

Council Business Meeting

August 18, 2020

Agenda Item	City Manager Recruitment Process and Job Description Discussion	
From	Tina Gray	Human Resource Director
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SUMMARY

In the May Special Election, the citizens of Ashland passed a Charter amendment dictating a change in the City's leadership model from a strong Mayor and Council to one lead by a City Manager. The change to City Manager is effective January 1, 2021. Based on citizen input, the Council directed staff to create a job description for City Manager, and outline a competitive recruitment and selection process and timeline for Council consideration.

POLICIES, PLANS & GOALS SUPPORTED

N/A

PREVIOUS COUNCIL ACTION

At the [July 21, 2020, Regular Business Meeting](#), Council directed staff to develop a job description and process for the recruitment and selection of Ashland's first City Manager as established through ballot measure initiative.

BACKGROUND AND ADDITIONAL INFORMATION

Staff has outlined three options for 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 head-hunting, background checking, and a placement guarantee.

Option 2 – A hybrid recruitment similar to 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 head-hunting 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 head-hunting and would depend on interested candidates to respond to our job announcement.

In addition to Council direction to staff on which recruitment option should be initiated, direction on the timing of the recruitment is also necessary. Staff developed an options table (Attachment 2) that provides a breakdown of the schedule that also includes key tasks and events that staff feels are relevant to the desired start point of the recruitment process. One of these key event dates is the change in the membership of the Council. Another is the change to the Charter regarding who is responsible for making the appointment. Both of these key items occur in early January of 2021. To maintain the continuity of the recruitment process, staff would like clarity on how the process incorporates those significant elements of the timeline.

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 finalists, and the travel costs to bring them to Ashland for final interviews. Staff will make every effort to minimize expenses for the final interview process and curtail any costs within our control. At the time the budget was created for the current fiscal year, staff did not anticipate a recruitment for City Manager. Human Resources will work with

Administration to reduce non-essential spending to accommodate the hiring of a City Manager within the adopted budget.

STAFF RECOMMENDATION

Staff recommends approval of the draft City Manager job description. Additionally, staff recommends Council be as specific as possible with both the recruitment option selected and the timeline for staff to initiate the process recognizing the importance maintaining continuity and timeliness of each step of the process once started.

ACTIONS, OPTIONS & POTENTIAL MOTIONS

- 1) I move to approve the job description and authorize staff to proceed with recruitment option (1,2, or 3) and to begin the recruitment process on _____.
- 2) I move to amend the job description as follows . . . and authorize staff to proceed with recruitment option (1,2 or 3) and to begin the recruitment process on _____.
- 3) I move to request staff incorporate the following adjustments to the options presented for Council review and decision as an agenda item at a future Council business meeting.

REFERENCES & ATTACHMENTS

Attachment 1: Draft Job Description for City Manager

Attachment 2: Recruitment & Selection Process Options for Council Consideration

Attachment 3: Timeline Detail

JOB DESCRIPTION DRAFT

OVERTIME: ☒ Exempt ☐ Non-Exempt

JOB TITLE: JOB GROUP: DEPARTMENT: DATE:	City Manager Executive Management <i>Administration</i> *1/1/2021 Changed by Ballot Measure
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The City of Ashland is a full-service City that runs its own Police Department, Fire & Rescue including ambulance service, Public Works Department including water, wastewater, street operations, and Engineering, Community Development Department including Planning and Building, 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.

PURPOSE:

Under the City Council's direction, the City Manager performs highly responsible management, administrative and professional duties as the Chief Executive Officer of the City of Ashland. 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 working 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 in developing, enacting, and administering 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 chief administrative officer for the City 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. The City Manager also represents the City as well as the Mayor and Council in the community and must foster strong relationship building with various community partners and the community overall.

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 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, discipline, and as necessary, terminate department heads and other staff (with the exception of APRC employees, elected officials, and appointed officers of the City Council); maintain standards of efficiency and morale among all department employees on matters relating to personnel, employee relations, conflicts and grievances. The City Manager must be impartial and fair with the ability to generate trust in the organization and the community.

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 with the ability to multi-task and communicate simultaneously with the Council, Community, and staff in a transparent manner.

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.



AUXILIARY JOB FUNCTIONS:

Maintain ability by attending training conferences and meetings, reading materials, and meeting others in areas of responsibility.

Perform other work as assigned.

MINIMUM QUALIFICATIONS:

EDUCATION, TRAINING, AND EXPERIENCE

Education: Possession of a bachelor's degree with major coursework in public administration, business administration, finance, or a closely related field.

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 duties of the job proficiently may substitute for the above requirements.

Desirable Qualifications:

A master's degree in Public Administration is highly desirable. Experience managing in a municipal government comparable in size and complexity than the City of Ashland is beneficial. 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

Knowledge of:

- Advanced, modern, and sophisticated principles and practices of municipal government.
- City administration and functions, including organizational and economic development functions and services.
- Principles and practices of municipal budget preparation and administration.
- 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.



JOB DESCRIPTION

- 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 general public;
- 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 large 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: frequent 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 the essential functions of this classification. 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 Selection Process Options

Option 1 - Full Process Utilizing a Professional Recruitment Firm

Steps in the Selection Process	Timeline	Cost
Community Engagement Survey about the City Manager position and more broadly about what changes City Human Resources can make to promote diversity and eliminate implicit bias in our selection process --- Specific outreach to BIPOC audience.	2-3 Weeks to collect and tabulate input in a meaningful manner	No cost other than staff time
RFP - Put out a request for Proposals for Professional Recruitment Services	3 Weeks to advertise and select a Recruitment Firm and issue and Engagement Letter	No cost other than staff time
Recruitment Firm Begins work: * Recruiter meets with Council, staff, and key stakeholders in the community to develop the Profile of the "Ideal Candidate." * Recruitment Brochure is printed, and the position is advertised * Pro-Active Head-hunting by Recruiter * Recruitment Firm makes a recommendation to the City on a Short-list of Candidates * Subgroup of the City Council narrow to 5-6 Candidates to interview (Additional screening steps could be added such as a written questionnaire). * Council Adopts Selection Criteria to be used when interviewing Finalists	Typically, 2-2.5 Months from engaging a recruiter to naming a shortlist of candidates	Estimate between \$20-\$45K Includes Professional Recruitment Services developing a Brochure, advertising the position, screening and interviewing candidates, and background check of final candidate
* Finalists invited to Ashland for a 2-day intensive interview & selection process	Interview dates will be included in the brochure so the candidates can plan travel accordingly. Otherwise, two weeks advance notice for candidates to make travel arrangements	Approximately \$8-\$10K to reimburse candidates for travel, provide meals for interview panel and materials
*Conditional Job Offer/Background/New City Manager is Hired	2 -3 weeks + any amount of time the candidate requires to move	Approximately \$10-\$15K relocation assistance depending on the distance the candidate is moving
OVERALL:	4-6 Months depending on Recruiter, staff workload, and timing around the holidays	TOTAL COST: Approx. \$38-\$70K

Option 2 - Hybrid Recruitment Utilizing a Professional Recruitment Firm for Partial Recruitment Services

Steps in the Selection Process	Timeline	Cost
Community Engagement Survey about the City Manager position and more broadly about what changes City Human Resources can make to promote diversity and eliminate implicit bias in our selection process --- Specific outreach to BIPOC audience.	2-3 Weeks to collect and tabulate input in a meaningful manner	No cost other than staff time
Direct Award - Wendi Brown Consulting Partners (WBCP) is the only firm offering Partial Recruitment Services	3 Weeks to advertise and select a Recruitment Firm and issue and Engagement Letter	No cost other than staff time
Recruitment Firm Begins work:	Typically, 1-2 months to develop a profile, create a brochure and advertise the position	Estimate between \$9,400 - \$17K Includes Professional Recruitment Services developing a Brochure, advertising the position and headhunting
* Recruiter meets with Council, staff, and key stakeholders in the community to develop the Profile of the "Ideal Candidate."		
* Recruitment Brochure is printed, and the position is advertised * Pro-active Head-hunting by Recruiter		
Work to be Performed by the HR Staff:	Estimate 3 weeks	No cost other than staff time
* City determines a Shortlist of Candidates		
* Subgroup of the City Council narrow to 5-6 Candidates to interview (Additional screening steps could be added such as a written questionnaire).		
* Council Adopts Selection Criteria to be used when interviewing Finalists		
* Finalists invited to Ashland for a 2-day intensive interview & selection process	Interview dates will be included in the brochure so the candidates can plan travel accordingly. Otherwise, two weeks advance notice for candidates to make travel arrangements	Approximately \$8-\$10K to reimburse candidates for travel, provide meals for interview panel and materials
* Conditional Job Offer/Background/New City Manager is Hired	2 -3 weeks + any amount of time the candidate requires to move	Approximately \$10-\$15K relocation assistance depending on the distance the candidate is moving
OVERALL:	4-6 Months depending on Recruiter, staff workload, and timing around the holidays	TOTAL COST: Approx. \$27,400 - \$42,000

Option 3: City Staff conduct the recruitment without Recruitment Firm

Steps in the Selection Process	Timeline	Cost
Community Engagement Survey about the City Manager position and more broadly about what changes City Human Resources can make to promote diversity and eliminate implicit bias in our selection process --- Specific outreach to BIPOC audience.	2-3 Weeks to collect and tabulate input in a meaningful manner	No cost other than staff time
RFP - Put out a request for Proposals for Professional Recruitment Services	3 Weeks to advertise and select a Recruitment Firm and issue and Engagement Letter	No cost other than staff time
Work to be performed by the HR Staff:	Typically, 2-3 Months from engaging a recruiter to naming a shortlist of candidates	Advertising Plan and creation of brochure Approximately \$6-\$8K
* HR Staff meets with Council, staff, and key stakeholders in the community to develop the Profile of the "Ideal Candidate."		
* Recruitment Brochure is printed, and the position is advertised		
* HR makes a recommendation to the City on a Short-list of Candidates		
* Subgroup of the City Council narrow to 5-6 Candidates to interview (Additional screening steps could be added such as a written questionnaire).		
* Council Adopts Selection Criteria to be used when interviewing Finalists	Interview dates will be included in the brochure so the candidates can plan travel accordingly. Otherwise, two weeks advance notice for candidates to make travel arrangements	Approximately \$8-\$10K to reimburse candidates for travel, provide meals for interview panel and materials
* Finalists invited to Ashland for a 2-day intensive interview & selection process		
*Conditional Job Offer/Background/New City Manager is Hired	2 -3 weeks + any amount of time the candidate requires to move	Approximately \$10-\$15K relocation assistance depending on the distance the candidate is moving
OVERALL:	4-6 Months depending on Recruiter, staff workload, and timing around the holidays	TOTAL COST: Approx. \$24 -\$33K

	2020 SEPTEMBER	2020 OCTOBER	2020 NOVEMBER	2020 DECEMBER	2021 JANUARY	2021 FEBRUARY/MARCH
OTHER ADMINISTRATION WORKLOAD PRIORITIES/ACTIVITIES/CONFLICTS	<p>New Finance Director On-board</p> <p>Initial work on Budget Process Begins</p> <p>Approval and Implementation of new Labor Agreements for IBEW Electric and Clerical/Technical Unions</p> <p>Council Strategic Planning</p>	<p>Open Enrollment for Health Benefits (Heavy HR Workload)</p> <p>Fire Chief Retirement</p> <p>Council Strategic Planning</p>	<p>Election</p> <p>Veterans Day/Thanksgiving Holidays</p> <p>Council Strategic Planning</p>	<p>Potential start of Selection Process for Public Works Director</p> <p>Christmas Holiday</p> <p>Implement new cost-share on health benefits (insurance is pre-paid).</p> <p>Council Strategic Planning</p>	<p>Change from City Administrator to City Manager Becomes Effective</p> <p>New Council takes office</p> <p>On-Boarding/Training for new Elected Officials</p> <p>Preparation for State-of the City Address</p>	<p>Workload for budget Preparation Intensifies</p>
	***** Decisions on School Year - Impact on Staffing for parents who have to supervise on-line learning or have limited childcare options*****					
SAMPLE RECRUITMENT TIMELINE	<p>Launch Community Engagement Survey RE: City Manager Hire</p> <p>RFP Advertised for Recruitment Firm</p> <p>Council Approves Contract for Recruitment Firm</p>	<p>Recruitment Firm starts developing Profile WITH CURRENT COUNCIL</p> <p>Stakeholder meetings - Include CURRENT COUNCIL & CANDIDATES FOR COUNCIL</p> <p>Position Advertised End of October</p>	<p>Begin accepting Applications</p> <p>Active Head-Hunting</p>	<p>Position Closes</p> <p>Development of a shortlist of s</p> <p>Additional Screening steps such as a writing assignment</p>	<p>Finalists Announced</p> <p>Interviews in Ashland Early January with NEW COUNCIL</p>	<p>* New City Manager Hired</p> <p>Community Reception for City Manager</p>