

Council Business Meeting

January 19, 2021

Agenda Item	City Manager Recruitment and Selection Process	
From	Tina Gray	Human Resource Director
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SUMMARY

Staff is requesting formal direction from the City Council on how to proceed with the recruitment and selection of Ashland's first City Manager. Staff will return to the Council for guidance on the steps to be used in the selection process once the recruitment is underway.

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](#).

BACKGROUND AND ADDITIONAL INFORMATION

Based on discussions with the City Council, staff has refined the alternatives for the Council to consider regarding the recruitment and selection of a City Manager:

Option 1 – A full-cost and full scope recruitment using a professional executive search firm for all phases of the search. This option includes pro-active recruitment, background checking, and a placement guarantee.

Option 2 – A hybrid recruitment like the recruitment process for Finance Director; using a professional search firm to help develop a candidate profile and recruitment brochure and advertise the position on our behalf. City staff would finish the interview and selection process internally, which reduces the cost. This option would include pro-active recruitment but would not have a placement guarantee.

Option 3 – A search without a recruitment firm, relying on staff to develop all recruitment materials and advertise the position. This option would not include pro-active recruitment and would depend on interested candidates responding to our job announcement.

Option 4 – Contract with Rogue Valley Council of Governments (RVCOG) for recruitment services. RVCOG can assist smaller Cities in the Rogue Valley that do not have internal Human Resource Departments or Cities that would like to use outside expertise without incurring the expense of utilizing a Professional Recruitment Firm. RVCOG charges an hourly rate for staff time and will bill the City for time spent on the recruitment.

Staff researched similar options through the League of Oregon Cities, and they do not currently offer Executive Recruitment Services at this time.

Based on prior discussion and at the City Council's request, staff will escalate the timeline to every extent possible with the hope of having a City Manager in-place following the budget process this summer. Typically travel to Ashland adds cost and time to the recruitment schedule; during the pandemic, technology has reduced the need for travel and may speed up the process favorably.

FISCAL IMPACTS

To perform a full competitive recruitment and selection process using a professional recruitment firm will cost approximately \$24,000 to \$70,000 depending on several variables: the firm selected and their fees, the number of on-site meetings the City requests of the recruiter, the number of finalists, and the travel costs to bring them to Ashland for a final interview, and potential relocation expenses for the candidate selected for hire.

Staff did not anticipate a recruitment for City Manager in the adopted budget. Human Resources will work with Administration to accommodate a City Manager's hiring within the adopted budget. Still, they may require additional appropriations through a supplemental budget request before the end of the fiscal year.

STAFF RECOMMENDATION

Staff recommends Option 1- A full scope recruitment with the support of a Professional Recruitment Firm.

ACTIONS, OPTIONS & POTENTIAL MOTIONS

- 1) I move to direct staff to move forward with the City Manager recruitment utilizing option 1; a full scope recruitment with the support of a professional recruitment firm.
- 2) I move to direct staff to move forward with the City Manager recruitment utilizing option 2; utilizing a professional search firm for candidate profile, brochure and advertisement, with the remainder of the process being completed by City staff.
- 3) I move to direct staff to move forward with the City Manager recruitment utilizing option 3; no recruitment firm consultant assistance with all recruitment elements conducted by City staff
- 4) I move to direct staff to move forward with the City Manager recruitment utilizing option 4; utilizing RVCOG to assist City staff with the recruitment process.

REFERENCES & ATTACHMENTS

Attachment 1: Sample City Manager Selection Process Timeline

Sample City Manager Selection Process Timeline

January	Council Direction on how to conduct Recruitment (Firm, In-house, Hybrid or RVCOG)
February	Approval of Contract with Recruitment Firm if applicable
2-4 Weeks	Kick-off Recruitment Stakeholder Meetings to develop the profile of the "Ideal Candidate." Open Town Hall - Receive put from the Community on the "Ideal Candidate." Develop Marketing Strategy, identify advertising venues, formalize recruitment timeline Creative development of brochure (City coordinates photos, review, and approval of final content)
2-3 Weeks	Job Announcement Brochure Finalized Recruitment Ads placed Selection Process finalized - Dates set, Panels established, and appointments set
4+ Weeks	Position opens Professional outreach - email, phone calls, mailer Soft Close (Recruitment open for approximately one month)
2 Weeks	First Review of Applications Hard close or extension of deadline if necessary
2-3 Weeks	Presentation of Shortlist - Ideally, 15-25 candidates identified for additional screening and follow-up Recruiter screens shortlist and presents Semi-Finalists to the City for consideration City determines Finalists (5-6 Candidates) and proceeds with interview and selection process
1 Week	Creation of Panelist Binders, finalize interview questions as well as travel and hotel accommodations for finalists Final interviews in Ashland
2-3 Weeks	Finalist Identified Job offer Background Investigation and Professional References checked
2 Weeks to 2 Months	Candidate approved for appointment - May require additional time to give notice and relocate to Ashland