

# **Treasurer Position**

## **Interview Schedule**

8:00 a.m. – Kim Herring

8:20 a.m. – Robert McAfee

8:40 a.m. – Jayne Welch



1 NOW, THEREFORE, IT IS HEREBY ORDERED AS FOLLOWS:

2 1. The vacant office of the Lincoln County Treasurer shall be filled in accordance  
3 with the law.

4 2. Qualified applicants must submit a letter of interest in being appointed interim  
5 Lincoln County Treasurer, which includes tax collection duties. In that letter the applicant must  
6 describe his or her background, experience and qualifications for the position. The letter should  
7 also indicate whether the applicant desires to accept the interim appointment only, or will also  
8 stand for election in November of 2018 for a full year term. The letter should include no less  
9 than three references who can comment on the applicant's professional demeanor and  
10 management experience.

11 3. The letter of interest must be received in the Board of Commissioners Office,  
12 Lincoln County Courthouse, Room 110, 225 W. Olive Street, Newport, OR 97365 by no later  
13 than 5:00 P.M. on June 6, 2018.

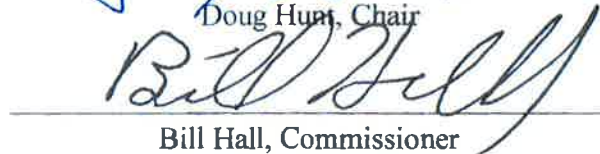
14 4. Upon review and determination that the applicant(s) meet the minimum  
15 qualifications, the Board of Commissioners may conduct interviews of any or all of the  
16 applicants at a regular Board meeting or special board meeting set for the interviews. The Board  
17 may continue the interviews to gather more information or ask more questions at its discretion.

18 5. After all of the interviews are completed, the Board will schedule deliberations at  
19 a regular board meeting or special board meeting, and then make a decision.

20 DATED this 16<sup>th</sup> day of May, 2018.

21 LINCOLN COUNTY BOARD OF COMMISSIONERS

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25 Doug Hunt, Chair

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28 Bill Hall, Commissioner

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Terry N. Thompson, Commissioner

## Questions for Candidates for Treasurer Job:

(1) What are your qualifications and experience that make you the best candidate for this job?

(2) If you were appointed Treasurer, what would be your responsibilities?

a. What is your philosophy around investment of funds, both for the county and those we hold in trust for other taxing entities?

b. Would you change anything about the way the Treasurer's functions are currently handled?

c. What would be your role as Treasurer in the Budget Process?

(3) If you were appointed Treasurer what would be your Tax Collector responsibilities?

a. Would you change anything about the way the Tax Collection functions are currently handled?

(4) The Treasurer's Office, as part of the Assessment and Taxation Functions, is set to embark on a major upgrade of its computer system. Did you participate in reviewing the new system options? Are you supportive of the proposed new system implementation plan and timeframe? Do you have any questions or concerns about the proposed system upgrade?

(5) The Treasurer works very closely with the Finance Office. How do you see the Treasurer's role collaborating with the staff in Finance?

June 3, 2018

Lincoln County Board of Commissioners  
225 W Olive St, Room 110  
Newport, OR 97365

Dear Commissioners,

My name is Kim Herring and this is my letter of interest in applying for the interim appointment of Lincoln County Treasurer. I will also be filing for the position for the November election.

I am currently the Treasurer's Accounting Clerk for Lincoln County. Prior to this position I was the Tax Accounting Specialist and Administrative Assistant & Grants Administrator for the Board of Commissioners.

My interest in the accounting field started at an early age when I was in high school and I became a Financial Analyst in 1991 when I worked for American Eagle Airlines. I continued using my accounting knowledge throughout my career in budget preparation, expense tracking and contract negotiations. During my employment with Lincoln County I've used that accounting knowledge not only in budget preparation and expense tracking but since moving to the Treasurer/Tax Office I use that knowledge on a daily basis.

Now is a very important time for the Treasurer/Tax Office as we will be doing a conversion to a new version of Assessment & Taxation software and I think it's important that the County Treasurer be good at training personnel and understanding technology. In the early 90s the company that I worked for was converting from DOS to Windows based software and with only one IT person I stepped up and helped to successfully train the Finance staff. Technology is something that I'm very comfortable with and enjoy teaching people how to use it to work smarter and not harder. I worked for a travel agency in Spokane, WA for about 12 years and we didn't have an IT person on staff. Not only did I upgrade all of the hardware in three offices but I also upgraded software and trained staff to use the new software.

During my interview process with the Board of Commissioners in 2011 I told Commissioner Thompson that my plan was to get a job and retire from Lincoln County. I am still committed to that plan and will continue my efforts in making Lincoln County a great place to work. I first became a supervisor when I was 19 and learned from some exceptional leaders. They taught me skills that I carry with me to this day. While interacting in our office and with other offices

I'm able to utilize my leadership and communication skills to improve the relationships that will serve me well in the future.

I appreciate your time in considering my interest in becoming the County Treasurer and look forward to continuing my employment with Lincoln County

Sincerely,



Kim Herring

Treasurer's Accounting Clerk

541-265-0355

[kaherring@co.lincoln.or.us](mailto:kaherring@co.lincoln.or.us)



**References**

Amy Southwell  
Lincoln County, Chief Deputy Clerk  
541-265-4131  
[asouthwell@co.lincoln.or.us](mailto:asouthwell@co.lincoln.or.us)

Linda Pilson  
Lincoln County Treasurer  
541-265-0357  
[lpilson@co.lincoln.or.us](mailto:lpilson@co.lincoln.or.us)

Pam Hickson  
Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians, Recruitment Specialist  
541-999-7860  
[phickson@ctclusi.org](mailto:phickson@ctclusi.org)

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(2) If you were appointed Treasurer, what would be your responsibilities?

a. What is your philosophy around investment of funds, both for the county and those we hold in trust for other taxing entities?

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(5) The Treasurer works very closely with the Finance Office. How do you see the Treasurer's role collaborating with the staff in Finance?

6/5/2018

Robert McAfee  
Food Services Manager, Lincoln County Jail  
251 W. Olive St.

Lincoln County Board of Commissioners  
225 W. Olive St.

**Dear Commissioners,**

This letter is written to notify each of you of my interest in being appointed to the position of Lincoln County Treasurer. It is my intent to also file for election to this position in the Fall 2018 election.

While serving in my current capacity within the Lincoln County Sheriff's Office I have garnered a great deal of experience regarding county budgets, accounting practices, and financial approach. My intent has always been to serve the citizens of Lincoln County to my utmost ability, and I believe the position of Treasurer affords an opportunity to do more in that regard. While working toward my Bachelor's degree in Business at the University of Oklahoma and New Mexico State University, I completed 5 semesters of college mathematics, including calculus, two semesters of economics, and two semesters of accounting. My background in the public sector as an educator and program director, along with my background in the private sector as a general manager and small business owner have also given me valuable experience in financial recording, reporting, and understanding. While I know a great deal is asked of the individual in this position, I feel that I offer a great deal to the position as well.

At a recent management training, I was reminded in hiring/promotion situations it is always best to hire the best person for the job who has the skills and intangibles to fulfill the needs of the position in question. My combination of education, experience and management success, I believe, perfectly positions me to serve in the position of Lincoln County Treasurer. I appreciate your consideration and input throughout the appointment period.

Sincerely,

A handwritten signature in black ink, appearing to read 'R McAfee', written over a light-colored background.

Robert McAfee  
Food Services Manager, Lincoln County Jail

Jayne Welch

937 NW Lanai Loop Seal Rock, OR 97376

(541) 563-6273 (541) 961-1499

[jwelch@peak.org](mailto:jwelch@peak.org)

June 01, 2018

Dear Board of Commissioners; Chair Doug Hunt, Terry Thompson and Claire Hall

I would like to express my interest in applying for the interim Treasurer position for Lincoln County. I began my career with the County as a deputy in the Tax department on December 01, 2004. Effective July 01, 2009 I was promoted to the position of Tax Treasure Analyst, non-rep management position. The main focus of my job is to support the County Treasurer/Tax Collector in day to day operations and assist in managing as needed.

I have been extensively trained to proficiently perform the duties of the Treasurer in her absence. My knowledge is widespread and includes many fiduciary functions such as local banking, governmental pool investments, and Oregon State Treasury applications. I have reconciled monthly bank statements as well processing tax distribution. I've processed the financial part payroll, taxes and insurances. I am currently a member of the Oregon Governmental Financial Officers Association.

I also oversee the property tax department with accuracy and compliance with regard to Oregon State statues and administrative rules. I am the system administrator for the Tax Collector software programs and prepare the tax roll for certification and distribution. I coordinate the work flow of staff, budget planning and process monthly and annual reports for the Oregon Department of Revenue. I am currently a member of the Oregon Association of County Tax Collectors.

With regard to the property tax conversion and implementation of new tax software supported by Tyler Technologies, it is my main focus to ensure accuracy, sustainability and transparency to both the public and Lincoln County. I intend to work closely with the Assessor to obtain and maintain a balance of the new valuation and tax collection system.

I believe very strongly in personal accountability and integrity. I strive to ensure that I am always looking after the best interest of Lincoln County both in a professional and ethical manner. I think I would be a good fit for the interim Treasurer and also express an interest in the election of the 2018 four year term. I am a citizen of the United States, and have been a resident in Lincoln County since 1997. My prior employment includes an extensive accounting background and payroll supervisor within an HR Department. I also ran the office of a small business owned by my husband.

Thank you for your time and consideration. I look forward to meeting with you, regarding the Lincoln County interim Treasurer position.

Sincerely,



Jayne Welch

Stacy Bridgman  
5880 Palisades Drive  
Lincoln City, OR 97367

June 3rd, 2018

Lincoln County Board of Commissioners  
225 West Olive Street  
Newport, OR 97365

Dear Commissioners:

I have known Jayne Welch since I began work at the County in the Treasurer's office a little over 4 years ago. Throughout that time, I have developed both a personal and business relationship with Jayne that has been mutually positive and supportive. In such a small office, it is important to have trust and respect for each other, and I have always felt that Jayne and I have had that in our relationship. It is important to develop those relationships in the workplace to have a well-functioning team that can work together.

Jayne is qualified for the position of Treasurer due to her experience both on the tax side of the office, as well as on the treasurer's side. In addition, Jayne has professional accounting experience and has taken accounting classes for continuing education as well as in pursuit of a degree. Both Jayne and myself have been trained over the course of several years to cover for the Treasurer in her absence and Jayne is also trained to cover for my position of Treasurer's Accounting Clerk, therefore she has a full circle of knowledge on how the Treasurer's side of the office functions. This experience and training sets her aside from other candidates for this interim position and gives her an advantage that other candidates do not have.

In addition to her experience, Jayne is very thorough in her work, always ensuring that she is doing things correctly with proper documentation. She is not afraid to ask for help when she is unsure about something, and she knows how to find answers and information when needed. Jayne has solid working relationships with many other people within the county as well as in other counties, which are additional resources that she can use to be successful in this position. Her extensive knowledge of the tax side also sets her aside from other candidates.

I recommend Jayne without reservation for the position of Interim Treasurer due to her experience and willingness to step in when help is needed and ensure that things are done correctly. As I said before, Jayne and I have both been trained for this position and both have a solid understanding of what needs to be done on a daily, monthly, and quarterly basis and have already done many of those duties. I know

Commissioners

June 3rd, 2018

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that Jayne would do a thorough job of ensuring that the Treasurer's duties are completed, and the transition go as smoothly as possible.

Please feel free to contact me for any more information you may need. I can be reached by phone at 541-992-1316 or by email at [stacymesh@gmail.com](mailto:stacymesh@gmail.com).

Sincerely,

*Stacy Bridgman*

Stacy Bridgman



5/30/18

I would like to recommend Jayne Welch to fill the vacancy of Lincoln County Treasurer.

I have known of Jayne professionally for many years, in the past two plus years I have had the pleasure of working closely with her through my position as Lincoln County Property Manager. Jayne has assisted me as I adjust to my new position by sharing her vast knowledge as it relates to ORS 312. Jayne has gone above and beyond to help me understand the process of tax foreclosed parcels before they come to Property Management; she has acted as an advisor and sounding board.

In all the time that I have worked with Jayne, she has been kind and incredibly patient, not only with me, but with the residents of Lincoln County. Jayne is a tremendous asset to Lincoln County, we are very fortunate to have her; her meticulous work alone is why she should step in to fill the role of Treasurer.

Sincerely,



Amy Howard

PO Box 1358

Newport, OR 97365

541-270-6622

June 3, 2018

RE: Personal Letter of Recommendation for Jayne Welch

To Whom it may concern,

I have known Jayne for more than ten years, working with her through the Oregon Association of County Tax Collectors, (OACTC). We worked together when I served as Vice Chairman and Chairman for our District, and then again with the OACTC Education Committee. She also assisted me when I served as the OACTC Vice President and then later, President, assisting in the planning, preparation, and development of a training curriculum for the Tax Collectors conferences. Her insight and organizational skills are exceptional, and I found her to be reliable and dedicated, and appreciated her support and eagerness to step up to the plate as needed. I also know her to be conscientious, and I am sure represented well any knowledge, new techniques, and skills obtained through conferences, to the Lincoln County Tax Collection personnel.

It is my privilege to write this letter for Jayne and it is my firm belief that she would be a tremendous asset to any organization. It has been an honor to work with her and I consider her a person of high integrity and professionalism.

Sincerely,  
Rose Harris  
Retired Chief Deputy Tax Collector  
Tillamook County

Cheryl M. Anderson  
505 Ne 71<sup>st</sup> Street  
Newport, Oregon 97365  
702-809-2502  
[cherma45@yahoo.com](mailto:cherma45@yahoo.com)

May 22, 2018

To Whom It May Concern:

I have known Jayne Welch for over five years now. Although it has been on a personal level, I have noticed how dedicated she is to the job and how responsible she feels to ensure the office runs smoothly and efficiently.

Jayne is also a highly motivated person always striving to find new ways to improve the system to benefit both the tax payers, and the staff as well.

She has solid leadership qualities and an analytical mind that can help solve problems using common sense and logic.

Most importantly, Jayne has a wonderful sense of humor and understands the importance of a working environment that is comfortable and as stress free as possible.

Jayne is a definite asset to any office and I would highly recommend her for any position she chooses to seek.

Most sincerely,  
Cheryl M. Anderson



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