

Council Business Meeting

March 17, 2020

Agenda Item	Adoption of Selection Criteria to be used by the City Council when interviewing finalists for the position of Public Works Director	
From	Tina Gray	Human Resource Director
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SUMMARY

The Council will be convening in a closed session to interview semi-finalists for Public Works Director on Tuesday, April 28, 2020. To hold interviews in Executive Session and comply with Oregon Law regarding Public Meetings, staff is recommending the Council seek input and formally adopt the selection criteria that will be used 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 supplied the Job Announcement and suggested selection criteria for consideration. The Selection Criteria focus on five key dimensions:

- Vision
- Experience (Knowledge of City Public Works Operations)
- Leadership
- Communication Style
- Self-Management (Interpersonal Skills)

POLICIES, PLANS & GOALS SUPPORTED

Oregon Public Meeting Law - ORS 192.610.

PREVIOUS COUNCIL ACTION

N/A.

BACKGROUND AND ADDITIONAL INFORMATION

Paula Brown announced her retirement and her last day as Public Works Director will be May 1, 2020. To expedite the search for her successor, the City contracted with Wendi Brown Consulting Partners (WBCP), to perform partial recruitment services. WBCP will handle producing the recruitment brochure, advertising the position, and providing recruiting services. Once the position closes on March 27, 2020, the City will evaluate the applications received, and conduct our selection process. A short-list of finalists will be invited to Ashland for an intensive two-day selection process. Semi-finalists will be interviewed by the City Council and City Department Heads on Tuesday, April 28, 2020.

FISCAL IMPACTS

Staff have consulted with Wendi Brown of WBCP, Inc. for partial recruitment services not to exceed \$9,400. A partial recruitment offers significant savings over using a professional recruiter for the entire selection process.

STAFF RECOMMENDATION

Staff is recommending formal adoption of selection criteria for Public Works Director to be used when considering semi-finalists for the position.

ACTIONS, OPTIONS & POTENTIAL MOTIONS

1. I move to approve the selection criteria as presented by staff.

2. I move to amend the selection criteria to...

REFERENCES & ATTACHMENTS

Attachment 1: WBCP Service Package

Attachment 2: Job Announcement

Attachment 3: Suggested Selection Criteria

WBCP SERVICE PACKAGES

OPTION 1

PARTIAL RECRUITMENT

ADVERTISING & HEADHUNTING

Total: \$9,400

(not to exceed)

\$4,900 for consulting services*; plus estimated advertising expenses between \$3,000–\$4,500 for the advertising plan and creative brochure.

***\$4,900 CONSULTING SERVICES INCLUDE:**

- ▶ Hiring authority and stakeholder meetings (1–2 hours for community/employee engagement)
- ▶ Develop ideal candidate profile
- ▶ Develop recruitment timeline
- ▶ Produce recruitment announcement
- ▶ Produce and implement advertising plan
- ▶ Headhunt (LinkedIn, past lists, databases, associations, etc.)
- ▶ Direct mail campaign (as needed)
- ▶ No guarantee
- ▶ No travel to client location
- ▶ No interview panel coordination
- ▶ No background or reference checks provided

OPTION 2

PARTIAL RECRUITMENT

UP TO INTERVIEWS

Total: \$17,000

(not to exceed)

\$12,500 for consulting services*, plus estimated expenses between \$3,000–\$4,500 for the advertising plan and creative brochure.

***\$12,500 CONSULTING SERVICES INCLUDE:**

Everything in Option 1, plus...

- ▶ Hiring authority and stakeholder meetings (up to 8 hours for community/employee engagement)
- ▶ Application screening
- ▶ Candidate selection
- ▶ Produce recommended interview questions
- ▶ Coordinate candidate scheduling and invitations
- ▶ No guarantee
- ▶ No travel to client location
- ▶ No interview panel coordination
- ▶ No background or reference checks provided

OPTION 3

FULL SEARCH SERVICES

Total: \$26,900

(not to exceed)

\$19,500 for consulting services*, plus estimated expenses of \$5,500–\$7,400 for the advertising plan and creative brochure; travel expenses; shipping; etc.

***\$19,500 CONSULTING SERVICES INCLUDE:**

Everything in Option 2, plus...

- ▶ Hiring authority and stakeholder meetings (two day community/employee engagement)
- ▶ Panel coordination
- ▶ Panel facilitation (throughout the selection process)
- ▶ Interview facilitation
- ▶ Background and reference checks
- ▶ Travel includes 3 trips to client
- ▶ 18 month guarantee



— HOURLY RECRUITMENT SERVICES —

SENIOR RECRUITMENT
CONSULTING SERVICES

\$150/hr.

ASSOCIATE RECRUITMENT
CONSULTING SERVICES

\$110/hr.



CAREER OPPORTUNITY

CITY OF ASHLAND, OREGON

PUBLIC WORKS DIRECTOR

CITY OF ASHLAND, OREGON

Salary: \$103,312–\$138,613 DOE/DOQ

THE CITY OF ASHLAND SEEKS A PUBLIC WORKS DIRECTOR who excels at organizational leadership, is community minded, and brings good communication and the ability to think strategically. The ideal candidate will have an engineering and municipal public works background, and preferably possess a Professional Engineer (PE) license in Oregon. In this role you will oversee eight divisions: Airport, Water, Wastewater, Streets, Cemeteries, Facilities, Fleet Maintenance, Engineering with a leadership team of seven and 62 indirect reports. The Public Works Director will have experience managing public works projects, fiscal and business acumen, and excellent project management skills. This is a great position for the candidate who is looking to work for an innovative City administration that focuses on making things happen while remaining vigilant to minimize harmful impacts on climate. This job offers a chance to work with a highly skilled and energetic executive team and the professional opportunity to be a transformative executive leader advancing public projects that will serve the community for generations to come.





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

The City of Ashland is located in Southern Oregon, which is known for the Oregon Shakespeare Festival, Southern Oregon University, and Lithia Park, in addition to its sustainable practices, a wonderful 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 theatres and an excellent public-school system. For several years now, 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 parks, community, and culture attract more than 300,000 visitors a year.



ASHLAND'S CITY ADMINISTRATION

Incorporated in 1874, the City of Ashland operates under its own 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 and recreation facilities/activities, streets, airport, planning and building, senior programs and general administrative services. The City also provides water, wastewater, electric and telecommunications utility services. The City has approximately 280 employees, a diverse revenue base, and a biennial 2019/2021 budget of \$304.9 million ([CLICK HERE TO REVIEW THE 2019/21 BIENNIUM BUDGET](#)).

Ashland operates under a Council-Administrator form of government led by a mayor and a six-member City Council. The City has an involved constituency, who actively engage with our employees and elected officials and participate on over 20 advisory boards and commissions. All department heads are appointed by the Mayor whose appointments are recommended by the City Administrator.



THE PUBLIC WORKS DEPARTMENT is committed to improving the constituent's quality of lives. The goals of the Public Works Department (PWD) are to:

- ⇒ Maintain existing infrastructure to meet regulatory requirements and minimize life-cycle costs.
- ⇒ Deliver timely lifecycle capital improvement projects.
- ⇒ Maintain and improve infrastructure that enhances the economic vitality of the community.
- ⇒ Evaluate all city infrastructure regarding planning management and financial resources.

THE CITY OF ASHLAND'S PWD INCLUDES THE DIVISIONS OF:

- ⇒ Airport
- ⇒ Cemeteries
- ⇒ Engineering / Administration
- ⇒ Facilities Maintenance
- ⇒ Fleet Maintenance and Acquisition
- ⇒ Streets
- ⇒ Wastewater
- ⇒ Water

Click [HERE](#) to learn more about the above divisions.

The City of Ashland recently updated the Capital Improvements Program (CIP) for 2019–2025 (in detail), and an overview of the CIP through 2039. [Click HERE to review the City of Ashland Capital Improvement Program](#). In addition to the CIP, the City of Ashland has a [Climate and Energy Action Plan](#). The plan outlines Ashland's climate change impacts and trends, reviews Ashland's greenhouse gas footprint and sets emissions-reduction targets, and identifies goals and prioritizes strategies and actions to reduce emissions.



Photo: Darren Campbell



Photo: Terri Stewart



Photo: Darren Campbell

THE JOB

The Public Works Director is part of the City's leadership team supporting a culture that inspires creative thinking, engagement, and quality of life for the constituents they serve. This is an at-will position that reports to the City Administrator and oversees an approximate administrative and operational 2019-21 biennium budget of \$80M, CIP budget of \$43.9M, 4 direct, and approximately 62 indirect staff. The ideal candidate will have a high degree of professional independence and exceptional judgment and a proven track record of providing exemplary customer service, while being flexible, proactive, and influential. We want our Public Works Director to be engaged, innovative, and balance the desire to get things done with the importance of community engagement and communicativeness.

THE IDEAL CANDIDATE

The ideal candidate will have knowledge of principles and practices of civil engineering as applied to construction and management of public works projects, and knowledge of utilities, traffic, land surveying and mapping. The incumbent will be knowledgeable about local, state and federal laws, rules and regulations pertaining to public works, facilities, fleet management, and engineering, and have a deep understanding of organizational and management practices needed to analyze and evaluate programs, policies and procedures for operational needs.

THE IDEAL CANDIDATE WILL...

- ⇒ Understand and welcomes active citizen participation and is comfortable and adept at advancing and communicating public works projects in an engaged community.
- ⇒ Value the power of communication and communicate often and effectively.
- ⇒ Inspire confidence, build effective relationships, and establish a high-level of credibility.
- ⇒ Be a strategic visionary, and a thoughtful and decisive decision maker.
- ⇒ Demonstrate political savvy while working with elected officials, vendors, constituents, and local, state and federal agencies.
- ⇒ Empower, guide and develop a talented team of professional, technical and support staff.
- ⇒ Recognize the importance and power of partnered relationships, collaboration with other department leaders and want to serve as a collaborative business partner.
- ⇒ Demonstrate patience, empathy, enthusiasm and a positive attitude.

UPCOMING PROJECTS, CHALLENGES & OPPORTUNITIES:

- ⇒ Complete design and build a new \$39M water treatment plant.
- ⇒ Update the transportation system plan and complete \$13.8M in roadway, ADA, transit, and bicycle improvements in this biennium.
- ⇒ Significant process improvements to the Wastewater Treatment Plant.
- ⇒ Riparian shading/water quality improvements related to meeting temperature requirements at the Wastewater Treatment Plant.
- ⇒ Implement the new MS4 storm water regulations and complete the storm water master plan.
- ⇒ Continue to improve reporting on the 20-year Capital Improvement Program.

BACKGROUND & EDUCATION

REQUIRED:

- ⇒ Possession of a bachelor's degree with major coursework in civil engineering, public administration, business administration, or a closely related field; and
- ⇒ A minimum of six years of professional public works administrative and project management experience, including a minimum of three years in a management or supervisory capacity; and/or
- ⇒ Any satisfactory equivalent combination of education, training and experience that demonstrates the knowledge, skills and abilities to perform the duties of the job proficiently may substitute for the above requirements; and
- ⇒ Possession of, or the ability to obtain and retain, an Oregon driver license by the time of appointment; and
- ⇒ Ability to successfully pass a background investigation.

DESIRED:

- ⇒ A master's degree in public administration or a related field is desirable; previous management experience in a municipal public works organization is desirable.
- ⇒ Oregon Professional Civil Engineer (PE).



SALARY & BENEFITS

SALARY: \$103,312-\$138,613 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.



Photo: Darren Campbell

HOW TO APPLY

Apply by **MARCH 27, 2020** for first consideration.

Complete an application and submit your resume and cover letter at: wbcpin.com/job-board/

SAVE THE DATES: Interview dates are **APRIL 27 & 28**. Candidates selected to interview will need to be available for both days.

QUESTIONS? Contact Tina Gray at: tina.gray@ashland.or.us or 541.552.2101

Public Works Director Selection Criteria [DRAFT]

Candidate _____

Dimension	Evaluation Scale			
1. Vision				
<ul style="list-style-type: none"> Knowledge and understanding of the current issues, culture and trends within the community and how they may affect the community in the future 	1	2	3	4
2. Experience				
<ul style="list-style-type: none"> Knowledge of Public Works operations and issues 	1	2	3	4
<ul style="list-style-type: none"> Knowledge of City infrastructure 	1	2	3	4
<ul style="list-style-type: none"> Knowledge of municipal finance and budgeting 	1	2	3	4
<ul style="list-style-type: none"> Knowledge of City utilities including water, sewer, storm drain, electric and broadband services 	1	2	3	4
<ul style="list-style-type: none"> Experience of General Administrative Oversight and Direction of Capital Projects 	1	2	3	4
<ul style="list-style-type: none"> Experience incorporating Climate Change principles into Public Works projects and daily operations 	1	2	3	4
<ul style="list-style-type: none"> Understanding of state, regional, and local politics 	1	2	3	4
<ul style="list-style-type: none"> Ability to use political acumen without being political 	1	2	3	4
3. Leadership				
<ul style="list-style-type: none"> Ability to present ideas in a clear and persuasive way 	1	2	3	4
<ul style="list-style-type: none"> Leadership style which is collaborative, inclusive, and action-oriented 	1	2	3	4
<ul style="list-style-type: none"> Ability to work with diverse citizen groups 	1	2	3	4
<ul style="list-style-type: none"> Ability to direct, supervise, evaluate, and motivate staff 	1	2	3	4
<ul style="list-style-type: none"> Ability to interact and provide guidance to City Council 	1	2	3	4
<ul style="list-style-type: none"> Demonstrate team building and team-oriented management style 	1	2	3	4
<ul style="list-style-type: none"> Ability to respond appropriately to change and adapt to new information and changes 	1	2	3	4
<ul style="list-style-type: none"> Ability to understand and manage the often conflicting financial pressures of a complex, multi-departmental public agency 	1	2	3	4
4. Communication				
<ul style="list-style-type: none"> Ability to communicate effectively verbally and in writing 	1	2	3	4
<ul style="list-style-type: none"> Ability to utilize active listening skills 	1	2	3	4

