

# Council Business Meeting

May 15, 2018

**Title:** City Administrator Recruitment Update and Opportunity for Public Comment on Selection Criteria to be used during Interviews  
**From:** Tina Gray Human Resources Director  
[Tina.gray@ashland.or.us](mailto:Tina.gray@ashland.or.us)

## **Summary:**

The application deadline for the City Administrator recruitment was extended to May 11, 2018 to allow for maximum outreach by the recruiter. After the close of the recruitment, staff and the recruiter will be seeking input from the Mayor and Council to narrow the semi-finalists to a short-list of finalists who will be invited to Ashland mid-June for an intensive selection process.

The Council will be convening in a closed session to interview the finalists, so staff is recommending the Council seek input and formally adopt the selection criteria that will be utilized during the interview and selection process. In addition to the minimum qualifications outlined in the recruitment brochure, the Council will be determining which candidate most closely matches our candidate profile during the interview and selection process. Staff has provided the criteria used in the last City Administrator Recruitment which focuses on **5 Key**

## **Dimensions:**

- Vision
- Experience (Knowledge of City operations)
- Leadership
- Communication Style
- Self-Management (Interpersonal Skills)

## **Actions, Options, or Potential Motions:**

1. After hearing Public Comment, Council can approve the selection criteria as presented by staff.
2. Council can approve a modified version of the selection criteria based on public input.

**Potential Motion:** I move approval of the selection criteria as presented (or with modifications) to be utilized in final interviews for City Administrator.

## **Staff Recommendation:**

Staff recommends that Council formally adopt the selection criteria to be used during interviews of the finalists.

## **Resource Requirements:**

Staff included funding to support the recruitment and selection of a new City Administrator in the 2017-2019 Biennial budget.

## **Policies, Plans and Goals Supported:**

ORS 192.610

**Background and Additional Information:**

The City contracted with Springsted |Waters to conduct a nationwide search for a new City Administrator. Consultants worked with Council and staff to create a Job Announcement Brochure to utilize as a recruitment tool in a national search process. Initial interest in the position was not as strong as we had hoped, so the deadline for applications was extended to May 11, 2018, to allow additional time for direct outreach by the Recruitment Team of Chuck Rohre, and Art Davis.

As the Council will convene in Executive Session to evaluate the finalists and discuss hiring of a public officer, they must first adopt hiring standards, criteria and policy directives in meetings open to the public in which the public has had the opportunity to comment on the standards, criteria and policy directives.

The Council previously discussed the selection process in a Study Session Open to the Public on [February 5, 2018](#). Staff is recommending that the Council formally discuss and approve selection criteria that will be used to evaluate the candidates, and provide the public opportunity to comment on the criteria prior to the interviews which are tentatively scheduled for the week of June 11, 2018.

**Attachments:**

- Recruitment Brochure
- Selection Criteria
- Selection Process



# THE CITY OF ASHLAND, OREGON

SEEKS A PROVEN, INNOVATIVE AND ETHICAL MUNICIPAL LEADER AND PROFESSIONAL TO SERVE AS ITS NEXT...

# CITY ADMINISTRATOR

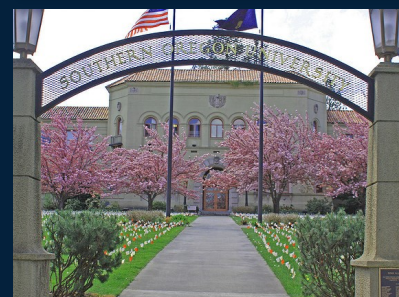
## THE COMMUNITY

A vibrant and historic community of 21,000 residents, Ashland is located near the south end of the Rogue Valley along Interstate 5 and is part of the cultural and economic heart of Southern Oregon. Just 16 miles north of the Oregon-California border and a little more than a two-hour drive west to the Pacific Ocean, Ashland is nestled in the foothills of the Siskiyou Mountains and is one of the most scenic and picturesque communities in the Pacific Northwest. The community's rich cultural milieu includes the nationally-recognized Oregon Shakespeare Festival, cutting-edge local theater, and an award-winning Ashland Independent Film Festival. Artistic creativity is prominently featured through art galleries, open studio events, public art projects, Friday Art Walks and numerous music venues.

Nearby recreational and outdoor amenities include lakes, mountain trails for hiking and biking, downhill skiing runs, and beautiful, historical Lithia Park, named by the American Planning Association as one of the top ten Great American Spaces. These outdoor and cultural riches attract well over 400,000 visitors annually. Ashland is also home to Southern Oregon University and a public school district consistently rated among the top 100 school districts in the nation. Ashland has managed to maintain a strong sense of community, in part because of the quality services it offers to its citizens.

## THE POSITION

The City Administrator has responsibility for overseeing all City functions with the exception of the Parks Department, which reports to the Parks & Recreation Commission. The City Administrator recommends the appointment or removal of the City's department directors, including Administrative Services and Finance, Community Development, Electric, Fire, Police, and Public Works. The City Administrator also assists the City Council in establishing goals, policies and objectives in order to provide appropriate and effective services based on an analysis of City needs. The City Administrator is responsible for overseeing all City programs and activities to improve the effectiveness and efficiency of City operations. The position is responsible for reviewing departmental work plans, programs and procedures and will recommend changes in approach or methods to ensure that City services are innovative and cost effective. As the organization's chief administrative officer, the City Administrator oversees and directs the biennial budget development process and is responsible for preparing the proposed Budget that is presented to the Citizen Budget Committee, and to the City Council for review.







## THE CITY OF ASHLAND PLACES A HIGH VALUE ON THE FOLLOWING:

- Participatory Government
- Natural Environment
- Responsible Use of Resources
- Continuous Learning & Improvement
- Available and Attainable Housing
- Free Expression
- Sustainability
- Diversity
- Economy
- Distinctiveness
- Basic Needs
- Transparency
- Community
- Green Buildings

## THE ORGANIZATION

The Mayor is elected for a four-year term, and the six City Councilors are elected at-large, for four-year, overlapping terms. The Mayor, with confirmation of the City Council, appoints a City Administrator and City Attorney. Other elected officials include the City Recorder, Municipal Court Judge, and the five-member Parks & Recreation Commission.

The City of Ashland is viewed by many as a leader among Oregon communities, taking an entrepreneurial approach to providing services to its residents and embracing civic engagement. The City's 2017-19 biennial budget is approximately \$286 million and supports 263 full-time personnel, along with another 37 employees working for Parks & Recreation. Five unions represent a majority of the workforce: Ashland Police Association, International Association of Fire Fighters (IAFF) Local #1269, International Brotherhood of Electrical Workers (IBEW), a clerical unit of IBEW and Laborers Unions.

Ashland is a full-service City with its own water, wastewater/sewer, and electrical utility operations, as well as its own fiber network. The city limits of Ashland encompass almost seven square miles, but the service areas of some of the departments extend beyond traditional city boundaries. For example, Ashland's Fire and Rescue Department operates Advanced Life Support/Emergency Medical Services (ALS) in an Ambulance Service Area (ASA) to residents and businesses in 650 square miles.

In addition to various issue-specific, ad hoc advisory committees, the City has 21 standing advisory boards and commissions involving over 120 citizens appointed by the Mayor and confirmed by the Council.

## OPPORTUNITIES AND CHALLENGES

The following is a list of high-priority opportunities and challenges the new City Administrator will need to address within the first twelve to eighteen months on the job. This list was compiled after discussions with the Mayor, City Councilors, Department Directors and other staff, plus input received during a community forum.

- New communications and collaboration techniques make it possible for the City to significantly improve its ability to reach out to community constituencies.
- Rising healthcare and pension expenses make it necessary to find ways to deliver critical services to residents with less cost and greater efficiency. Successful implementation of the City's recently-adopted Climate and Energy Action Plan will require constant attention and difficult choices by City staff and elected officials, as well as significant voluntary action by residents and businesses.
- Ashland has several potential sites for major residential and commercial infill development or redevelopment.
- Housing available for rent or purchase by persons with low or moderate incomes is in acute short supply.
- The needs and impacts of a growing number of homelessness individuals in Ashland have not yet been adequately addressed.
- At least initial steps must be undertaken to replace or reconstruct the outmoded, energy-inefficient, and earthquake-susceptible City Hall.
- A high and growing percentage of Ashland's population is comprised of retirees, many with special skills and some with special needs.
- Non-drivers in Ashland currently have limited access to transportation services, but mindful implementation of new ride-sharing and ride-hailing systems has the potential to substantially improve such access.
- Better collaboration with other jurisdictions in the Rogue Valley has the potential to help resolve some of the City's challenges.
- Ashland's leadership in implementing forest fire prevention and management programs has set the stage for it to become recognized and federally supported as a model for progressive municipal forestry management.
- Community policing is already embedded in the policies and practices of the City's police department.

# POSITION PROFILE

## Responsibilities:

The City Administrator is responsible for overseeing all City functions with the exception of the Parks Department, which reports to the Parks & Recreation Commission. The City Administrator recommends the appointment or removal of the City's department directors, including Administrative Services and Finance, Community Development, Electric, Fire, Police and Public Works. The City Administrator also assists the City Council in establishing goals, policies and objectives in order to provide appropriate and effective services.

The City Administrator is responsible for overseeing all City programs and activities to improve the effectiveness and efficiency of City operations. The position is responsible for reviewing departmental work plans, programs and procedures and will recommend changes in approach or methods to ensure that City services are innovative and cost-effective. As the organization's chief administrative officer, the City Administrator oversees and directs the biennial budget development process and is responsible for preparing the proposed Budget for review by the Citizen Budget Committee, and the City Council.

## Education and Experience:

A bachelor's degree in business, public administration or finance is required, and a master's degree is highly desirable. A minimum of 10 years of public sector administrative and management experience is preferred; experience managing a municipal government similar or larger than Ashland in terms of budget complexity, scope of services and staff resources is also desired. An established record of collaboration, transparency and integrity while working with elected officials, employees and labor groups is a prerequisite.

Ashland's City Administrator must have outstanding oral and written communication and strategic planning skills; be able to utilize financial and quantitative information to draw accurate and unbiased conclusions; be able to provide options and recommendations for City Council consideration to maximize resources and ensure fiscal sustainability; and have a good understanding of the dynamics of a visitor-oriented community.

## Personal Qualities:

The ideal candidate will have high personal and professional ethical standards and yet an approachable personality and style, with the self-confidence and wisdom to respectfully listen to all points of view and to diplomatically say "no" when warranted. She or he should be comfortable working with a sophisticated constituency with high expectations for responsiveness and service levels. The capacity to remain neutral and even empathetic in the midst of politically-charged situations is essential.

Ashland's City Administrator is expected to become visibly involved in the daily life of the community; establishing one's residence within the City is not required, but certainly makes such prominence easier to accomplish.

The City Administrator should have a strong professional interest in building a cohesive workforce, including encouraging employee training and growth opportunities to develop future leadership and as a hedge against loss of institutional knowledge through retirements and attrition. She or he should be willing to seek employees' input on ideas for the betterment of the organization.





# COMPENSATION

The starting salary, depending upon the successful candidate's qualifications and experience, will range from \$132,552 up to \$161,118. The City provides an excellent benefit package which includes: paid vacation, sick and holiday leave; fully-paid retirement through the Oregon Public Employees' Retirement System (PERS or OPSRP); 2% City contribution to HRA-VEBA account; optional deferred compensation programs with a contribution from the City for qualified employees; employee and dependent medical, dental and vision insurance with a 5% pre-tax contribution by employee; life and AD&D insurance; long-term disability plan; and additional voluntary and wellness benefits. The City Administrator receives additional paid Administrative Leave and \$400/month auto allowance. The City is willing to consider relocation assistance on a case-by-case basis.



## APPLICATION PROCEDURE

Interested applicants should submit a cover letter and resume on-line at: <https://springsted-waters.recruitmenthome.com/postings/1796>. This position is open until filled; however, prospective candidates are encouraged to submit their application by the first review deadline of Wednesday, April 25, 2018. For more information, please contact Chuck Rohre at [crohre@springsted.com](mailto:crohre@springsted.com) or 214.466.2436 or Art Davis at [adavis@springsted.com](mailto:adavis@springsted.com) or 816.868.7042.

**The City of Ashland is an Equal Opportunity Employer and values diversity at all levels of its workforce. For more information, please visit at [www.ashland.or.us](http://www.ashland.or.us).**

***Applicants selected as finalists for this position will be subject to a criminal history/credit/driver's license check prior to the interview. Under Public Information statutes, information from your resume may be subject to public disclosure.***



14285 Midway Road, Suite 340 Phone: 972-481-1950  
Addison, TX 75001 Fax: 972-481-1951  
Springsted  
380 Jackson Street, Suite 300 Phone: 651-223-3000  
Saint Paul, MN 55101 Fax: 651-223-3002

Serving  
**LOCAL GOVERNMENT  
& ORGANIZATIONS**



# Ashland City Administrator Evaluation Criteria

Candidate \_\_\_\_\_

Dimension	Evaluation Scale			
<b>1. Vision</b>				
<ul style="list-style-type: none"> <li>Knowledge and understanding of the current issues, culture and trends within the community and how they may affect the community in the future</li> </ul>	1	2	3	4
<b>2. Experience</b>				
<ul style="list-style-type: none"> <li>Knowledge of Police operations and issues</li> </ul>	1	2	3	4
<ul style="list-style-type: none"> <li>Knowledge of Fire operations and issues</li> </ul>	1	2	3	4
<ul style="list-style-type: none"> <li>Knowledge of Public Works operations and issues</li> </ul>	1	2	3	4
<ul style="list-style-type: none"> <li>Knowledge of municipal finance and budgeting</li> </ul>	1	2	3	4
<ul style="list-style-type: none"> <li>Knowledge of Community Development operations and issues</li> </ul>	1	2	3	4
<ul style="list-style-type: none"> <li>Knowledge of City utilities including water, sewer, storm drain, electric and broadband services</li> </ul>	1	2	3	4
<ul style="list-style-type: none"> <li>Knowledge of Economic Development and Urban Renewal</li> </ul>	1	2	3	4
<ul style="list-style-type: none"> <li>Experience of General Administrative Oversight and Direction of Capital Projects</li> </ul>	1	2	3	4
<ul style="list-style-type: none"> <li>Understanding of state, regional and local politics</li> </ul>	1	2	3	4
<ul style="list-style-type: none"> <li>Ability to utilize political acumen without being political</li> </ul>	1	2	3	4
<ul style="list-style-type: none"> <li>Knowledge of tourism and tourism impacts to community and City services</li> </ul>	1	2	3	4
<ul style="list-style-type: none"> <li>Understanding of policy formulation and implementation</li> </ul>	1	2	3	4
<b>3. Leadership</b>				
<ul style="list-style-type: none"> <li>Ability to present ideas in a clear and persuasive way</li> </ul>	1	2	3	4
<ul style="list-style-type: none"> <li>Leadership style which is collaborative, inclusive and action oriented</li> </ul>	1	2	3	4
<ul style="list-style-type: none"> <li>Ability to work with diverse citizens groups</li> </ul>	1	2	3	4
<ul style="list-style-type: none"> <li>Ability to direct, supervise and evaluate staff</li> </ul>	1	2	3	4
<ul style="list-style-type: none"> <li>Ability to interact and provide guidance to City Council</li> </ul>	1	2	3	4
<ul style="list-style-type: none"> <li>Ability to interact and provide administrative guidance to Mayor</li> </ul>	1	2	3	4
<ul style="list-style-type: none"> <li>Demonstrate team building and team oriented management style</li> </ul>	1	2	3	4
<ul style="list-style-type: none"> <li>Ability to respond appropriately to change and adapt to new information and changes</li> </ul>	1	2	3	4
<ul style="list-style-type: none"> <li>Ability to understand and manage the often conflicting financial pressures of a complex, multi-departmental public agency</li> </ul>	1	2	3	4





## 2018 **DRAFT** City Administrator Selection Process

### **Initial Screening of Candidates**

Springsted |Waters will present the City with the most qualified candidates (usually 15-25). Human Resources will send candidate materials to the Mayor and Council for review. Council will respond to Tina Gray **no later than May 30<sup>th</sup>** with their top candidate selections and any summary details regarding their selections. Council will be asked to select a minimum of 2, maximum of 5 Finalists to be interviewed in June. The Mayor and Human Resources Director will select a maximum of 6 finalists based on input from the Council. Council will be informed of the Finalists. If necessary, an Executive Session can be called to discuss further so there is consensus of the Council on the Finalists.

### **Interview and Selection Process**

#### **Wednesday, June 13**

- **Kick-off meeting** welcoming Candidates (Mayor & Department Heads)
- **Candidates are hosted on City Tours by City staff**
- **Candidate Community Reception** (Location TBD)

#### **Thursday, June 14**

- **Panel Interviews** – Council, outside experts, Department Heads and citizen representatives will be divided into (2) Panels. Each candidate will interview twice.
- Both panels will debrief with the City Council
- Council will meet to discuss who to invite back the next day for a second interview

#### **Friday, June 15**

Council meets with top 2-3 candidates and may decide to extend a conditional job offer to a new City Administrator