

# Council Special Meeting

July 6, 2021

<b>Agenda Item</b>	City Manager Recruitment Process Next Steps	
<b>From</b>	Adam Hanks	City Manager Pro Tem
<b>Contact</b>	<a href="mailto:Adam.Hanks@ashland.or.us">Adam.Hanks@ashland.or.us</a> ; (541) 552-2046	

## **SUMMARY**

Staff is requesting formal direction from the City Council on how to move forward with the City Manager recruitment process.

## **POLICIES, PLANS & GOALS SUPPORTED**

City Council 2009-2021 Biennial Goals:

A. Prioritize "Essential Services"

E. Analyze various departments/programs to gain efficiencies, reduce costs, and improve City services.

## **PREVIOUS COUNCIL ACTION**

- 1) In March of 2020, City Administrator Kelly Madding resigned from the position.
- 2) In April of 2020, Mayor Stromberg appointed Assistant City Administrator Adam Hanks to Interim City Administrator
- 3) In the May 2020 Special Election, the Citizens of Ashland passed a Charter amendment dictating a shift in the City's leadership model from a strong Mayor/Council to one lead by a City Manager, effective January 1, 2021.
- 4) In [July of 2020](#), Council directed Staff to create a job description for City Manager and outline a competitive recruitment and selection process for Council consideration.
- 5) In [August of 2020](#), Staff outlined three options for the recruitment and selection of the City Manager. Council deferred the decision to the newly elected incoming Council.
- 6) In [November of 2020](#), Council approved Resolution 2020-22 clarifying the Interim City Administrator's transition to City Manager Pro Tem to meet the voter-approved Charter amendment structure and effective date of January 1, 2021.
- 7) In [December of 2020](#), at Mayor Stromberg's request, Council extended the contract for Adam Hanks to continue as Interim City Administrator/City Manager Pro Tem until September 1, 2021, or when Council appoints a permanent City Manager, whichever comes first.
- 8) Staff outlined and refined recruitment options with the newly seated City Council on [January 4, 2021](#).
- 9) On [February 16, 2021](#), Council approved the City Manager Job description with an amended to the staff proposed draft that reversed the order of one sentence but maintained the Master's degree being "highly desirable"
- 10) With the presentation and discussion with the consultant from Peckham & McKinney at the Council meeting of [March 2, 2021](#), Council approved the job announcement to include a range of 5-10 years of progressively responsible public sector administrative/management experience rather than the previously listed 10 year minimum.
- 11) On [March 16, 2021](#), Council approved a professional services contract for City Manager recruitment services with WBCP (Wendi Brown Creative Partners)
- 12) At the Special Meeting on [May 13, 2021](#), Council tabled the search for City Manager until August 1, 2021.

## **BACKGROUND AND ADDITIONAL INFORMATION**

In preparations for formally resuming the recruitment process, staff suggests that Council review, confirm or modify several elements of the recruitment that have been points of contention and confusion that has stifled the formal launch of the recruitment search process.

- 1) Confirmation of the minimum educational qualifications previously approved by Council, which was a bachelor's degree required and a master's degree highly desired
- 2) Confirmation of the prior experience minimum qualifications approved by Council, which was 5-10 years of progressively responsible public sector administrative/management experience
- 3) Decision on outside agency/consultant utilization to lead the recruitment process. . Mayor Akins has proposed evaluating the use of Rogue Valley Council of Governments. While staff will support and implement the preferred path forward, recent events requiring the City to obtain an Interim City Manager prior to August 6 and a level of discord within elected body may require the services of a recruitment firm to expand the reach with targeted, networking and deeper preliminary conversations with potential applicants to explain the current situation where advertising and job announcement postings may not suffice.

Regardless of a partner agency such as RVCOG or a more targeted and focused recruitment firm, staff will be involved in the administrative project management aspects of the recruitment as required by law and by positional responsibility.

## **FISCAL IMPACTS**

The City Manager position is funded in the adopted budget. Additionally, the Deputy City Manager position also remains a funded, but unfilled position. Between both positions, adequate appropriation levels are in place to fund both the Interim City Manager and the eventual permanent City Manager. Funds also remain available for outside partner/consultant assistance. Work product received from WBCP, the most recent recruitment firm used for this recruitment does likely result in lower total costs for either the RVCOG or recruitment firm assistance options.

## **STAFF RECOMMENDATION**

Staff recommends Council provide clear and explicit direction to staff on desired method for re-launching this recruitment process. This is a clear Council and staff priority project and full attention will be provided to ensure compliance with the direction provided.

## **ACTIONS, OPTIONS & POTENTIAL MOTIONS**

- 1) I move to confirm the previous Council approved minimum educational and prior experience qualifications for the City Manager position and direct staff to negotiate and execute an intergovernmental agreement with Rogue Valley Council of Governments for recruitment support services with the intention to initiate the recruitment process August 1, 2021
- 2) I move to confirm the previous Council approved minimum educational and prior experience qualifications for the City Manager position and direct staff to negotiate and execute a contract with a qualified and available recruitment consultant firm, consistent and compliant with public contracting laws with a total cost not to exceed \$25,000 with the intention to initiate the recruitment process August 1, 2021
- 3) I move to modify the previously approved minimum educational and prior experience qualifications for the City Manager to state.....
- 4) I move to direct staff to bring back the following options to the August 3, 2021 Council business meeting for consideration, deliberation and direction:
  - a.
  - b.

c.

**REFERENCES & ATTACHMENTS**

- 1) Council approved Job Description
- 2) Council approved Job Announcement

**JOB DESCRIPTION**

**OVERTIME:**  Exempt  Non-Exempt

<b>JOB TITLE:</b>	<b>City Manager</b>
<b>JOB GROUP:</b>	Executive Management
<b>DEPARTMENT:</b>	<i>Administration</i>
<b>DATE:</b>	*1/1/2021 Changed by Ballot Measure

The City of Ashland is a full-service City that runs its own Police Department, Fire & Rescue (including ambulance service), Public Works Department, Community Development Department, Electric Utility, Municipal Court, and Fiber optic network. The City has a range of centralized services, including Information Technology, Finance, and Human Resources. A separate elected Commission, Ashland Parks and Recreation Commission (APRC), oversees employees in the Parks and Recreation Department; however, APRC shares part of general fund revenues with the City. The City has five (5) collective bargaining units: Ashland Firefighters' Association, Ashland Police Association, IBEW Electrical union, IBEW Clerical/Technical union, and the Laborers' International Union of North America (LIUNA).

**PURPOSE:**

The City Manager performs as a highly responsible public administrator and chief executive under the City Council's guidance. The City Manager performs a wide range of administrative and professional duties to ensure the City Council has the information necessary to make wise and informed decisions for the entire community. The City Manager will engage the citizens and work with the Council to develop and execute a community strategic vision. Using a high degree of independence, initiative, and vocational ability in the daily administration and management of municipal operations, the City Manager implements policies and programs with a community-wide impact within federal, state, and local regulations, laws, and guidelines. The City Manager provides visionary, innovative organizational leadership, supervision, and general direction to the City's Executive Management Team. The City Manager provides professional-managerial support to the Mayor and Council to develop, enact, and administer laws, policies, and programs; manages the City's budget; enforces or oversees enforcement of all City Ordinances, Resolutions, and contracts; and performs other work as assigned.

**DISTINGUISHING CHARACTERISTICS:**

The City Manager is a single position classification. The incumbent serves as the City's chief administrative officer and the principal staff person to the Mayor and the City Council. The City Manager serves as an experienced executive with a high aptitude to manage overall municipal operations while representing the City and the Mayor and Council in the community and must build positive relationships with various community partners.

**SUPERVISION RECEIVED:**

The City Manager receives general policy direction from the City Council.

**SUPERVISORY RESPONSIBILITIES:**

The employee in this classification will have direct supervisory responsibility over subordinate management, supervisory, professional, and technical employees, and functional supervisory responsibility over subordinate supervisory, professional, technical, clerical, and/or other employees.

**ESSENTIAL JOB FUNCTIONS:**

*The duties listed below are intended to illustrate the diverse types of work that may be performed. The omission of specific statements of duties does not exclude them from the classification if the work is similar, related, and/or a logical assignment to the position designation.*

Establish an excellent working relationship with the Council on an individual and collective basis through clear and consistent communication. Keep the Council informed of current civic events and supply prompt, well-researched recommendations, analysis, and alternatives to make informed decisions on behalf of the City.

Provide direct staff support to the City Council at all regular Business Meetings, Study Sessions, Special Meetings, and Executive Sessions. Prepare the Agenda; supply information and reports covering City operations; support Council members in their deliberations on policy and/or legislative matters. Assist the Council as needed in preparing for meetings; communicate the decisions of Council to department heads, City staff, and the media; ensure implementation of Council actions.

Assist the City Council in developing and coordinating its initiatives and goals for the community into action in a transparent manner. Provide appropriate and effective services for the City based on an analysis of City needs and various economic, legislative, and judicial influences; Develop strategies and recommend short and long-range plans to support and engage City departments to implement these goals and policies.

Empower staff through clear communication, set exacting standards and expectations for staff accountability without micromanaging subordinates. Provide administrative direction to all City departments and employees, directly or through subordinate department heads and other managers; conduct performance appraisals and ensure that subordinate managers and supervisors do the same for their subordinates; ensure resolution of personnel matters. Hire, manage, and terminate City Department Heads or staff who do not meet expectations, as necessary. The city manager is also responsible for negotiating labor contracts with appropriate unions representing city employees; he or she must be fair and impartial in negotiations.

Oversee and direct the budget development process; review and approve departmental needs and estimates; prepare and transmit the Proposed Budget to the City's Citizen Budget Committee and the City Council for review and approval. Administer the Adopted Budget, monitoring expenditures to ensure compliance with the Budget and State law.

Work with various citizen and business groups to encourage and develop economic opportunities, attend meetings, and represent the City in multiple organizations and groups. Explain City issues and projects, promote citizen participation and support, respond to citizen inquiries, resolve complaints, or refer them to the right departments as needed; follow through to ensure satisfactory citizen inquiry resolution.

The City Manager must value and support partnerships and collaboration with other governmental agencies and stakeholders in the region; represent the City at meetings and events regionally, locally, and nationally. The City Manager will bring new ideas and solutions to the City Council and Community. The City Manager will be a problem-solver who can multi-task and communicate simultaneously with the Council, Community, and staff transparently.

Promotes and implements trainings, programs, and initiatives that reinforce and continue to develop a workplace culture that embraces the core values of diversity, equity, and inclusion.



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**AUXILIARY JOB FUNCTIONS:**

Continue professional growth by attending training conferences and meetings, reading materials, and meeting with others in responsibility areas.

Perform other work as assigned.

**MINIMUM QUALIFICATIONS:**

**EDUCATION, TRAINING, AND EXPERIENCE**

**Education:** Bachelor's degree with major coursework in public administration, business administration, finance, or a closely related field. A Master's Degree in Public Administration or Business Administration is highly desirable.

**Experience:** A minimum of ten (10) years of progressively responsible public sector administrative/management experience, including at least three (3) years of experience as a chief executive officer for a City, County, or Special District or five (5) years of experience as a deputy or Assistant City Manager/Administrator.

**Substitution:** Any satisfactory equivalent combination of education, training, and experience that shows the knowledge, skills, and abilities to perform the job duties proficiently may substitute for the above requirements.

**Desirable Qualifications:**

Experience as a City Manager in a city at least the size of Ashland. Certification as an ICMA Credentialed Manager and Oregon experience is preferred.

**SPECIAL REQUIREMENTS**

**License:** Possession of, or the ability to obtain and maintain, an Oregon driver's license by the time of appointment.

**KNOWLEDGE, SKILLS, AND ABILITIES**

- Strong organizational development skills and general management expertise
- Budget and budget development experience with strong financial management, analysis, and risk management skills.
- Proven record of executive level hiring with broad expertise in Human Resources and commitment to EDI hiring practices.
- Proven track record in streamlining operations and implementing a prudent strategy to optimize the City's infrastructure.
- Experience in economic and/or business development.
- Advanced, modern, and sophisticated principles and practices of municipal government.
- City administration and functions, including organizational and economic development functions and services.
- Principles of effective public relations and interrelationships with community groups, public agencies, private businesses, firms, and other government levels, including regionalization of services and other similar models of efficient delivery of municipal services
- Current social, political, and economic trends, as well as operating problems of municipal government.
- Pertinent federal, state, and local laws, codes, and regulations.
- Principles and practices of employee selection, supervision, training, and professional development.
- Principles, impacts, and implementation practices to address climate change at the local government and community level
- Understanding of the principles, structure, and resources relating to the development and delivery of various social services within a community.



**Skill and Ability to:**

- Provide effective leadership and coordinate the activities of a city organization.
- Serve effectively as the administrative agent of a city council.
- Select, supervise, and evaluate assigned staff, including senior managers.
- Interpret and apply a wide variety of complex laws, rules, and regulations.
- Analyze, interpret, summarize, and present administrative and technical information and data effectively.
- Communicate effectively, orally, and in writing and demonstrate strong presentation skills.
- Establish and support effective working relationships with those contacted during work.
- Demonstrate leadership to employees, contractors, public officials, other agencies, customers, and the community.
- Be resourceful, reach consensus with others, and exhibit a collaborative style with community members, elected and appointed officials, executive management, and staff.
- Gain cooperation through discussion and teamwork.
- Be fair, persuasive, empathetic, and calm when working with people who may be upset.
- Remain composed and effectively handle significant workload expectations.
- Handle difficult and stressful situations with professional composure.

**PHYSICAL DEMANDS:**

*The physical and mental demands described here represent those that must be met by employees to perform the essential functions of this classification successfully. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

(1) Mobility: frequent sitting for extended periods; occasional bending or squatting. (2) Lifting: often up to 10 pounds; occasionally up to 25 pounds. (3) Vision: constant use of overall vision; frequent reading and close-up work; color and depth vision. (4) Dexterity: daily use of keyboard; constant repetitive motion; regular writing; frequent grasping, holding, and reaching. (5) Hearing/Talking: routine hearing and talking, in person and on the phone. (6) Emotional/Psychological: frequent decision-making and concentration; regular public and/or coworker contact; occasional working alone.

**WORKING CONDITIONS:**

*The work environment characteristics described here represent those an employee encounters while performing this classification's essential functions. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

Work is performed in a typical office environment and is subject to moderate noise.

APPROVAL \_\_\_\_\_

DATE \_\_\_\_\_





# CITY MANAGER

CITY OF ASHLAND, OREGON  
\$138,448–\$168,285 DOE/DOQ

**T**HE CITY OF ASHLAND SEEKS A CITY MANAGER who is forthright and resilient, an excellent communicator, and a strategic organizational leader who has municipal/city management experience, and demonstrates confidence balanced with humility and empathy for others. You will create and support an organizational culture that embraces diversity and fosters professionalism, honesty, and innovative thinking. The City of Ashland just changed its charter to a City Manager-City Council from a City Administrator form of government effective January 1, 2021. The City is looking for a professional City Manager with Council relations, policy facilitation, and organizational development experience. The community, staff, and Council are looking for a skilled municipal leader with a demonstrated ability to develop and execute a vision, communicate, and manage expectations, and assist the City in identifying and accomplishing Council's goals. The incoming City Manager must have the ability to help the Community and Council to achieve the City's economic and fiscal objectives of becoming a financially and environmentally sustainable organization. As Ashland's first City Manager, you will help shape a new form of government, increase economic viability, build trust and bridge relationships, lead a fantastic team of executives, and improve the lives of our residents and our over 1 million annual visitors.





# THE CITY OF ASHLAND A GREAT PLACE TO WORK, LIVE & PLAY .....

THE CITY OF ASHLAND is located in Southern Oregon, known for the Oregon Shakespeare Festival, Southern Oregon University, sustainable practices, an excellent climate, and a host of outdoor activities, including rafting, skiing, boating, fishing, camping, and more. The City of Ashland offers magnificent landscapes, rich culture, world-class theaters, and an excellent public school system. For four consecutive years, Ashland High School was awarded *US News & World Report's* Silver Medal as one of the best high schools in America. The "Heart of Ashland" is its world-class parks and recreation system, which includes 93-acre Lithia Park, designed by John McLaren of Golden Gate Park fame. The park attracts more than one million visitors a year.



# ASHLAND CITY ADMINISTRATION



**INCORPORATED IN 1874**, the City of Ashland works under its charter and applicable state laws. Ashland's population is slightly more than 20,000. The City provides a full range of municipal services, including police and fire protection, ambulance services, parks, recreation facilities and activities, streets, airport, planning and building, senior programs, and general administrative services. The City also supplies water, wastewater, electric, and telecommunications utility services. The City has a diverse revenue base, and a biennial budget ([CLICK HERE TO REVIEW THE 2019-21 BIENNIUM BUDGET](#)). The City government includes a mayor and a six-member City Council. Other elected officials are the City Recorder, Municipal Judge and the five-member Parks & Recreation Commission. The Mayor, with confirmation by the City Council, appoints the City Manager.

## UPCOMING PROJECTS, CHALLENGES & OPPORTUNITIES

- ⇒ Help lead a process to create a community-wide strategic plan to focus City investments.
- ⇒ Integrate diversity, equity, and inclusion goals into the City's operations.
- ⇒ Negotiate collective bargaining agreements with several unions.
- ⇒ Work with the community and commissions to update and implement the Climate and Energy Action Plan.
- ⇒ Lead updates to long-term infrastructure plans, including the Transportation System Plan and Electric Utility Plan.
- ⇒ Work with the Finance Director to lead the Council through decisions necessary to put the City on a solid financial footing.
- ⇒ Partner with the Chamber of Commerce to update the City's Economic Development Plan.

[Click Here](#) to view the City of Ashland's City Council Priorities for 2021-23.

## THE JOB

**THE CITY OF ASHLAND** is a full-service City and employs approximately 250 FTE, who are dedicated, talented, and a committed team of executive and support staff. The City Manager oversees all phases of city operations, including, public works, community development, police, fire and rescue, electric utility, municipal court and fiber-optic network, and centralized services consisting of information technology, finance, and human resources. This position will also oversee the City's biennium recommended budget of \$ 348M, economic development, housing and other special projects, and support Councilmembers with policy development. The City Manager will also ensure staff has the necessary resources to be influential leaders and technical experts; he/she will be a supportive leader and effectively model resiliency, political savvy, and emotional intelligence. The City of Ashland has a highly engaged citizenry that provides input through over 20 advisory boards and/or commissions and has a Parks Director that reports to an elected Parks Commission. The City Manager will serve as the organization's face, and work closely with constituents, businesses, and City Councilmembers.



# THE IDEAL CANDIDATE .....

**THE SUCCESSFUL CANDIDATE** should be a seasoned public sector administrator with the business knowledge and capacity to run a multi-million-dollar municipal organization, including oversight of risk management, planning, public works and engineering, public safety, human resources, information technology, budgeting and finance, economic development, police, fire, utilities (water and electric), and housing. The ideal candidate will have experience in a similar community and possess creativity and financial savvy to lead the City to post-pandemic success. We are looking for a strong leader whose leadership style promotes an atmosphere of teamwork and collaboration while supporting innovation, diversity, equity, and inclusion. The City Manager should have a strong understanding of local, state, and federal regulatory requirements and effectively adapt to and find opportunities to advance Ashland's operations and enhance the lives of our constituents and those who visit our community.

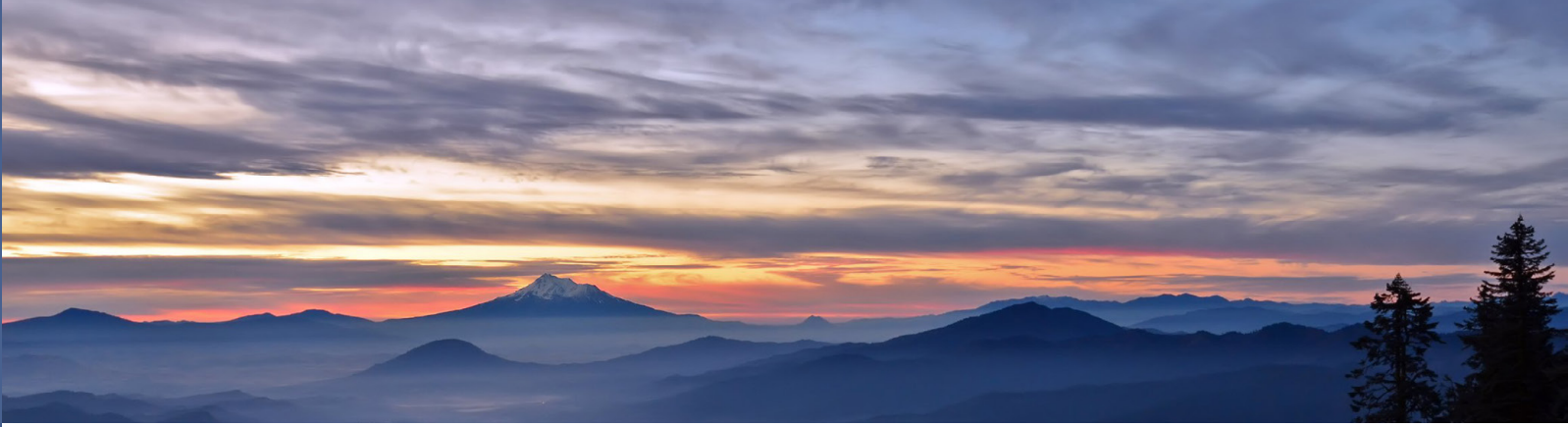
## THE IDEAL CANDIDATE WILL BE ABLE TO:

### FINANCIAL & ADMINISTRATIVE ACUMEN / ETHICS & INTEGRITY

- ⇒ Operate within a solid ethical framework and strive to uphold the public trust while improving accountability, customer service, and efficiency.
- ⇒ Provide effective fiscal oversight and accountability of a recommended \$348 million biennium budget, and oversee budget development, revenue forecasting, grants and loans, bonds, and revenue generation.
- ⇒ Oversee the effectiveness of the City's full complement of utilities including water, wastewater, electric, telecommunications, streets, and storm drains.
- ⇒ Be a big picture visionary and creative and innovative thinker and be solutions and outcomes driven to advance Council's goals, policies, and objectives.
- ⇒ Be responsible for enforcement of City ordinances, policies, contracts, franchises, and leases.
- ⇒ Keep Council/Mayor informed of issues, trends, and matters of city-wide interest.

### LEADERSHIP & COMMUNICATIONS

- ⇒ Identify and appoint executive leaders who exhibit Ashland's leadership core competencies.
- ⇒ Inspire a transparent, inclusive, and empowering culture.
- ⇒ Lead with confidence and assurance, work well with the community, and perform well under pressure.
- ⇒ Support and oversee the work of others and provide staff opportunities for professional growth.
- ⇒ Foster interdepartmental teamwork and collaboration.
- ⇒ Provide tools and pathways to assist staff, acknowledge excellence, and hold staff accountable.
- ⇒ Build effective relationships and trust with others.
- ⇒ Be an assertive and influential leader, advocate and advance initiatives for city departments, the business community, and citizens.



- ⇒ Be a clear and concise communicator and understand the importance of effective communication and presentation skills.
- ⇒ Demonstrate emotional intelligence in all aspects of doing the job.
- ⇒ Be politically savvy and able to address complex issues in public settings.
- ⇒ Support public safety and improvements to the quality of life for all who live in Ashland.
- ⇒ Be a diplomatic truth teller to political and civic leaders as well as staff.

#### **COMMUNITY AND BUSINESS PARTNER & COLLABORATOR**

- ⇒ Build a strong community presence, and be responsive, approachable, and accessible to others.
  - ⇒ Enjoy public outreach, be responsive, and be an effective listener.
- ⇒ Participate on a variety of boards, commissions, and groups, and attend all City Council meetings.
  - ⇒ Value the importance of connecting with other community organizations, listening to their needs, building trust, and leveraging their ideas and partnerships to address community issues effectively.
  - ⇒ Collaborate with other jurisdictions, agencies, businesses, and institutions to produce partnered solutions.
  - ⇒ In concert with other community and jurisdictional leaders, take a leadership role in addressing homelessness/affordable housing issues in our community.
  - ⇒ Appreciate the economic and cultural diversity of Ashland's community.

## ..... EMPLOYMENT STANDARDS .....

### **BACKGROUND & EDUCATION:**

- ⇒ Bachelor's degree with major coursework in public administration, business administration, finance, or a closely related field; and
- ⇒ Ideally, the successful candidate will have ten years of progressively responsible public sector administrative/management experience, including five years of experience as a chief executive officer for a City, County, or Special District or as a Deputy or Assistant City Manager/Administrator; or
- ⇒ Any satisfactory equivalent combination of education, training, and experience that shows the knowledge, skills, and abilities to perform the job duties proficiently may substitute for the above requirements.
- ⇒ Possession of, or the ability to obtain and maintain, an Oregon driver's license by the time of appointment.

### **PREFERRED:**

- ⇒ A Master's Degree in Public Administration or Business Administration.
- ⇒ Certification as an ICMA Credentialed Manager.
- ⇒ Oregon municipal experience.
- ⇒ Experience as a City Manager in a community with similar values, economy, and size as Ashland's

# ..... SALARY & BENEFITS .....

**SALARY: \$138,448–\$168,285 DOE/DOQ** and an attractive benefits package including: medical, dental and vision benefits, an automobile allowance, a generous retirement plan through the State of Oregon, a deferred compensation program, an HRA VEBA account, life insurance, paid leave and other competitive benefits.



# ..... HOW TO APPLY .....

APPLY BY **MAY 31** FOR FIRST CONSIDERATION AT: [WBCPINC.COM/JOB-BOARD](http://WBCPINC.COM/JOB-BOARD)  
MARK YOUR CALENDAR FOR THESE IMPORTANT DATES: **JUNE 21 & 22**—INTERVIEWS  
**QUESTIONS?** CONTACT WENDI BROWN AT: **541.664.0376** OR [WENDI@WBCPINC.COM](mailto:WENDI@WBCPINC.COM)