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ASHLAND

City of Ashland, Wisconsin

601 Main Street West Ashland, WI 54806 www.coawi.org

POSITION ANNOUNCEMENT

CITY ADMINISTRATOR

The City of Ashland, population 8,200, is located on the south shore of Chequamegon Bay on majestic Lake Superior. Approximately 60 miles east of the Duluth/Superior metropolitan area, Ashland is the county seat of Ashland County and serves as a regional hub for health care, higher education, government services, commerce and recreation.

Ashland is an attractive place for people to live, work and play. Known as the "Historic Mural Capital of Wisconsin," Ashland has a rich history depicted in vibrant murals which is balanced with recent community-based beautification projects that focus on environmental stewardship. Lake Superior, the largest freshwater lake in the world, offers countless year-round recreational opportunities for residents and visitors who also explore acres of surrounding forests with world-class bike and ski trails, our many City parks, trails and beaches, the Vaughn Public Library, and nearby Apostle Islands National Lakeshore.

The Mayor and Common Council are seeking an innovative City Administrator to oversee all aspects of our full service municipality with a workforce of 100 full time staff and a combined general fund/utility budget of \$15 million. A strong background in local government with a high degree of financial acumen is desired. Additional strengths include collaborative skills, a solid understanding of economic development, utility management, park/recreation management and infrastructure projects. Candidates must have:

- A minimum of a bachelor's degree in public or business administration, finance or a related field with at least five years of experience with increasing responsibility at the executive level in a municipality
- Proven ability to develop and nourish community stakeholder and intergovernmental relationships
- An enthusiasm for the City of Ashland and our bright future!

For more information and a complete job description and City benefit summary visit the Quick Links on the City of Ashland website at www.coawi.org. Interested candidates must submit a cover letter, resume and five professional letters of reference to jobs@coawi.org. Salary will be based on qualifications. Application deadline is May 30, 2018.

The City of Ashland does not discriminate on the basis of sex, race, creed, color, national origin, sexual orientation, age or disability in employment or provision of service, programs or activities.

Wage Data for Consideration in Developing City Administrator Wage Range

<i>Department of Labor Statistics</i>	<i>Title</i>	<i>Number of Reported Individuals</i>	<i>Median Wage</i>
Ashland County	Chief Executives	30	\$94,440
BOS area 550001	Chief Executives	100	\$88,170
Douglas County	Chief Executives	50	\$49,330
Duluth, MN-WI MSA	Chief Executives	260	\$124,860
Wisconsin	Chief Executives	3,740	\$115,930
<i>Average Wage</i>			<i>\$94,500</i>

<i>Researched Reference Data</i>	<i>Title</i>		<i>Actual</i>
City of Ashland - Budget 2018	Administrator	1	\$83,158.00
City of Rhinelander - Current Recruitment	Administrator	1	\$87 - \$95,000
City of Mauston - Current Recruitment	Administrator	1	\$75 - \$100,000
City of Bayfield-2016/2017	Administrator	1	\$75,000
City of Rice Lake - 2015	Administrator	1	\$90,584
Bayfield County 2017 Wage	Administrator	1	\$109,595
Douglas County 2017 Wage	Administrator	1	\$107,785
Ashland County 2017 Wage	Administrator	1	\$75,587
<i>Average Wage</i>			<i>\$90,000</i>

COA Recruitment Strategy

4/23 Jan & Deb reviewed posting documents and timeline

Suggested steps and timeline:

- May 8 – Council reviews responses for position traits, establish wage range, and establish a work group for participation in application reviews, phone interviews and recommendation of candidates to interview in-person. Propose work group consist of JA, Deb, one department head and two Council members.
- May 29 – Ordinance 28 completion deadline
- May 30 - Application deadline
- Week of 6/4 – Work group reviews applications and identifies 6 candidates for phone interviews
- By 6/15 – Work group completes phone interviews and recommends 3 candidates for in-person interviews
- By 6/30 – Complete in-person interview process with a separate interview dedicated to the Council and Department Heads. Incorporate a City tour utilizing community members.

Posting of position began April 28 with applications due May 30:

- Local newspapers (Daily Press/Evergreen) 5/12 and 5/19
- City website and internal notice to all staff
- Wisconsin JobNet (also available to bordering states)
- Wisconsin League of Municipalities
- Indeed.com (nationwide)
- International City Manager Assoc (ICMA) access to over 45,000 municipal managers

2018 Ashland City Administrator Recruitment
Competencies Desired and Priorities Identified

(Council Feedback - Red/Department Head Feedback - Black/Blended Importance Highlighted)

		Importance		
		High	Medium	Low
1.	Relevant Education	5 / 1	1 / 9	
2.	Local Government Experience	4 / 9	2 / 1	
3.	Non-Governmental Work Experience		4 / 9	2 / 1

SKILL SET AND/OR PAST PERFORMANCE

1.	Council Relations	5 / 7	1 / 3	
2.	Administrative Ability	6 / 7	3	
3.	Written & Oral Communication Skills	4 / 10	2	
4.	Presentation Skills	3 / 5	3 / 5	
5.	Financial Acumen	5 / 6	1 / 4	
6.	Operation of TIF Districts	1 / 1	5 / 9	
7.	Labor Relations/Collective Bargaining	2 / 3	4 / 6	1
8.	Community Relations/Community Engagement	2 / 10	4	
9.	Media Relations	2 / 3	4 / 6	1
10.	Intergovernmental Relations	1 / 8	5 / 2	
11.	Building Internal/Staff Relationships	6 / 8	2	
12.	Innovative Leadership	4 / 7	2 / 3	
13.	Record of Major Achievements	2	3 / 8	3
14.	Emergency/Disaster Planning	1 / 2	4 / 6	1 / 2
15.	Risk Taker	1	4 / 7	1 / 3
16.	Knowledgeable in use of Information Technology	1 / 4	4 / 6	1
17.	Balancing of Critical Responsibilities	5 / 10	1	
18.	Results Oriented	2 / 4	3 / 5	1
19.	Creative Visionary	2 / 5	4 / 5	
20.	Collaborative Skills	3 / 7	3 / 3	
21.	Visibility in Community	1	2 / 7	4 / 2
22.	Satisfaction with Status Quo		2 / 2	4 / 8
23.	Inspires Confidence	5 / 9	1 / 1	
24.	Assertiveness in Decision Making	5 / 7	1 / 3	
25.	Enthusiasm for Community	5 / 8	2 / 2	
26.	Flexibility	5 / 8	1 / 2	

SPECIALIZED EXPERTISE

1.	Engineering/ Construction Knowledge	1	2 / 6	2 / 4
2.	Utility Management	1	2 / 8	2 / 2
3.	Park/Recreation Management	1	2 / 6	2 / 4
4.	Economic Development	3 / 2	2 / 8	
5.	Accounting/Finance	1 / 5	3 / 5	1

What three priorities does Ashland need the City Administrator to focus on in the next year?

1. City appearance and housing stock clean-up
 - Filling empty positions
 - Housing improvements, implement strategic plan for housing
 - Unifying a new council and a staff of diverse generations and career satisfaction
 - Building trust among city staff
 - City's infrastructure
 - Efficient project coordination of identified City capital projects – PD/street projects
 - Public relations – pride in our city, retaining families
 - Building a cohesive team approach strategy with all department heads and employees
 - Police building
 - Relationships – Council, staff, etc.
 - Establish each departments goals/objectives and priorities. Determine the priorities and work towards achieving these goals (ie fund new APD station)
 - To ensure the organization can maintain the highest quality staff to achieve our established goals, development of future budgets that address documented pay inequities must be a high priority
 - Annual and capital budgets with priority-based (or similar) budgeting focusing on strategic priorities

2. Positive, open communications with council
 - Not losing momentum in the progress the community has made
 - Grant applications
 - Support and implement sustainable infrastructure improvements
 - Drug usage, mental health and “fixing families”
 - Fiscal sustainability

Oversee timely redevelopment of Superfund site and lakeshore restoration impacted by 2017 storm – community walkways

Environment and recreation and stewardship

Address wage inequities with employees

Manage pay raises – “take care of your people and they will complete the mission”

City strategic priorities

Find a solution to the W 6th Street issue

Economic development – continued growth of tax base

3. Creative budgeting and ideas

Place-based economic development that promotes/builds on our strengths – downtown, waterfront, parks and library

Development of the lakefront – eg ore dock and clean-up site

Reinforcing our commitment to our employees and those most in need in our community

Responsiveness

Growing economy

Participate actively in “right sizing” downtown with a focus on live/work space. Rehabilitated space.

Working with other key stakeholder to help the drug, alcohol and poverty in Ashland

Create and maintain collaborative relationships with Council and the Mayor based on mutual trust

Get the wage study done

Community relations/PR

Determine a way – financially – to hire more APD personnel. The department needs help. They need more enforcement officers on the street and help in the detective side as well.

Long range financial planning – all areas