pick things up really well. Schulze said that generally, at this level of position, you don't see many people taking advantage of deficiencies in the system. Those are generally at lower levels. Council then discussed the different way someone can answer a question, and to use impromptu questions, to drill into their experience, and find out how to test their knowledge in certain situations. Council liked the idea of sharing some of the questions with the applicant ahead of time and wanted to make sure that we did that. Schulze reminded them that they could have one really top candidate, or they might have several. If they have a number of good people, then you can decide if you want another round of interviews, or perhaps we do a reference check on all candidates and have that be a deciding factor. Downey asked him about having the community come in to talk with the finalists. Schulze said it wasn't a bad idea to get input. Downey thought it could be used if they had two finalists that scored fairly evenly. Hitt did like that process. You invite citizens to the meeting. You ask the candidates to share a little bit of their background, and can ask them to answer questions, and the audience members rate the candidates. Those answers aren't necessarily what you are looking for; you are typically looking for how well the candidate responds to the questions from the public.

Boese said that if we have 3 finalists, should we fly them in to interview? He knew that we had phone and Skype available, but it always seems like you are missing something. Downey said that we had considered a person when Brian was hired; that person was from the Midwest. We were going to fly them out, but they accepted another job. Keaton wouldn't mind doing that, plus reasonable hotel, etc., for someone, considering the relative salary, and the scope of the job. Others agreed with him but felt we shouldn't do that for more than three people. Schulze again reminded Council that people are often targeting lower management positions, if they are looking for mistakes, because people aren't on their guard as much for those. People are typically rushing to fill a vacancy, and don't pay attention. Be realistic and be prepared.

THE MATTER OF RECRUITING A NEW CITY ADMINISTRATOR

Downey thought that the Personnel Meeting will likely meet before October 14th, although we don't know when yet. She thought it would be better to review the questions at that time, and to decide which questions to share with the applicants. She invited Schulze to come to that meeting if

he would like. Schulze said that he could look at his schedule. He doesn't send notices to candidates that we aren't considering you as a candidate, until after the position is filled. That way, if someone backs out of consideration, you can go back to the candidate pool. That's better than saying 'no thanks', but then 'we changed our minds'. Caughey noted that he was in Kauai on October 9th, and consensus was to hold the Personnel Committee meeting on that date, so Mike could participate via phone. Eldridge also shared the competencies with the City Council and with Schulze, that would be used during the interview. (Please see Addendum No. 3).

OTHER ITEMS:

- Hitt said that he was following up with Republic Services, in relation to the franchise agreement. We can only seek to amend the agreements in odd years, so this is the year to ask if they would consider reducing their five-year notification of separation requirement. His experience is that they likely won't. He's looked at this type of thing twice before. Most privately owned companies will not respond to a RFP, and will say that isn't their turf, rather than actually responding to the RFP.
- Mayor Duncan asked if that would be the case with Junction City?
- Eldridge told him no, that would be handled through an IGA, and wasn't the same as a privately-owned company.
- Hitt then said that he had contacted Knife River. What they gave us wasn't a copy of the reclamation plan. It was a copy of the operating permit. He called DOGAMI, who told him that there were long term requirements, and inspections, including inspections that would need to be done periodically. Then we should also stipulate that somebody has to pay to bring them into performance, and that it shouldn't be us.
- Downey was concerned about being a little too hard on Jeff Steyaert.
- Mayor Duncan wasn't sure he was too hard on them. He was still upset that we don't have a copy of the reclamation plan.
- Boese agreed.
- Hitt said that the operating permit makes reference to the reclamation plan. Its possible those references are in combination, but the document doesn't say that.
- Mayor Duncan said it was a fine line to be mad at somebody, but still want to work with them. Working with a corporation is different than working with a family owned company like Morse Brothers had been.
- Eldridge said that she sent Steyaert an email and complimented him on his level of professionalism at the meeting.

With no further business to discuss, the work session was adjourned at the hour of 8:29pm.

Mayor

City Recorder



Recruitment Interviewing & Selection

Section 1 of the Manager's Manual

“I am convinced that nothing we do is more important than hiring and developing people. At the end of the day you bet on people, not on strategies.”

- Lawrence Bossidy, *General Electric*

Recruitment Cycle

Vacancy
Update PD
Evaluate
Competencies

Develop
Recruitment
Strategy based on
desired
competencies

Manage
Performance and
development

Make an offer and
conduct background
check

Conduct Interviews
, select top
candidate(s), check
references

Recruitment is
NOT:

- ▶ A one time event
- ▶ A waste of time
- ▶ Something to be rushed

Recruitment IS:

- ▶ An ongoing process
- ▶ A valuable investment

Appointment Types

Probationary Period
(Trial Service)



Limited Term



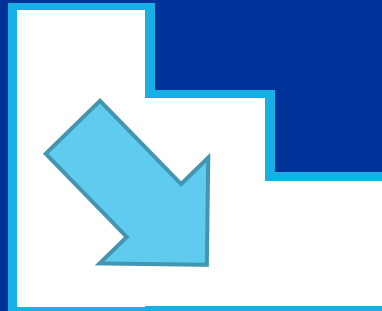
Temporary



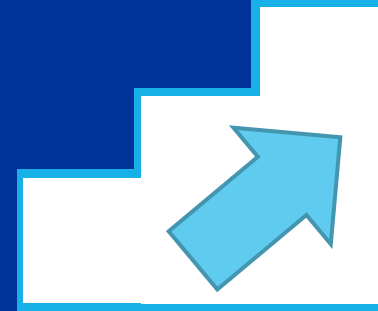
Regular



Demotion



Promotion



Advertising
Social Media
Internships
Career Fairs
Word-of-Mouth
Networking
Campus Recruiting
Informational
Interviews



Outreach

Conducting the Interview

- Create a welcoming environment
- Be prepared for the unexpected
- Ask for specifics
- Be objective



Let them do the talking!

As the interviewer, you
should spend the interview:

80%

Listening

20% Talking

Interviewing Tips

Need more information



- Ask Follow-up Questions to clarify.
- Paraphrase or Summarize their point to check for understanding.
- Ask contrary questions if needed

Avoid Rater Errors



Halo Effect

Generalizations based on one or more strong aspects of the individual.

Positive Leniency

Tendency to overrate people



Negative Leniency

Tendency to underrate people



Central Tendency

Tendency to rate all people in the middle



Avoid Rater Errors

First / Recent Impressions

Strong early/recent judgments influencing the rest of the interview



Contrast Effect

Comparing candidates to each other instead of the job requirements

Similar to Me

Rating individuals similar to you higher



Use Objective Criteria

Facilities Manager Competencies Evaluation

Panel Members:

Date:



Candidate	Contract Management	ADA Facilities	Collaboration	Supervision	Veteran/Disabled Veteran	Total

*Add columns for the number of competencies being evaluated

For Each competency award a check mark for adequate skill level and two for proficient skill level

Vets preference should be one check mark and two checkmarks for disabled Vet

They said what???

- ▶ What do you do when these thing come up?
 - ▶ Religion
 - ▶ Disability
 - ▶ Age
 - ▶ Ethnicity/Race



Final Questions?



OCWCOG HUMAN RESOURCES
Panelist Interview Instructions
Regular/Limited Term/*Temporary Position

Panelists should remember the following when assessing a candidate during an interview:

- Remain objective throughout the process
- Welcome candidates as if they are guests
- Honor everyone's time by keeping to the schedule
- Take good notes that will help evaluate the candidate's strengths and concerns*
- Maintain confidentiality
- Work at understanding other panelist views
- Treat all candidates fairly and equally

Panelists should avoid the following when assessing a candidate during an interview:

- Talking about the candidates before the initial discussion takes place
- Small talk that encourages candidates to reveal information about the candidate's personal life
- Allowing the mind to drift
- Rater errors:
 - Halo and horns effect: letting one great accomplishment or one failing sway the whole interview
 - Positive, negative or central leniency: grading everyone high, low or in the middle
 - First impressions: not allowing thoughts to change based on first impressions
 - Contrast effect: comparing to everyone else
 - Personal stereotypes: allowing personal bias to sway thinking
 - Similar to me: staying in a personal comfort zone
- Origin of a name

- Age or date of birth
- Religion
- Race or color
- Ancestry
- Gender or sexual preference
- Candidate's family life or situation
- Marital status
- Height, weight, physical or mental health history
- Ownership of a car
- Financial status
- Where the candidate lives (other than to confirm the address)
- Birthplace or citizenship (once hired, the candidate will complete an I-9 form, however; the panel should not discuss this topic)
- Disability (except to ask all candidates if they can perform the duties with or without reasonable accommodation)
- Education (can ask only as it relates to the position and can ask about languages spoken if they relate to the position)
- Asking the person to explain absences from the workforce or what they do in their spare time (helps to avoid information about personal life)
- Conviction and arrest record (the interview is not the time to discuss this information. The candidate may be subject to a criminal background history check if statute, Executive Order or an applicable CBA permits the agency to do so)
- Relatives (other than whom to notify in case of emergency, asked after hire)
- Union, political or other affiliations with organizations
- Military experience (unless the candidate presents the experience or training as relevant to the job).

Panelist Tips for Presenting Interview Questions:

Don't talk too much. Remember, talk 20% of the time and listen 80%.

Don't be too quick to judge. If you do not understand something the applicant says, paraphrase or summarize the point to check your understanding.

Ask follow-up questions if you do not understand the candidate's response to an interview question or if you need more information about the response. It is not necessary to pose the same follow-up question to each applicant.

Look for the positive or what's right in the candidate. Give each candidate a real chance at the job.

Cover all questions before you finish.

Be silent as the candidate formulates a response to questions.

Do not tell the candidate during the interview whether or not the candidate will get the job.

***All written notes are maintained in the recruitment file and follow the Records Retention Schedule. Recruitment notes are considered public record and are subject to public disclosure.**

City

Manager Competencies Evaluation

Panel

Members:

Date:

Candidate	Preparation and Research	Team work	Self Evaluation	Financial Knowledge	Collaboration	HR	Vision	Municipal Courts	Grant Writing	Interpersonal Communication	Technical Scenario	General Planning	Economic Develop-ment	Veteran/ Disabled Veteran	Total

*Add columns for the number of competencies being evaluated

For Each competency award a check mark for adequate skill level and two for proficient skill level

Vets preference should be one check mark and two checkmarks for disabled Vet