

1. 9:30 A.M. Agenda

Documents:

[2021-03-03 Council Agenda.pdf](#)

2. Meeting Materials

Documents:

[Lee Elliott Cover Letter.pdf](#)

[Lee Elliott Resume.pdf](#)

[Robert Noble Cover Letter.pdf](#)

[Robert Noble Resume.pdf](#)



**CITY OF YACHATS  
SPECIAL COUNCIL REGULAR MEETING  
Yachats OR  
Wednesday, March 3, 2021 at 9:30 am  
To Be Held Via Zoom**

**AGENDA**

Join Zoom Meeting

<https://us02web.zoom.us/j/84921639433?pwd=WG5XWkdvT3k1azBhM1VHWWw2OGlOQT09>

Meeting ID: 849 2163 9433

Passcode: 557291

One tap mobile

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+12532158782,,84921639433#,,,,\*557291# US (Tacoma)

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+1 253 215 8782 US (Tacoma)

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**Council Meeting**

- I. New Business – Interviews for Interim City Manager Position
  - a. 9:30 - 10:45 Interview of Lee Elliott
  - b. 10:55 – 12:10 Interview of Robert Noble
  - c. Council Discussion of Next Steps in the Recruitment Process

*The Yachats City Council meetings are open to the public and interested citizens are invited to attend. These are open meetings under Oregon law, but a work session is not a community forum; audience participation is at the discretion of the Council. Meetings are audio-recorded. Public meeting minutes are available for review at City Hall. The meeting place is accessible to persons with disabilities. For accommodations, please call (541) 547-3565, or Oregon Relay 1-800-735-2900 (TDD) two days in advance. City of Yachats does not discriminate on the basis of race, color, religion, creed, gender, national origin, age, disability, marital or veteran status, sexual orientation, or any other legally protected status.*

*In accordance with ORS 192.630, City of Yachats will make a good faith effort to provide accommodations for any person desiring to attend a public meeting, if the request is made at least 48 hours in advance of the meeting time. The meeting room is physically accessible to persons with mobility devices; a sign language or foreign language interpreter may be available, with advance notice. Call City Hall at 541-547-3565 or Oregon Relay 1-800-735-2900 (TDD) two days in advance. Posted 03/01/2021*

February 22, 2021

Leslie Vaaler, Mayor  
City of Yachats  
PO Box 345  
Yachats, OR 97498

Re: Lee Elliott Interim City Manager Application

Mayor Vaaler:

Please accept this cover letter as my official application for the City of Yachats Interim City Manager position. Being familiar with the true Gem of the Oregon Coast, I became extremely excited to discover the city was advertising this position in a community I have visited multiple times and have always enjoyed. While working as an assistant city manager and interim city manager in Oregon, I developed a true love of the amazing Oregon coastal communities.

For the last seven years, I have consulted, and provided interim executive level management services for municipal governments as city manager or as a department head. Interim work has provided me with a wealth of experience in an amazing variety of situations to assist city government with CEO leadership in transition. My strengths as an executive leader, are being positive and visionary with pragmatic results throughout my career.

After researching all facets of the current situation in Yachats and reviewing the desired qualities of the Interim City Manager, I believe my experiences fit well with the organization and community. I have broad executive level experience as a city manager, assistant city manager, finance director, human resources director, public works director, planning director and economic development director. For smaller city governments, a diverse background CEO tends to assist the organizations and I believe is one quality which has greatly assisted me in helping communities like Chickasha.

Recently, I completed an interim city administrator position in a rapidly growing community 30-miles west of San Antonio. I was appointed the interim city administrator to assist the community in finishing up an economic development agreement for a \$200 million multi-use residential-commercial development, assist in completing a water line extension project for a \$7 million commercial development, to complete a wastewater collection line and lift station project, and to help complete a \$12 million wastewater treatment upgrade project.

While serving as city manager in Mount Vernon, TX, we were able to use our historical culture assets to invigorate tourism as a primary engine in our local economy. We were one of the first three communities to receive the first Lady's Tourism Award of Excellence. We were able to repair over 60% of our water and sewer lines through negotiating low interest loans and receiving grants. We were able to reduce our water loss from approximately 20% to approximately 8%. With creative approaches, we were able to reduce our tax rate 12% while

experiencing a declining taxable valuation without reducing services.

In Newberg, while serving as the assistant city manager (ACM), a position generated to manage public works (HR and Emergency Operations); I was brought in to rebuild personnel relations in the department. While taking on the ACM position, the public works department was unionizing. After being the ACM for approximately 11 months, we had stabilized employee moral within public works. As the interim city manager for 11 months, we were able to improve moral and efficiencies within the whole organization while experiencing a large general fund shortfall and fiscal stress. While working to redevelop our downtown, we partnered with our local university to create connectivity to the campus and assist in bringing energy downtown.

In what I believe shows leadership and creativity as a city manager, while serving as the interim city manager in Newberg, OR, to help generate some financial sustainability, and implement the council's core goals for the budget, I didn't propose to fund my position as ACM in which my ½ my salary impacted the General Fund which was suffering a shortfall. By not funding my salary as the ACM, we were able to keep all police officers, firemen and not have to reduce our library hours.

I look forward to meeting with you, the mayor and councilors about how I can assist Yachats with continuing in a positive direction during the interim government. If more information is needed, please do not hesitate in contacting me at XXX-XXX-XXXX.

Respectfully submitted,

Lee Elliott

## **Lee Elliott**

Texarkana, TX 75503

### **Professional Experience**

#### **Interim Public Works Director City of Del Rio, Texas August 2020-February 2020**

Growing international border city with Mexico,

- Generated action for \$65 million of capital improvements which were languishing and being penalized by IRS,
- Received federal acceptance for key economic development project for International Bridge Expansion, partnership with Mexican Federal Government, Acuna, Mexico Government, and business consortium of maquiladoras,
- Restructured department to improve morale, customer service and efficiency of service delivery.
- Generated beginning of updating comprehensive plan to assist with efficient growth.

#### **Interim Chief Admin Officer City of Mayflower, AR September 2019-August 2020**

Growing community located in the Little Rock MSA, assisted the mayor with,

- \$25 million Interstate 40 overpass project which will create a major corridor beltway around the Little Rock MSA and provide new opportunities for community development,
- reviewed and streamlined development regulations to implement the City's comprehensive plan,
- recruited a 200-lot residential subdivision to provide to provide a variety of housing options,
- assisted with \$6 million wastewater treatment plant improvements,
- planned a regional bike trail portion through the community and a Walkable Mayflower plan

**Municipal Consultant**

**Multiple Cities**

**December 2000-present**

Consult and advise communities in Arkansas and Texas regarding finance, public relations, utilities, budgeting, planning, economic development, street bonds, utility rates, financial forecasting, personnel functions and storm water management,

- developed an economic development planning model for a community which became the base for the Arkansas Community of Excellence Program,
- assisted the City of Texarkana with planning assistance to generate a TIF District, development plan within the TIF District and recruitments of multiple hotels, restaurants and a convention center to expand commercial base,
- developed economic development plans with varieties of incentives thinking outside the box to assist struggling communities,
- assisted many communities with tax elections to assist with fiscal challenges.

**Interim City Administrator City of Castroville, TX**

**January 2019-August 2019**

Assisted a full-service community experiencing rapid growth from the San Antonio MSA,

- developed an economic development agreement with a \$202 million multi-use residential-commercial project with 900 homes and several large scale retail developments,
- generated a proposal to extend water lines for a \$7m development,
- completed a \$12 million upgrade of our wastewater treatment plant and reorganized the organization,
- generated a pragmatic development plan in a community struggling with antiquated utilities experiencing rapid metropolitan growth.

**Interim City Administrator City of Runaway Bay, TX November 2017-June 2018**

Managed a full-service organization with a staff of 15 and a \$3million budget in the Dallas- Fort Worth MSA,

- assisted in restructuring the organization and

establishing a base financial foundation for organizational operations,

- streamlined the development process to prepare for upcoming rapid Dallas Fort Worth MSA growth.

**Interim Town Manager**

**Town of Dewey-Humboldt, AZ August 2017-Nov 2017**

Managed a staff of 8 employees, and \$4 million budget in a community in the Prescott MSA.

- assisted with city manager recruitment,
- updating the community's comprehensive plan,
- continued remediation efforts of a superfund mining site.

**Interim Community and Economic Development Director**

**City of Murphy, TX**

**March 2016-June 2016**

Managed a department with 5-FTE, comprising planning, economic development, building inspections, code compliance and health inspections in a community in the Dallas-Fort Worth MSA,

- assisted with revising the economic development plan, recruitment of a hotel along with developing a code compliance strategic plan and a reorganization plan for the department to increase service provision and efficiency,
- developed a plan for generating a downtown in a community which did not have a central business district.

**Interim Planning and Economic Development Director**

**City of Stephenville, TX**

**August 2015-November 2015**

Managed a department of 5-FTE and a budget of \$400 thousand for a community in the Dallas Fort Worth MSA, the department comprised, planning, building inspections and economic development.

- restructured department to improve customer service and efficiency. Streamlined the

- development process while experiencing large amounts of growth and university expansion,
- assisted the city administrator in developing the community's first economic development corporation.

**Interim Finance Director      City of Texarkana, AR      February 2015-May 2015**

Managed a budget of \$45 million for a full-service organization and a staff of 7-FTE within the department in a community in the Texarkana MSA,

- provided an update and revision of fiscal policies to improve internal control,
- instituted regular internal audits,
- refinanced a \$5 million bond, saving the citizens of the community \$400 thousand,

**Interim City Manager/  
Assistant City Manager**

**City of Newberg, OR      October 2012-June**

**30, 2014** Served as interim city manager for 11 months of a full service, \$95.5 million budget community, 180-employees, in the wine and tourism oriented Willamette River Valley region organization.

- as interim city manager, while experiencing fiscal stress from the 2008-2009 Great Recession, restructured the organization to improve services and financial savings,
- generated a TIF district to provide a better economic situation for local paper plant,
- assisted in implementing multi-million dollar cultural arts corridor enhancement project which will increase the communities appeal to Pacific NW and international tourist,
- as assistant city manager, restructured public works and improved morale of the public works department and complete organization while experiencing fiscal stress.

**City Administrator**

**City of Mount Vernon, TX      February 2007-March 2011**



CEO of 7-departments, \$7 million budget, in detached community in Northeast Texas along interstate 30,

- organization received the highest transparency status awarded by the Texas Comptroller,
- replaced 80 percent of our antiquated water and sewer lines. Reduced our water loss from around 20 percent to less than 10 percent,
- the City was awarded \$8 million worth of grants during my tenure,
- assumed a shortfall budget and declining taxable valuations and generated surpluses, while reducing taxes 13% and not reducing service,
- one of our chief economic components, while managing here, was historical tourism. We were 1 of the first 3 communities to receive the prestigious First Lady's Historical Tourism award.

**Public Works Director, Personnel Director and Special Projects**

**City of Texarkana, AR      May 2005-February 2007**

Performed executive management of multiple areas, in community within the Texarkana MSA,

- assumed a public works budget experiencing shortfalls for 5-years, balanced the budget with no tax/fee increases, and increased service quality through efficiency improvements,
- generated employee compensation study, digitized personnel department while serving as personnel director,
- received 2006 Arkansas Floodplain Manager of the Year award for public works response to Hurricanes Katrina/Rita,
- performed special financial and economic development research and managed special projects for the city manager which assisted us with expanding our revenue options and provided more financial sustainability.

**Chief Administrative Officer    City of Mayflower, AR      May 2003-January 2005**

Executive manager of \$7 million budget, all services of police, fire, utilities, planning, economic development, code compliance, animal control, streets and parks for

community along Interstate 40 in the Little Rock MSA,

- developed a successful eco-tourism venture to increase our community development,
- community was awarded the Arkansas Floodplain Management Community of the Year under my direction,
- declared an Arkansas Community of Excellence by the state of Arkansas under my direction for community and economic development.

**Planning/Econ Dev Director City of Lowell, AR January 2001-May 2003**

Rapidly growing community in the Fayetteville MSA, executive manager of planning, economic development, capital improvements \$5 million annually, code compliance and library,

- community experienced rapid growth (300%+), and was able to generate an updated comprehensive plan, zoning revision and infrastructure plan to enable efficient development and assist the community with expanding its commercial base and bring sustainable growth,
- managed capital improvements in excess of \$5 million for street improvements,
- managed the implementation and planning of a regional trail linking the community to all of Northwest Arkansas,
- managed development and opening of the community's new Museum.

**Planning Intern**

**City of Conway, AR August 2000-December 2000**

Community of approximately 66,000 in the Little Rock MSA, assisted the planning department personnel while experiencing massive growth of 66%,

- updated the community's emergency operations plan and maps,
- assisted in developing an innovative cul-de-sac transportation transformation plan to assist with traffic congestion.

**Vice President**

**Stan Elliott, Inc.**

**July 1994-December 2000**

assisted the owner of a private sector utility construction company (water, wastewater and stormwater utility line projects), a HVAC service company, and a large heater/boiler construction company. Managed a staff of 30.

**Education**

**University of Central Arkansas**

Hours towards MS Community and Economic Development

**University of Central Arkansas**

Graduated 05/2005

BS in History/Geography with Public Admin interest

**Volunteer Experience**

City of Maud Library Board

City of Conway Board of Zoning Adjustments

City of Gentry Main Street Commission

Mount Vernon Downtown Business Association

February 22, 2021

Dear Mayor Vaaler,

Please consider this letter as my application for the position of Interim City Manager for the City of Yachats. You will find my resume and references attached. I believe you will also find that a review of my history, knowledge and experience will assure you that I bring the necessary skills and abilities to this position. I suspect that my assistance may be quite valuable during the transition, while you and the other City Council members recruit and hire a more permanent City Manager.

I love Yachats and want nothing but good things for the village. My wife and I own a home in Eugene, and have lived there since 1973. We now have two young grandchildren that also reside there. After retiring from the City of Eugene, we purchased a cabin in Quiet Water in 2010. We sold the cabin and purchased a larger home in Quiet Water in late 2018 and have lived part-time (between 30 and 40 percent) in Yachats for more than ten years. During this time, my wife and I have become familiar with much of the geography and the village landmarks, from the Gerdemann Garden to Thor's Well. We have also had the privilege of enjoying some of the town's activities such as the 4<sup>th</sup> of July Fireworks and the La-De-Da Parade as well as the educational offerings of the Academy of Arts and Sciences and many various music events held at the Commons. I view my familiarity with Yachats as an asset for this job.

If I am chosen as a finalist for this assignment, we would need to have further discussion regarding my schedule and availability. I know that the internet offers a lot of flexibility, but I want to be honest and alert you that I am not interested in a typical 40 to 50 hour per week obligation. As I mentioned to you previously, I have some physical limitations and, as such, I am hesitant to accept this assignment since I do not wish to disappoint the City Council or fail to meet their expectations. As you and the other Council members consider your choice of applicants, I encourage you to select someone who is truly able to satisfy all of the defined elements of what you want. I am here if you need me, but my ego will remain healthy should you find someone more suitable.

Thank you for your consideration.

Sincerely,

Robert P. Noble

**ROBERT P. NOBLE**

**Eugene, Oregon 97405**



**PUBLIC ADMINISTRATION**

**PROFESSIONAL EXPERIENCE**

- |                |   |
|----------------|---|
| 2013 – 2014    | Interim Airport Mgr. - City of Redmond/Redmond Airport          |
| 2012 - Present | Strategic Partner - GLD Partners                                |
| 2011 - 2015    | Consulting Services for the City of Salem/Salem Airport         |
| 2008 - 2013    | Planning Commissioner - Lane County, Oregon                     |
| 2007 - 2010    | Executive Director - Oregon Airport Management Assoc.           |
| 2001 - 2007    | Airport Manager - City of Eugene/Eugene Airport                 |
| 1994 - 2001    | Asst. Airport Manager - City of Eugene/Eugene Airport           |
| 1978 -1994     | Transportation Engineering (Various Positions) - City of Eugene |

**KNOWLEDGE, SKILLS AND ABILITIES**

Executive management with focus on Airport Management, including; administration, budget and finance, marketing, contract management, grant management, airport operations, security and emergency management, airport and infrastructure management, environmental compliance, federal, state and local regulations, airport rules, ground transportation and parking, customer service and tenant relations, labor relations and human resource management.

Economic development including; land use planning and property development, facilitation of public and private development of both aviation and non-aviation uses.

## **KNOWLEDGE, SKILLS AND ABILITIES (continued)**

Financial management including; maintaining independence, self-sufficiency and long-term financial success, short-term and long-term financial planning, annual budget preparation and regular analysis of revenue and expenses, evaluation and implementation of revenue enhancement strategies, cost controls, expense limitations, and debt management. Utilization of performance measurements and comparisons with other similar enterprises.

Providing support to boards, commissions, and councils, including; providing materials and effective communication to elected and appointed decision makers, as well as the media and the general public.

Ability to provide leadership for staff, including; fostering team building, establishing a shared vision, promoting adept problem solving, encouraging others to seek excellence in all endeavors and rewarding individual innovation and use of cost controls. Reinforcing the need for quality customer service and remembering the vital importance of satisfied customers

## **BACKGROUND, EDUCATION AND QUALIFICATIONS**

2006	Airport Executive of the Year - Northwest Association of Airport Executives (NWAAAE)
2005 & 2006	President's Award - Oregon Airport Management Assoc. (OAMA)
1986 - 1990	University of Oregon - undergraduate coursework, no degree obtained
1975 - 1978	Lane Community College