ADRIAN, MICHIGAN
CITY ADMINISTRATOR

EXECUTIVE RECRUITMENT
Position in Brief
Adrian, MI (20,423) is a city of arts, parks, culture, history, and innovation serving an involved citizenry as a stand-alone, full-service community within a bucolic rolling countryside located on the River Raisin. Adrian is proud to host three colleges and is the Lenawee County Seat. Adrian possesses a rich history of progressiveness extending back to the post-Civil War era. With its many schools and a thriving culture, including the Croswell Opera House with live theater and a symphony orchestra, Adrian is centrally located to three major metropolitan areas -- Ann Arbor, Detroit and Toledo. Downtown Adrian boasts burgeoning upper floor apartment redevelopments with popular shops/events surrounded by beautiful neighborhoods with stately homes and numerous schools all within 8.1 square miles.

The City Commission is seeking a highly professional, ethical, personable, and energetic candidate interested in serving as its next City Administrator. The City is a full-service organization providing police, fire, planning/ economic development, assessing, water/wastewater utilities, engineering/public works, and administrative services in a traditionally developed, non-suburban region.

Education and Experience
- A minimum of five (5) years of progressively responsible experience in leadership positions demonstrating unquestionable ethics in a community of comparable complexity.
- A bachelor’s degree in public administration, business administration, human resources, or related field; a master’s degree in a related field is strongly preferred.
- A team-oriented leadership style with knowledge of and practice in collaborative management concepts, regional coordination, strategic thinking, and using innovative practices and techniques.
- Conscientious follow-through with excellent interpersonal, teamwork, and oral/written communication skills.

Governmental Structure and Position Compensation
The City operates under the commission-administrator form of government as a home-rule charter city governed by a City Commission. The City Administrator is the Chief Administrative Officer and reports to an elected board consisting of a separately-elected Mayor and six Commissioners. The City Administrator is responsible for all administrative affairs of the city with a $33 million budget and leadership of 122 full-time employees. The City Administrator appoints all administrative officers except the City Attorney and City Clerk. The Clerk is subordinate to the Administrator except for duties related to the Commission. The city has four bargaining units.

Brief History of the City
Adrian was originally named Logan when it was founded in 1826 by Addison Comstock. Addison's wife renamed the village to Adrian after the Roman Emperor Hadrian. The community began to blossom after the Erie & Kalamazoo Railroad built its first segment, connecting Toledo and Adrian in 1836. The county seat for Lenawee County was moved from Tecumseh to Adrian in 1838.

The city developed with a variety of manufacturing industries and served the needs of the surrounding agricultural region.

The city was chartered in 1853. In 1837, the Raisin Institute was established in Adrian. Founded due to the efforts of Laura Haviland, a fervent abolitionist, the Institute was the first integrated school in Michigan. Haviland was also a "conductor" on the Underground Railroad. Adrian College was established in 1859.

In 1919, Siena Heights College was established by the Adrian Dominican Sisters. It is now Siena Heights University.

While most of Lenawee County is farmland, industrial businesses are growing. There are over 50 lakes in the county, nearly all created by the retreating glaciers.

Adrian is sometimes referred to as "the Maple City" due in part to the many sugar maple and species found throughout the city.

The Dennis and State Streets Historic District in Adrian contains many houses that date back to the 1860s. Adrian has over a dozen Michigan Historical Markers.
Community Statistics—Adrian Today

Adrian is known as a city of arts, parks, culture and innovation. Adrian has a broad range of year-round activities, including Art-A-Licious, Blues & Brews Festival and downtown Adrian’s First Fridays.

Adrian is a growing college town with a shrinking industrial base. Many new visitors note that Adrian is an all-around great place for families to live and children to grow up with an emphasis on education and its thriving culture.

Accessible to Detroit, Ann Arbor and Toledo, yet without significant urban problems or suburban sprawl, Adrian’s quality of life and family-rich amenities are one of Michigan’s best-kept secrets. Adrian’s citizens refer to themselves as quiet unassuming people who are generous with their civic time and money.

Air travel is from The Detroit Metropolitan Wayne County Airport (DTW – 52 miles). Amtrak rail access is from either Ann Arbor (37 miles) or Toledo (40 miles).

Economy

Adrian College, Siena Heights University, Jackson Community College, and the LISD Tech Center are community anchors and resources. Several of these institutions doubled their enrollment in the last decade. Residential real property comprises 53% of Adrian’s taxable value; 37% is commercial, 2.5% is utility, and 7.5% is industrial.

Education

Adrian College, Siena Heights University, Jackson Community College provide extensive training, employment and educational resources for area businesses. Seven (7) public schools serve 3,098 students. Five private schools serve 736 students. [https://www.adrianmaples.org/district/about.php](https://www.adrianmaples.org/district/about.php)

Adrian Public Schools offer a comprehensive fine arts program along with various International Baccalaureate programs. Adrian High School is an authorized International Baccalaureate World School offering the Diploma Programme to high school juniors and seniors. In addition to a K-12 world language curriculum and IB offerings, Adrian Public Schools offer band, orchestra, and choir starting in 5th grade for all students. Adrian High School is one of only four schools in the world to offer the International Baccalaureate Open World Schools Pilot. Educational attainment in Adrian includes 21% of the community that has a bachelor’s degree or higher.

Housing and Income

Adrian’s population is a combination of highly educated professional and commercial/manufacturing-employed families living in attractive neighborhoods. The racial make-up in Adrian is 74% white; 18% Hispanic, 7% African-American, and 1% other.

Adrian offers hundreds of high quality, predominantly classic Victorian-style homes, most of which were constructed during the past 100 years and remain well maintained. According to the latest census estimates:

⇒ Owner Occupied in 2012: 55%
⇒ Renter Occupied in 2012: 45%
⇒ Median Home Value in 2020: $107,400
⇒ Estimated Median Household Income in 2018: $37,075
Recreation and Quality of Life

Nearby attractions include Michigan International Speedway, Ann Arbor's culture, University of Michigan events, and the lakes of Irish Hills (22 miles).

Adrian residents enjoy 18 community parks and open spaces (625 acres). The historic Downtown provides a range of dining, shopping and entertainment. Maumee Street is anchored by the Croswell Opera House with 70,000 attendees per year. It is the longest continually operating opera house east of the Mississippi. The Adrian Symphony Orchestra is one of the premier small market orchestras in the nation. The Lenawee County Historical Museum is renown. In addition to Adrian First Fridays when Downtown businesses host art, music, food, and fun, the community celebrates the Art-A-Licious when thousands of visitors enjoy visual, performing, and literary arts over two-days.

Known as the Maple City, Adrian has held the Tree City USA designation for the past 37 years. Over seven (7) miles of paved trail that stretches from South Main Street through Downtown Adrian and runs through parks, residential areas, wooded areas, and farmland. Heritage Park and Trestle Park include extensive mountain bike trails and boardwalks along the river. Trestle Park features a pedestrian walkway along a former railroad trestle.

City Government Investment and Structure

The City operates under the Commission-Administrator form of government. The Mayor is elected to a two-year term and the Commissioners are elected staggered to four-year terms.
Management Challenges and Opportunities
The Commission’s highest remaining goals from the 2018 Strategic Plan retreat are to:

- Review and revise financial methods and funding options
- Implement a community communication campaign
- Secure a redevelopment-ready certification and revise the Comprehensive Plan
- Sustain and leverage community investment
- Assure continued City Commission and administrative accountability
- Complete a new Personnel Handbook
- Update the Strategic Plan

A city-wide electronic survey produced following results for the desired City Administrator: focus on economic development and downtown redevelopment (25%); governance issues (25%); fiscal management (22%); human resources/team-building (12%); parks and recreation (4%) and other (12%).

Additional opportunities and challenges gleaned from the stakeholder interviews include (in no order):

Organization
- The new administrator will work with the Mayor and Commission on a new strategic plan in 2020.
- The next Administrator is expected to work toward greater access to the riverfront, park maintenance and recreation programming.
- The next Administrator needs to coordinate communications between departments, the Commission, and the public to proactively place Adrian in the best position possible for enhanced outcomes.

Economic Development and Downtown Redevelopment
- The community is ripe for higher residential density. Both boomers and millennials want to live Downtown. The goal is for Adrian to be a community where people increasingly choose to invest in and live.
- New opportunities for the colleges to collaborate on Downtown redevelopment is desirable for mutual gain.
- The timing is ideal for new incentive programs in return for job creation. Adrian is in the enviable position of owning 95 parcels on which to recruit new development.
- Industrial retention and recruitment programs via increased collaboration with like-agencies is essential. The expected new marijuana industry will be a challenge to effectively enable and foster without it redefining the city.
- Two new hotels are in the final stages of construction and will be opening soon.
- A new vision for Riverside Avenue and McKenzie Street is needed since the new hospital is located between Tecumseh and Adrian.

- Address blight and implement innovative ways to enhance housing investment.

Community
- The City Administrator is expected to care about Adrian and nurture its future while treating every person and institution equally. Communication and transparency with employees, residents, businesses, and all stakeholder organizations are critical skills.
- The City Administrator is expected to nurture comprehensive and coordinated marketing, branding, and social messaging in collaboration with the Lenawee Now, the colleges and the school districts.
- The City Administrator needs to frequently communicate and collaborate with the surrounding townships and have an appreciation/support for arts and culture in the region.
- The City Administrator needs to find new ways to involve colleges and their graduates to become new long-term residents since the population of the city has been shrinking as Adrian changes from being a factory town to a growing college town. Although stately homes predominate, additional home rehabilitation or removal is needed in some east side neighborhoods.

Fiscal Affairs
- Adrian has an unencumbered general fund balance of 38%. The next Administrator will need to be a fiscally responsible steward to leverage creative new revenue sources from a Headlee millage override, foundations, philanthropy and grants given that 40% of the real estate remains non-taxable.
- Adrian is the beneficiary of Fee Estate funds that spin off 4.5% of a 16-month rolling average of the trust each year for beautification. Oil and gas royalty funds are another new source of income for capital projects only.
- Adrian has a debt-to-taxable value ratio of 16% resulting in an 84% extra capacity, or $29 million of additional debt capacity.
- Adrian has pension funding ratio of 66%. (as of December 31, 2019).
- Adrian earns the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) annually.

Governance
- The Charter is currently undergoing an amendment process to resolve a section on elections and the timing for filling City Commission vacancies.
- The Commission and the new mayor are focusing on setting policy and avoid administrative interference.
- Total commitment from a leader who wants to stay for the long-term, become a well-known face in the community, become involved in Adrian’s institutions, and can project positivity is needed.
Management Skills Desired
Being approachable, ethical and trustworthy are the three most important personality traits needed. Being strategic, collaborative and team-oriented are the key management styles desired. The three most important skills needed are the ability to remain focused on the City’s long-term goals, effectively communicate with staff and City Commission/stakeholders and stewardship/budgeting of the City’s resources.

Management skills desired in the stakeholder interviews included finding an Administrator who:

- Demonstrates unquestionable integrity in line with the ICMA Code of Ethics and who uses an objective, apolitical approach to problem-solving.
- Is enthusiastic, personable, energetic, action-oriented and collaborative with new and existing philanthropic interests for greater economic and community development.
- Is adept at fostering new business, collegiate, and community relationships within the City, the County and the state.
- Is a strategically strong, decisive, imaginative, and wise leader, not easily intimidated, and has a base of knowledge strong enough to question “why” while entertaining new options based on experiences elsewhere.
- Has experience in implementing contemporary human resource programs, recruiting the very best new staff, and developing strong working relationships with unions to maintain constructive working relationships.
- Has the capability to tell the Commission the truth via an open, honest, transparent, and forthright style with maturity, self-confidence, and strength of professional conviction in a diplomatic, timely, professional, and impartial manner.
- Demonstrates the ability to work with an engaged Mayor and City Commission while also preserving the Charter role separation of elected and appointed officials.
- Desires to live in Adrian since residency is strongly encouraged.

The successful applicant will be a lucky individual who will have an opportunity to blend professional and family success in an increasingly attractive, culturally-exciting, and family-friendly community. By coming to Adrian, the right individual will have an opportunity to help create an ethical, best-in-class, community that embraces all that the new economy offers. See the local government website: http://adriancity.com/.

Compensation
Starting salary range is $110,000 - 122,000, depending on qualifications and experience. Residency is preferred.
HOW TO APPLY
Candidates should apply by June 29, 2020 with cover letter, resume and contact information for professional references to www.govhrjobs.com. Questions regarding the recruitment should be addressed to:

Ryan Cotton, Vice President
GOVHR USA
630 Dundee Road, #130
Northbrook IL 60062
Email: rcotton@govhrusa.com
616-638-8910

Click here for the full job description and the City of Adrian Organizational Chart.

The City of Adrian is an Equal Opportunity Employer.