



DDA

Human Resources, Inc.
a David Drown Associates Company

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mark@daviddrown.com
www.ddahumanresources.com

February 7, 2022

Sent via email only

Honorable Mayor and Council Members
City of Ramsey
7550 Sunwood Drive NW
Ramsey, MN 55303

Dear Mayor Kuzma and Members of the Council,

Thank you for the opportunity to submit a proposal to assist the City of Ramsey with a search for your next City Administrator. Our firm has extensive experience with local governments, and we thoroughly understand the complexities faced by city governments in Minnesota. DDA HR uses a proven, comprehensive process ensuring clients can identify the best candidate for their organization and community.

The attached proposal includes several elements that set is apart in our approach to providing this service. Highlights include:

- **Knowledge and experience:** Our firm comprehensively knows and understands local government in Minnesota. DDA has conducted more Minnesota City Manager/Administrator searches in the last five years than any other firm, by a wide margin. Additionally, we attract candidates from across the country. I would be the lead consultant for this process bringing over thirty-three years of experience in public service, and my work as a City Manager forged connections with a large pool of potential candidates.
- **Communications:** We will be on site multiple times throughout the search process and will provide weekly email updates to the City Council throughout the process.
- **Profile/Brochure:** We develop a detailed professional profile to present the City in the most positive manner. A sample profile is attached.
- **National and local outreach:** We advertise nationally, regionally, and locally to attract a greater pool of candidates.
- **Adherence to deadlines:** When a deadline is established, we will meet it.
- **Video Interview:** DDA uses video interviews in the screening process to get quality data that may not be apparent on resumes. These videos are made available to the City prior to selecting candidates for final interviews.
- **Work Personality Index:** Each semifinalist will complete a work personality index which describes key features of the candidate's personal style that influence their approach to tasks, ways of interacting with people, and performance at work.
- **Background check process:** Instead of doing a comprehensive background check on a single finalist, we do so for all interviewees, including personal reference checks from current and former supervisors.
- **Intellect Profile:** Each finalist will complete an intellectual profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude.
- **Comprehensive and competitive service:** We take great pride in providing the best service at a fair price. Our low overhead means you receive more service for the money.

Thank you for your consideration.

Sincerely,

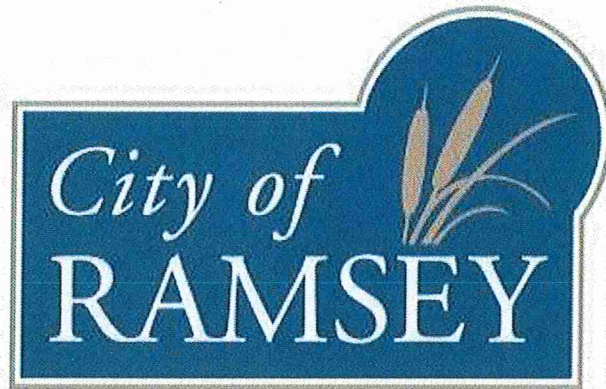
Mark Casey
DDA Human Resources, Inc.

Enclosure

TIMELINE

This timeline is tentative. The final timeline will be set after the City Council's decision to proceed. Dates highlighted will require Council participation.

ITEM	TASK	COMPLETION DATE
Decision by City Council to proceed		February 22, 2022
Information gathering	<ul style="list-style-type: none"> ▪ Gather all pertinent background information ▪ Gather salary information and review job description ▪ Meet with staff, stakeholders, and each member of the City Council 	March 1, 2022
Professional position profile	Develop position profile and advertisement	March 15, 2022
Approve position profile	City Council approves profile, job description, salary range, and hiring process	March 22, 2022
Candidate recruitment	<ul style="list-style-type: none"> ▪ Post position immediately upon approval of profile ▪ Comprehensively advertise ▪ Email and phone calls to prospective candidates 	March 23, 2022- April 20, 2022
Screening of applicants	DDA will review and rank applicants based on job related criteria and select semifinalists	April 21, 2022
Personality Index	DDA will administer a work-related personality index to all semifinalists	May 3, 2022
Video interview	Each semifinalist will complete a video interview	May 3, 2022
Selection of finalists	<ul style="list-style-type: none"> ▪ Finalists selected for interviews ▪ DDA will notify candidates not selected as finalists 	May 10, 2022
Background check of all finalists	Includes: <ul style="list-style-type: none"> ▪ Criminal background: county, state, national ▪ Sex offender registry ▪ Social Security number verification ▪ Education verification ▪ Credit check 	May 24, 2022
Reference check on all finalists	DDA will conduct reference checks with current and former employers on all finalists	May 24, 2022
Intellect profile	DDA will administer an intellect profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude.	May 24, 2022
Finalist packet	DDA will provide the Council information including: <ul style="list-style-type: none"> ▪ Summary of references ▪ Results of background checks ▪ Personality index reports ▪ Video interview ▪ Resumes, etc. 	May 25, 2022
Interviews	DDA will prepare all interview materials and be present at all interviews and other functions. It is recommended that Council interviews be at a special meeting	June 1, 2022 Special Meeting
Decision	City Council will select candidate for offer	June 1, 2022
Offer and agreement	DDA will negotiate agreement with selected candidate	June 3, 2022
Projected start date	New Administrator begins	July 2022
Follow up	DDA will follow up periodically with the new Administrator	July 2023



CITY OF RAMSEY

City Administrator Search Proposal

Submitted by **DDA Human Resources, Inc.**

February 7, 2022



Prepared by:
Mark Casey
Management Consultant

CONTENTS OF THE PROPOSAL

- Description of the Firm
- Approach to the Process
- Service Team
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DESCRIPTION OF THE FIRM

Proudly based in Minnesota, David Drown Associates (DDA) is a full-service consulting firm with more than 20 years working with local governments providing a full range of fiscal and economic development services, along with compensation and classification services and executive searches, to over 450 government clients throughout Minnesota. Over these years, we have gotten to know local government well, and we have worked hard to keep our services up to date to meet the ever-changing needs of our clients.

In 2013, we expanded our scope to provide human resources services we started with executive recruitment and organizational studies and more recently added classification and compensation studies. Because of growth in our human resource service area, a new human resource affiliate company was created in 2017. DDA Human Resources Inc. currently employs eleven individuals serving cities, counties, and special districts throughout Minnesota. The vast majority of our consultants are recent practitioners having served as Administrators or Human Resource Managers.

We have provided executive search services to over 100 cities and counties throughout Minnesota, drawing on candidates from across the country. Therefore, we understand the current challenges, know hundreds of potential candidates, and have our finger on the pulse of hiring City and County Administrators and Managers anywhere in the state.

We take great pride in providing the best service at a fair and equitable price. We think you will find that our small company is nimble, efficient, and personable. We know and understand local government, and that will always guide our work.

APPROACH TO THE PROCESS

Our approach to this search will be to focus on finding the best fit for the City of Ramsey. This is accomplished, first and foremost, by listening to what you are saying, understanding your goals and objectives, and building the search process off of that foundation.

After gathering background information, we comprehensively advertise the position and make sure that the posting gets into the hands of prospective candidates. In some cases, those persons are not active job seekers, so we will make every effort to find those folks through direct outreach efforts. After the posting closes, an analysis of candidates will be completed so that, when the semifinalists are presented to the City you will be confident that these people are the best matches from the submitted applications.

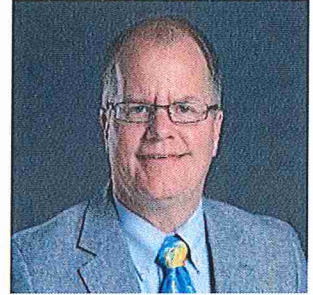
The finalists will be fully researched, and all necessary hiring information will be available prior to making a decision.

Communication with the City Council is a high priority. In addition to our Mark Casey being on site regularly, the City Council will receive weekly email updates, and he will always be available for questions.

SERVICE TEAM

MARK CASEY – PROJECT LEAD

Mark joined DDA as a Management Consultant specializing in executive searches, strategic planning, and organizational consulting in the Twin Cities metropolitan area. In his thirty-three years of public service, Mark has served as the City Manager for the City of St. Anthony Village, City Administrator for the City of Annandale, and Director of Community Education for both the Annandale and Maple Lake school districts. He also worked for the Cities of Faribault, Saint Peter, and Columbia Heights.



Mark received his undergraduate degree from the University of Minnesota and a master's from St. Cloud State University. He has served on numerous boards and commissions including the League of Minnesota Cities, Metro Cities (President), Metro Area Management Association, and the Allina Hospital Board of Directors (Buffalo, MN), and he has been a frequent guest lecturer at the University of Minnesota, Hamline University, and Metro State University.

Contact Information:

mark@daviddrown.com

612-920-3320 x113

2241 17th Street NW

New Brighton, MN 55112

LIZA DONABAUER

Liza came to DDA with both private and public-sector experience. With a background in construction and finance administration, her passion for public sector work led her to Wright County where she provided support to the HR Department, County Coordinator, and Commissioners. While pursuing her MBA, Liza entered city management for Clearwater, Kansas, and then later moved to Arlington, Minnesota.



During her four years in Arlington as a City Administrator, she completed a reorganization of the administration department, developed an orientation and capital planning process for two new councils, conducted compensation studies for several departments, engaged in a strategic planning session, and took part in developing a leadership curriculum for up and coming leaders in Sibley County. Her work has centered on human resource management, strong community participation, and leadership development. Liza enjoys working with colleagues throughout the state through her involvement in MCMA, a state affiliation of ICMA. She currently serves on the MCMA Women in the Profession Committee and Annual Conference Planning Committee.

Since joining DDA, Liza has conducted over 30 Administrator/Manager and Department Director searches. Liza will assist in recruitment and consulting as needed.

Contact Information:

liza@daviddrown.com

612-920-3320 x111

4796 Merganser Drive

St. Bonifacius, MN 55375

SERVICE TEAM - CONTINUED

GARY WEIERS

Prior to joining DDA in 2013, Gary had over 20 years of county government management experience, the last 11 years as County Administrator in Rice County. Prior to becoming Administrator, Gary served as the Social Service Department Director in Rice County and worked as a Social Service Supervisor in Mower County and Sherburne County. Gary received his bachelor's degree from the University of St. Thomas and has honed his skills by working his way up from an entry level social worker position to be the head of a \$50 million organization with over 350 employees.



Gary has worked with local governments ranging in size from a couple thousand residents to communities of over 150,000 persons.

In addition to conducting executive searches, Gary has done work with communities on sharing services, organizational analysis, strategic planning, and other management related work.

Gary has conducted over 80 executive searches and numerous organizational studies. Gary will assist in recruitment and consulting as needed.

Contact Information:

gary@daviddrown.com

612-920-3320 x109

1327 Merrywood Court

Faribault, MN 55021

LIZ FOSTER

Liz is an Assistant Consultant that provides support and assistance within our Human Resources Division. Since joining DDA in 2015, Liz has been involved in numerous executive searches and other HR projects.

Some of Liz's duties include community research, creating position profiles, assembling interview materials for our clients, and providing general administrative support to our consultants.



Contact Information:

liz@daviddrown.com

612-920-3320 x108

704 10th Ave SE

Austin, MN 55912

PROCESS DETAILS

STEP 1: INFORMATION GATHERING

DDA will gather and assemble background information pertaining to the City and position. In addition, Mark will meet individually with all Council members to discuss candidate attributes, experience, and other important qualifications. Others will be interviewed as per the direction of the City. At the same time, the job description will be reviewed and, if needed, we will gather relevant comparative salary information for consideration by the Council. We will quickly develop a comprehensive understanding of the organization, community, and position.

Deliverables:

- In-person information gathering via interviews with City stakeholders
- DDA receives information from the City such as organizational chart, logos/images, budgets, existing job description, etc.

STEP 2: DEVELOPMENT OF POSITION PROFILE

Based on the information received from the City Council and others, DDA will develop a professional position profile that is customized to present the City of Ramsey in the most positive manner and provides prospective candidates with meaningful information. A draft will be presented to the City Council for consideration and approval prior to advertising. A sample profile is attached.

Deliverables:

- Draft profile sent to City Council for approval
- Review and approval of job description and salary range by Council
- Review and approve proposed search timeline for purposes of advertisement and scheduling

STEP 3: ADVERTISEMENT AND RECRUITMENT

DDA will comprehensively advertise the position and make direct contact with possible candidates who are not active job seekers. Some of the places the position will be advertised include: League of Minnesota Cities, International City/County Management Association, Minnesota Association of City/County Managers, Association of Minnesota Counties, National Association of County Administrators, GovernmentJobs.com, and municipal associations in Iowa, Wisconsin, North Dakota, and South Dakota. In addition, the posting will be shared with professional networks through the Universities of Minnesota, Iowa, Wisconsin, South Dakota, and Nebraska, as well as the MN Private Colleges Consortium, MN State Universities, and other colleges and universities. Beyond the traditional advertising sites, our advertising also penetrates diverse markets such as Woman Leading Government (WLG) and the International Network of Asian Public Administrators (I-NAPA)

Other local advertising will be done as per direction from the City. Regular communication with candidates will occur throughout the process.

The simple DDA online application process will be used unless the City prefers to use an existing City methodology. Our online application system enables us to efficiently manage applicant flow, and corresponding reference information, and allows us to communicate with each applicant quickly and effectively. We are known for our communication with both the applicant and our client which engages and informs both parties of each step. Our system also allows us to access, review, and evaluate thousands of prior applicants who may not be

actively seeking a job but who may be open the “right opportunity.”

Deliverables:

- Advertising outreach begins with posting on identified websites and social media platforms
- Direct contact through established professional network
- We utilize our database of identified prospective candidates to contact via email or phone call

STEP 4: INITIAL SCREENING AND REVIEW

DDA will complete a comprehensive analysis of every application received and determine approximately 8-12 semifinalists, based on job related criteria, to complete a video interview. Our clients have most notably been pleased with the video interview component of our process. Video interviews allow our clients to determine whether they see the candidate as a good prospect for a final interview and gain additional insight on the candidate’s education, experience, personality, as well as their ability to think on their feet, all of which has been said to help lay the foundation for the final interview process. Access to, and viewing of, this information is as simple as clicking on a link from the individual client’s laptop, phone, or smart device in a location and at a time that is convenient for them. Candidate confidentiality is maintained by assigning and referring to each semifinalist candidate as a number. Candidates are considered public once they are chosen as a finalist.

Each semifinalist would also complete an information disclosure and a work-related personality index. About one week prior to selecting finalists for interviews, the information disclosure, video interview, personality index, cover letter, and resume from each of the semifinalists will be made available for viewing. This will allow ample time to comprehensively review candidates prior to determining who to bring in the for the final interviews. Those not selected as finalists will be notified by DDA.

Deliverables:

- List of approximately 8-12 semifinalists with cover letter, resume, and video interview
- Results of personality assessment
- Results of information disclosure that provides insight about conduct that could be viewed as impacting one’s ability to perform the requirements of this leadership role.
- Confirm interview schedule and logistics
- DDA will contact those not selected

STEP 5: SELECTION

DDA will complete comprehensive background screenings including criminal history, civil court history, verification of education, driver’s license review, credit check, and other items. Along with background checking all finalists, DDA will conduct character references with current and former supervisors to discuss various work responsibilities, projects, initiatives, leadership style, personality characteristics, etc.

In addition, DDA will administer an intellectual profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude.

Approximately one week prior to the final interview process, the City will have access to each of the candidate’s application materials, video interview, background check results, reference information, information disclosure, a work personality report, and an intellectual profile on each person.

Early in the search process, Mark will discuss interview possibilities including leadership staff participation or

individual and/or full Council panel interviews, a City tour, lunch with City leadership, or other functions.

Prior to interviews, Mark will prepare questions and then facilitate all interviews and other activities the City Council determines appropriate. Our goal is to make the process smooth and painless so the City Council can focus all its energy on finding the right person for the job and minimize staff disruptions to ensure the City can focus on the tasks at hand.

Deliverables:

- List of 3 to 5 finalists, confirming interview schedule and logistics
- Leadership staff interview panel including summary of comments
- Tour of the City logistics
- Video Interview
- Summary of References
- Results of background checks
- Personality Index
- Intellect Profile
- Information Disclosure
- Cover letter and resume
- Press release

STEP 6: OFFER

After interviews are complete, Mark will assist the City Council with deliberations, and he will facilitate the offer to the selected candidate. Mark will negotiate the terms with the candidate based on the parameters established by the City Council.

Deliverables:

- Employment agreement
- Press release
- DDA will contact those not selected

STEP 7: FOLLOW UP

DDA will make periodic contact with the new Administrator for at least the first year of employment.

Deliverables:

- Periodic check in with new Administrator and Council representative

LIST OF SEARCH CLIENTS FROM THE PAST TWO YEARS

In addition to the specific references listed on the following page, the City of Ramsey is encouraged to speak with any of the entities listed below:

Entity	Type of Search	Entity	Type of Search
City of Stillwater, MN	Administrator	Kitchigami Regional Library System	Director
City of North St. Paul, MN	Manager	Morrison County, MN	Administrator
City of Norwood Young America, MN	Administrator	City of Winthrop, MN	Administrator
City of White Bear Lake, MN	Manager	City of Aitkin, MN	Administrator
City of Barnesville, MN	Administrator	Metro-INET	Executive Director
City of Mahnomon, MN	Administrator	Kittson County, MN	Administrator
Nicollet County, MN	Administrator	Roseau County, MN	Engineer
City of Watertown, MN	Administrator	City of Redwood Falls, MN	Finance Director
City of New Prague, MN	Administrator	Mahnomen County, MN	Adminstrator
Le Sueur County, MN	Administrator	Jackson County, MN	Adminstrator
City of Staples, MN	Clerk/Finance Director	City of Watertown, SD	Manager
Waseca County, MN	Public Works Dir./Engineer	Kittson County, MN	Engineer
Prairie Lakes Youth Programs	Executive Director	Hubbard County, MN	Administrator
City of St. Anthony Village, MN	Manager	City of Cannon Falls, MN	Public Works Director
City of Monticello, MN	Administrator	City of Paynesville, MN	Administrator/ED Dir.
Beltrami County, MN	Administrator	Kittson County, MN	Administrator
City of Albert Lea, MN	Manager	Cook County, MN	Administrator
City of Crookston, MN	Administrator	City of Waseca, MN	Director of Engineering
Brainerd HRA, MN	Executive Director	City of Aitkin, MN	Administrator
City of New Brighton, MN	Manager	City of Lake City, MN	Finance Director
City of St. James, MN	Manager	Waseca County, MN	Administrator

DDA is currently conducting searches for the Cities of Benson, Breezy Point, Corcoran, Lester Prairie, Mora, Spring Park, and Wadena, Minnesota, the Counties of Goodhue and Polk, Minnesota, Des Moines Valley Health and Human Services, the Mississippi Watershed Management Organization, and the Watertown Development Company (South Dakota).

FEES

The fee for the search process is \$22,000, payable at the completion of the search. This all-inclusive fee covers professional services and all expenses including travel, advertising, personality index, intellectual profile, background checks on all finalists, etc.

If the City chooses to offer a travel stipend or reimbursement for expenses of the candidates, that cost is handled directly between the City and the candidates. DDA would be available to provide input and guidance on this item.

ASSURANCE

If the newly hired Administrator leaves the organization within the first 24 months of employment, DDA will complete another search without professional service fees. Only actual expenses will be billed to the City.

PROFESSIONAL REFERENCES FOR MARK CASEY

Patricia Nauman

Executive Director, Metro Cities
Phone Number: 651-215-4002
Email: patricia@metrocitiesmn.org

Brad Wiersum

Mayor, City of Minnetonka
Phone Number: 612-723-3907
Email: bwiersum@minnetonkamn.gov

D. Love

Mayor, City of Centerville
Phone Number: 651-402-7753
Email: dlove@centervillemn.com

Randy Stille

Mayor, City of St. Anthony Village
Phone Number: 612-201-7365
Email: randy.stille@savmn.com

Jerry Faust

Former Mayor, City of St. Anthony Village
Phone Number: 612-789-7684
Email: jofaust1@yahoo.com

Terry Schwerm

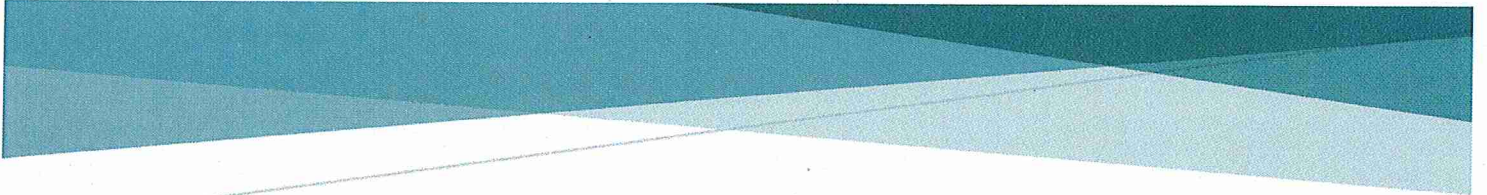
Former City Manager, City of Shoreview
Phone Number: 651-490-4611
Email: tschwerm@shoreviewmn.gov

Patrick Trudgeon

City Manager, City of Roseville
Phone Number: 651-792-7021
Email: pat.trudgeon@cityofroseville.com

Tom Harmening

Former City Manager, City of St. Louis Park
Phone: 952-924-2526
Email: tharmening@stlouispark.org

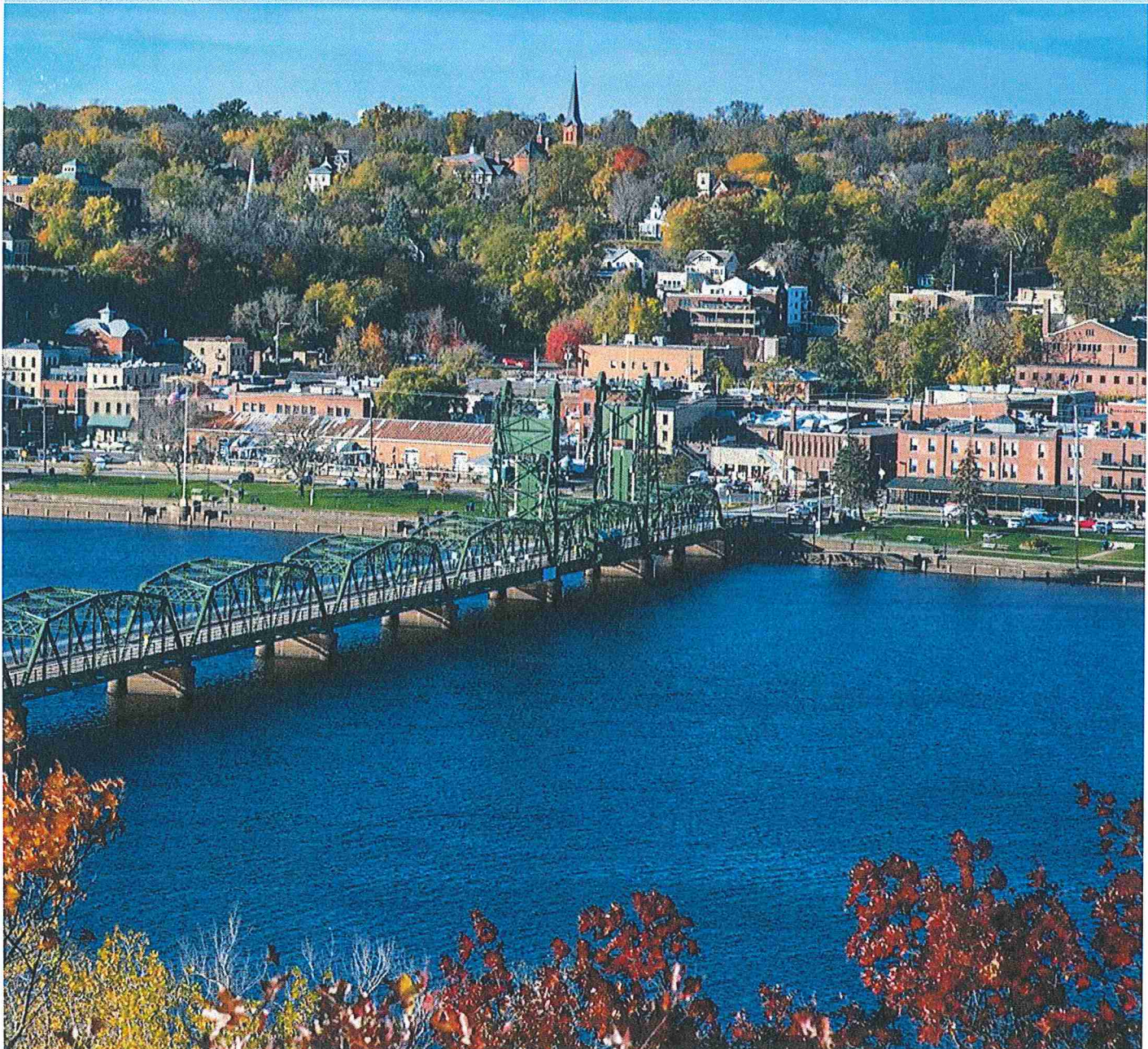


Sample Profile



CITY ADMINISTRATOR

Salary Range: \$150,207 to \$164,865



WELCOME TO STILLWATER

The Birthplace of Minnesota

Voted

- ▶ America's Most Picturesque Small Towns
- ▶ Best American Towns for Fall Colors
- ▶ Best U.S. Towns for Antiquing
- ▶ Best Twin Cities Day Trips
- ▶ Best Minnesota Weekend Getaway
- ▶ Best U.S. Small Town Food Scenes
- ▶ Most Romantic Cities

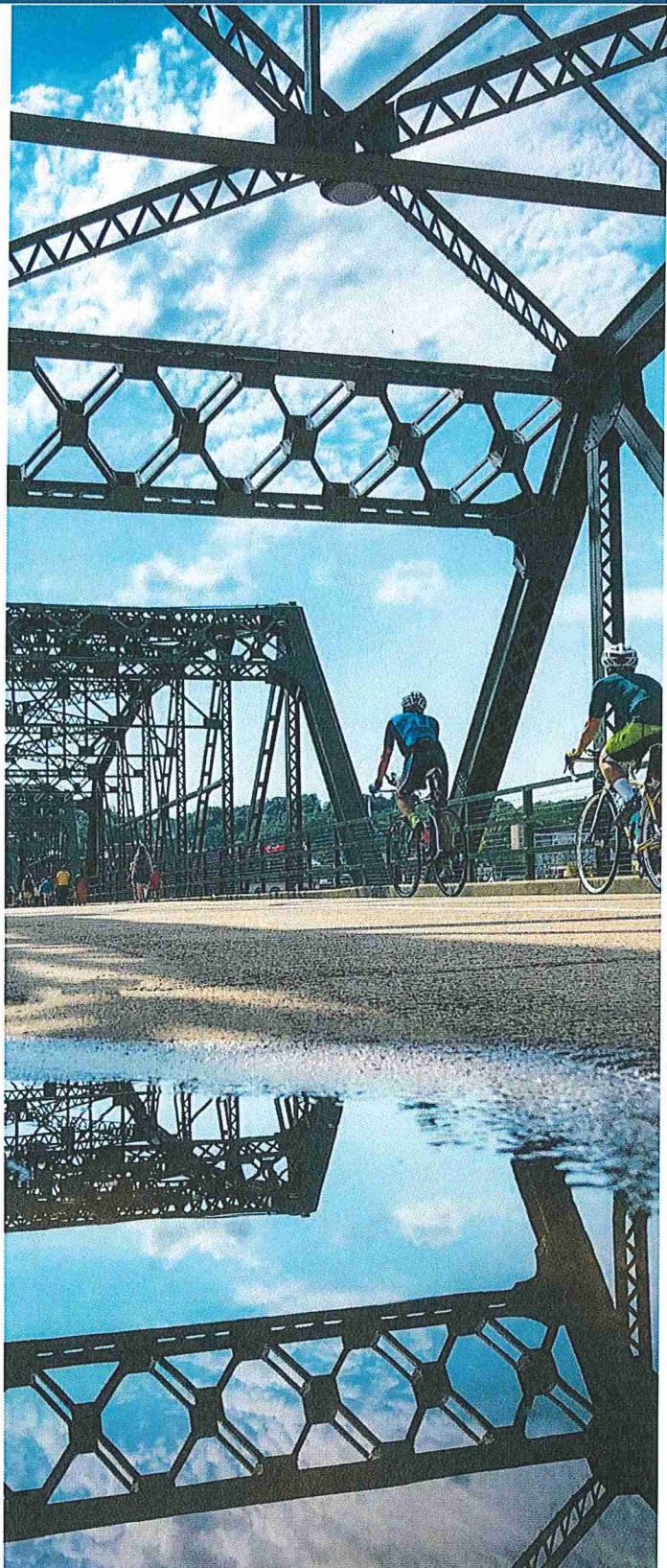
Welcome to the historic Birthplace of Minnesota and year-round travel destination. Located just outside the Twin Cities of Minneapolis and St. Paul, and on the Wisconsin border, Stillwater, Minnesota, is nestled along the St. Croix National Scenic Riverway, St. Croix Byway, and is part of the North Woods and Waters of the St. Croix Heritage Area.

In 1848, the first territorial convention that began the process of establishing Minnesota as a state was held on the corner of Myrtle and Main Street in downtown Stillwater. Stillwater is one of Minnesota's oldest towns, preceding Minneapolis by years. At the time of incorporation as a city in 1854, Stillwater was the largest in the state.

The City of Stillwater is federally recognized as a Preserve America Community, and the downtown Main Street area is nationally registered as the Stillwater Commercial Historic District. In addition, there are 21 buildings on the National Historic Registry and over 100 Heirloom Homes and Landmark Sites.

The lumber industry made Stillwater famous at the height of the log boom. In fact, Stillwater Lumber Company is one of the largest lumber mills in the country. The City's lumber mills turned out thousands of rail cars of timber of mostly white and Norway pines. The City is fortunate to have connections that are needed for successful lumbering: river connections to northern Minnesota, the Wisconsin pine lands, still waters to assemble rafts, and water power. The Historic Lift Bridge, connecting Minnesota and Wisconsin, was built in 1931 and is one of few that still remain in operation in the country today.

Today, Stillwater's rich and vibrant history is evident everywhere you look and is now mixed with modern amenities, restored historic mansions, over 100 owner-operated shops and restaurants downtown, over 20 outdoor dining patios, historic sites, wineries and breweries, paddlewheel cruises, antiques, museums, art galleries, music and events, and much more. Stillwater is truly a premier Minnesota river town!



WELCOME TO STILLWATER

The Birthplace of Minnesota

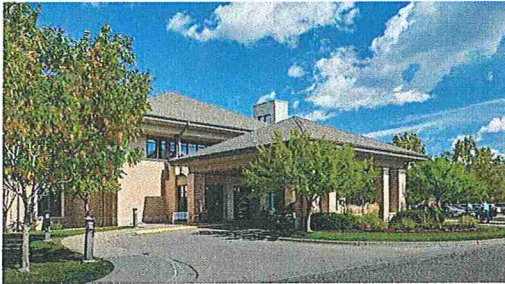
Amenities

Experience the natural beauty of the St. Croix River, bluffs, and historic architecture while cruising on a boat, taking a trolley tour, or exploring on foot or by bike. Discover the independently owned shops and restaurants along historic Main Street or try anything from candlemaking to golf to kayaking or spas. Winter, Spring, Summer or Fall you'll find fun festivals, live music, culinary classes, and fabulous lodging options in this dream destination. The City boasts an expansive parks and trails system featuring a dog park, outdoor skating rinks, a skatepark, pickleball courts, a community garden, amphitheaters, and so much more.

Recreation



Healthcare



Lakeview Hospital and HealthPartners Clinic

- ▶ Level III Trauma Hospital
- ▶ Primary Care, Urgent Care, Specialty Care

M Health Fairview Clinic - Stillwater

- ▶ Preventative, Diagnostic, Treatment Services

Stillwater Area Public Schools

- ▶ Enrolls approximately 8,300 students from PreK-12th grade.
- ▶ Consists of early learning, seven elementary schools, two middle schools, one high school, an alternative learning center, and Bridge Transition (program for 18- to 21-year-olds with disabilities).

St. Croix Catholic School

- ▶ Enrolls approximately 428 students from PreK-8th grade.

Salem Lutheran School

- ▶ Enrolls approximately 157 students from PreK-8th grade.

St. Croix Montessori School

- ▶ Enrolls approximately 70 students from ages 16 months to 12 years.

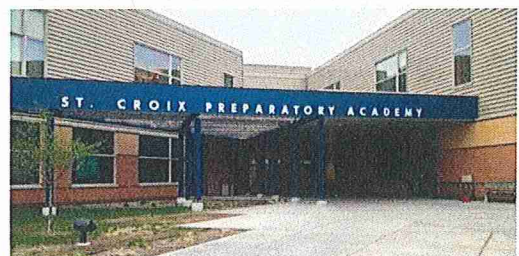
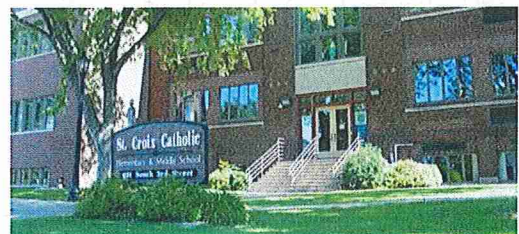
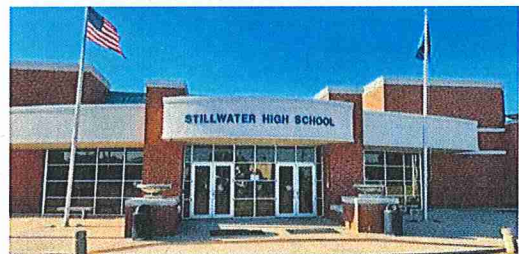
St. Croix Preparatory Academy

- ▶ K-12 charter school.
- ▶ Enrolls approximately 1,200 students.

New Heights School

- ▶ K-12 charter school.
- ▶ Enrolls over 100 students.

Education



WELCOME TO STILLWATER

The Birthplace of Minnesota

Recent Development



In the early 1970s, the City's residents and business owners began to encourage the historic preservation of commercial and residential buildings in the community. This movement has gathered momentum, acceptance, and regulatory authority and has been at least partially responsible for recapturing the historical rivertown character of the City's downtown business district. It has also encouraged the maintenance and restoration of historic homes in the City's residential neighborhoods. Many residences, businesses, and shops are housed in buildings more than 100 years old. Downtown Stillwater and eight residential structures are on the National Register of Historic Places. Another 61 homes are estimated to be eligible for the National Register of Historic Places. A number of the City's older homes have been restored to their historical character and are open for public tours. In addition, a substantial downtown infrastructure improvement project was completed in 1991 and 1992, which included the separation and replacement of the 100-year-old storm sewer and sanitary sewer systems, new streets and sidewalks, and new street lighting. This restoration and preservation movement has generated a significant tourist trade that is important to the City's economy.

The City's 2040 Comprehensive Plan calls for continued growth of the City toward the west. An undeveloped area encompassing approximately 670-acres was annexed into the City in 2015. Of this area, 340 net acres are guided for residential development. At build-out, this expansion area could yield approximately 1,300 housing units, 60-acres of office and non-retail commercial property along State Highway 36, and five acres of retail. Ten residential developments are currently under construction with the potential for another 125 home sites. The estimated price points for these single-family homes range from under \$350,000 to over \$700,000. A commercial mixed-use development is proposed on a 35-acre site recently annexed into the City at the SE corner of the intersection of Hwy 36 and Manning Avenue.

The City has recently completed development/redevelopment activities in the downtown area: the opening of two new hotels and a hotel addition to a third hotel in downtown, MnDOT rehabilitation of the historic Lift Bridge completing a pedestrian/bike recreation Loop Trail from downtown into the State of Wisconsin south to the new St. Croix Crossing bridge and trail back to downtown completed in 2020, sidewalk improvement projects in the downtown area, riverbank improvement and elevated walkway project along the St. Croix River from downtown south to City limits to be completed in 2022, and Chestnut Street Pedestrian Plaza project from Main Street to the historic Lift Bridge to be completed in 2022. Additionally, the City has recently approved the redevelopment of one City block to accommodate 61 market-rate rental apartments in the downtown core.

The St. Croix River Crossing Bridge project (a joint \$680 million project between Minnesota and Wisconsin) is complete and opened to traffic in August 2017. The historic downtown Lift Bridge was recently refurbished as a pedestrian/biking trail and opened to the public in 2019.

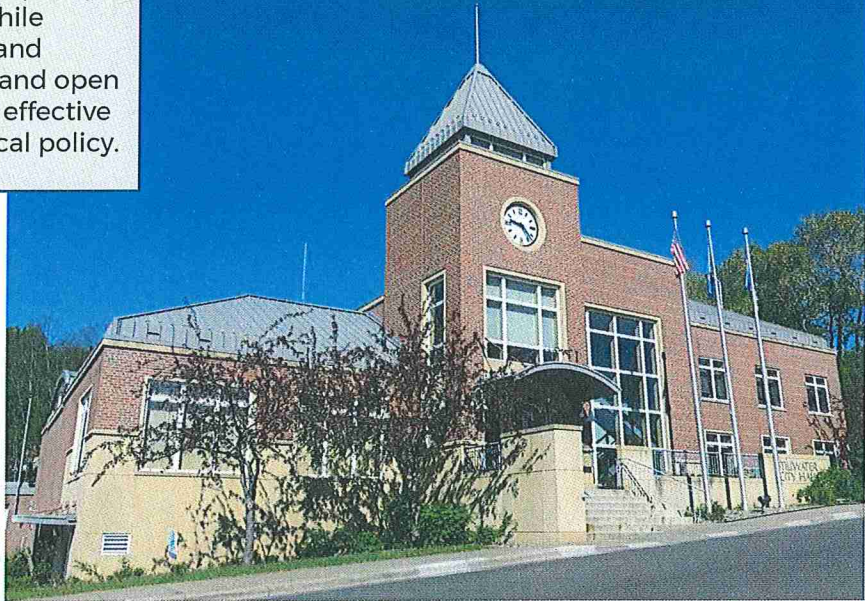
WELCOME TO STILLWATER

The Birthplace of Minnesota

Mission

To provide the community with a quality living environment and quality public services and facilities while protecting cultural, historical, and natural resources through fair and open government, careful planning, effective management, and efficient fiscal policy.

The City of Stillwater has been a municipal corporation with a Mayor - Council form of government since 1854 and is organized and governed pursuant to a Home Rule Charter adopted in 1926. The Council is composed of a Mayor, who is elected at large, and four Council members who are elected by wards. Each Council member is a resident of the ward from which they are elected and serves a four-year term. The Mayor also serves a four-year term.



The Council is the governing body of the City and exercises the corporate power of the City. The Council is vested with all powers of legislation in municipal affairs adequate to a complete system of local government consistent with the Constitution and laws of the state.

The City Administrator is the Chief Executive Officer for the Council and plans, coordinates, and directs the administration of city government in accordance with the City Charter, ordinances, policies, and procedures established by the City Council.

The City boasts a well-run government and employs 95 full-time and 58 part-time staff.

Organizational Structure

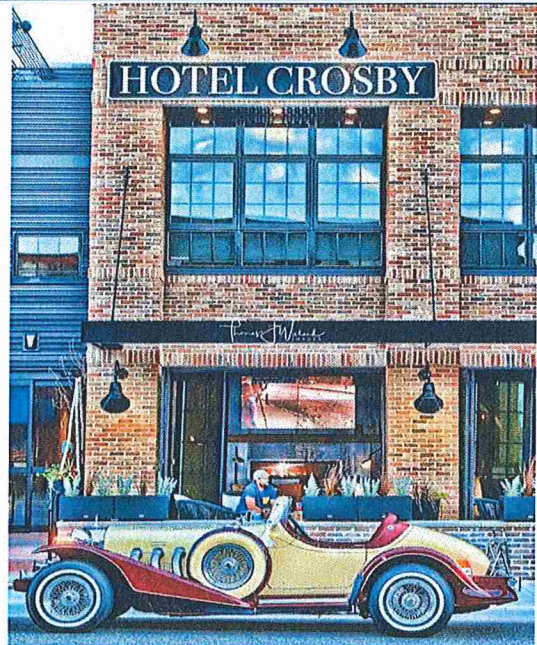


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Operating Expenditures

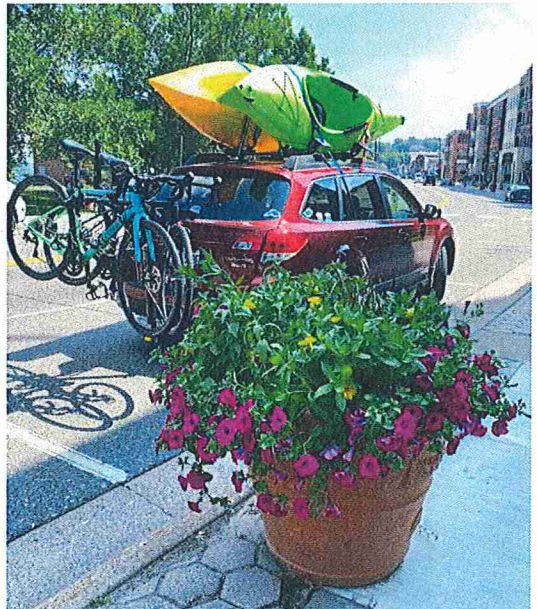
General Government	2021 Adopted	2022 Proposed
Mayor & City Council	167,710	198,950
Elections	20,380	56,127
MIS	391,585	662,902
Finance	537,093	530,248
Human Resources	280,944	286,716
Administration	665,959	749,983
City Attorney	192,084	203,105
Plant/City Hall	348,074	336,221
Community Development	466,624	492,920
Unallocated	1,251,875	1,097,200
Lodging Tax	160,696	270,485
Total	4,483,024	4,884,857



Public Safety	2021 Adopted	2022 Proposed
Police	3,904,881	4,261,648
Fire	2,213,662	2,316,008
Building Inspections	459,242	495,296
Emergency Management	3,280	12,780
Total	6,581,065	7,085,732



Public Works	2021 Adopted	2022 Proposed
Engineering	398,193	3,999,365
Streets	1,290,073	1,370,520
Washington County Recycling	32,000	120,406
Total	1,720,266	1,890,291



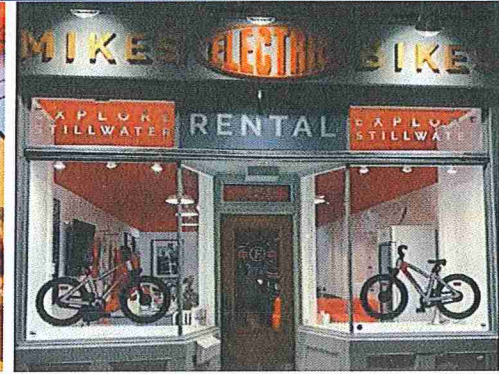
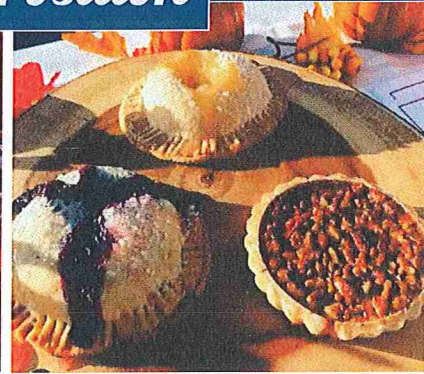
Culture and Recreation	2021 Adopted	2022 Proposed
Special Events	75,800	60,000
St. Croix Valley Rec Center	1,725,321	1,683,815
Library	1,428,083	1,560,106
Parks	1,226,844	1,413,181
Community Beautification	15,000	15,000
Total	4,471,048	4,732,102

Total Operating Expenditures **17,255,403** **18,592,982**

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Core Duties of the Position

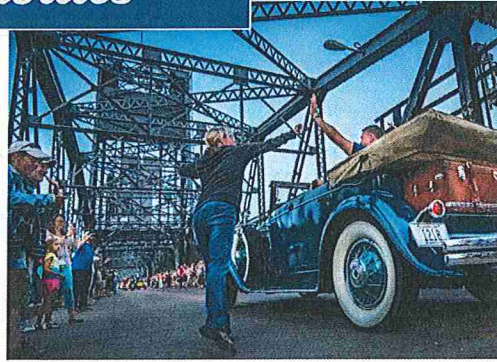
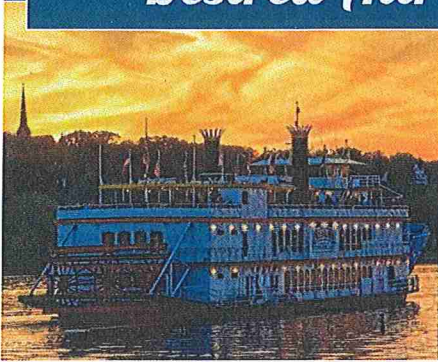


- ▶ The Administrator serves as the Chief Administrative Officer for the Council and coordinates the administration and supervision of all City departments, divisions, programs, and activities as authorized by the City Council.
- ▶ Develops and recommends adoption of policies that further the goals of the City Council. Advises department heads and other employees as to administrative procedures and policies. Evaluates performance and results of programs and services in accordance with overall City objectives and makes appropriate recommendations.
- ▶ Responsible to the City Council for the effective management of City funds and assets to ensure effective investment of available funds; coordinates and directs department heads in the development, presentation, and administration of the annual operating budget.
- ▶ Prepares and submits the annual budget and long-range capital improvement program to the City Council including supporting documents.
- ▶ Develops and evaluates financial and accounting policies, practices, procedures, and controls relating to the overall financial management of the City.
- ▶ Responsible to the City Council for planning and the carrying out of all capital improvement projects and service programs; serves as chief project and program director for the City.
- ▶ Coordinates with department heads to ensure effective utilization of employees; authorizes salary adjustments, appointments, firings, promotions, and demotions of all regular full-time, regular part-time, and consulting personnel; oversees employee development.
- ▶ Recommends the appointment, suspension, or removal of all department heads.
- ▶ Represents the City in collective bargaining matters and negotiates, or delegates the negotiation, with representatives of employee organizations as necessary.
- ▶ Makes recommendations to the City Council regarding any changes to the organizational structure of the City.
- ▶ Engages in intergovernmental relations and collaborative partnerships with other cities and public and private organizations.
- ▶ Represents the City in local, regional, and state meetings and functions as directed by the City Council.
- ▶ Attends all meetings, performs all reasonable tasks, and furnishes all verbal and written reports as assigned by the City Council.
- ▶ Serves as City Treasurer and Deputy City Clerk as required.
- ▶ Performs other work as required.

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Desired Attributes



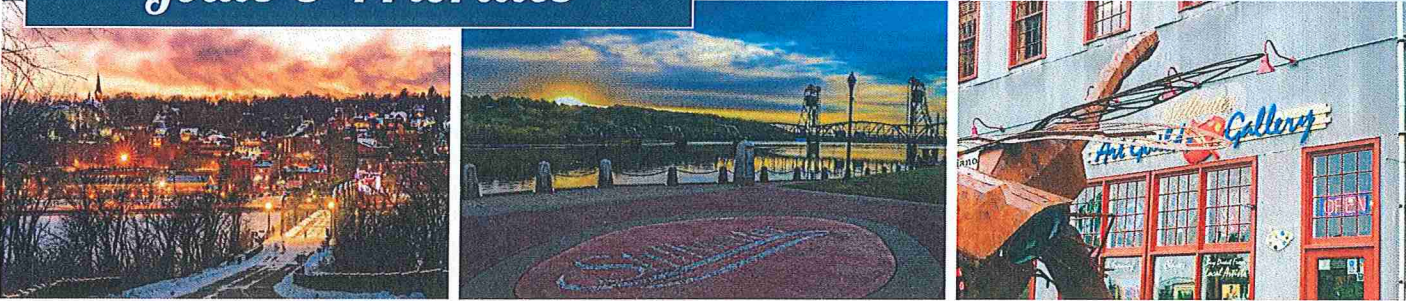
- ▶ Professional, high integrity, honest, and open.
- ▶ Strong ethical behavior.
- ▶ Leadership skills - anticipates important policy issues and develops sound solutions.
- ▶ Follow-through – ability to implement and revisit initiatives.
- ▶ Create and support a positive work environment.
- ▶ Visible community engagement presence and ability to manage community engagement as necessary.
- ▶ Models quality customer service.
- ▶ Collaboration – develops alliances that add effectiveness, resources, and perspective.
- ▶ Is comfortable leading at all levels of the organization.
- ▶ Sense of humor.
- ▶ Forges a strong leadership with the Council.
- ▶ Educates, informs, and works with the Mayor and City Council as a team.



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Goals & Priorities

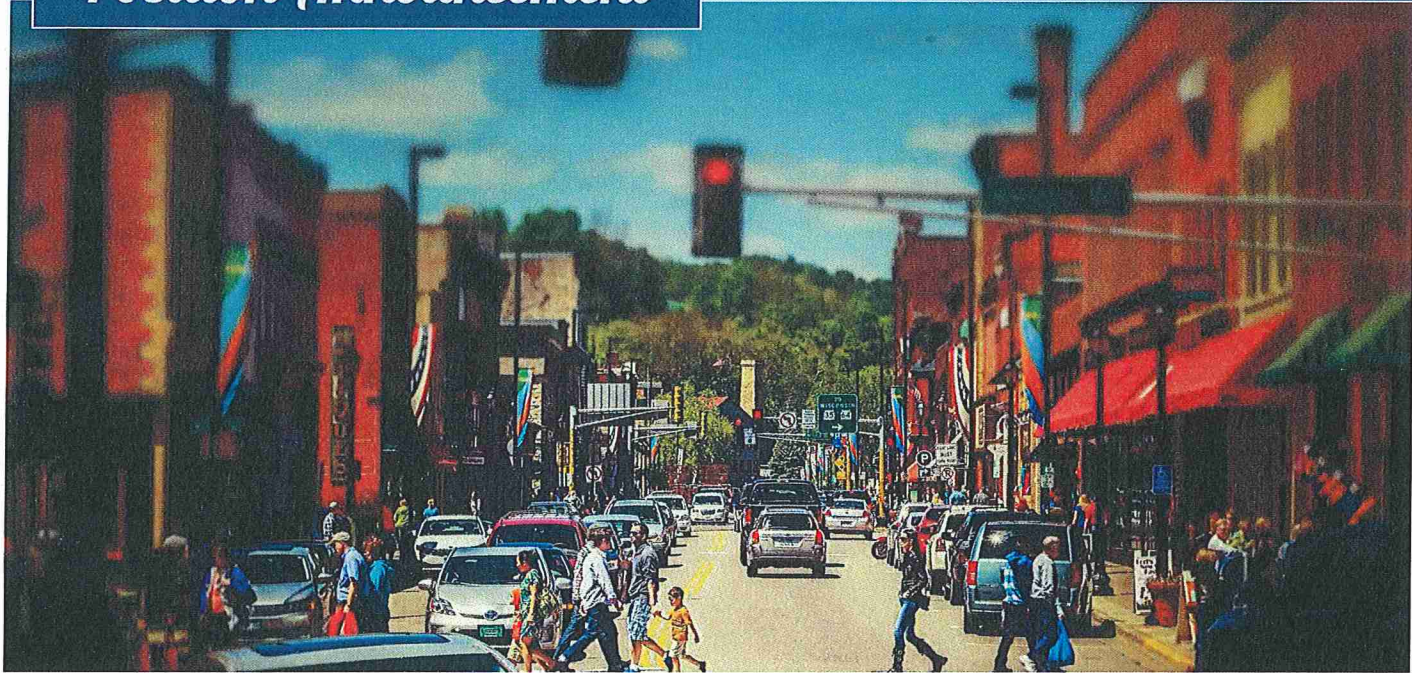


- ▶ Facilitate City Council Strategic Plan Workshop – engage consultant in summer 2022 to facilitate a Strategic Plan update; allocate resources to implement programs consistent with strategies; engage facilitator to finalize branding strategy and logo update.
- ▶ Excellence in organizational development; continue engagement with department heads and staff.
- ▶ Legislative Agenda – continue to monitor pending legislation impacting the City; work with City Council to develop legislative priorities including possible special legislation for optional City sales tax, schedule meetings with City's state legislators.
- ▶ Emotional intelligence in self-management, self-awareness, social awareness, and relationship management
- ▶ Continue efforts to develop comprehensive analysis and future recommendations for leased and licensed City properties for City Council consideration.
- ▶ Work with Emergency Management Director to update City Emergency Operations Plan (EOP) including Continuing of Government (COG) and Continuity of Operations (COOP) sections of EOP.
- ▶ Sound fiscal management and utilization of City resources.
- ▶ Engage in outcomes and implementation of results related to Police Department organizational review and Fire Department organizational review.
- ▶ Recognize Diversity, Equity, Inclusion in the organization and community and share related resources for community engagement, inclusiveness, equity, social/racial justice discussions, and policy reviews.
- ▶ Facilitate Economic Development Authority consistent with recommendations of 2021 economic development report; finalize economic development related branding and marketing analysis.
- ▶ Assist Human Resources Manager in 2023-2024 labor negotiation strategy, ongoing staff training, and succession planning programs; develop transition/mentoring approaches for new management staff and support a learning culture.
- ▶ Continue to create a Special Events strategy – Assist staff and Council with special events management, financing plan for possible St. Croix Recreation Center expansion, Central Commons mixed use development, Lakeview Hospital expansion and relocation, Lumberjack Landing park development, downtown parking strategies, and coordination of related resources.
- ▶ Explore funding opportunities (special city tax, special events related fees, and funding of public improvements).
- ▶ Work closely with Finance Director, staff, and City Council to develop and adopt a 2023 budget; assist with bond issuance for capital projects and enterprise fund general obligation (GO) bonds.
- ▶ Monitor White Bear Lake level litigation and its impact on the City of Stillwater.

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Position Announcement



City: Stillwater, Minnesota

Position: City Administrator

Salary Range: \$150,027 to \$164,865

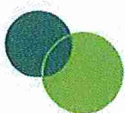
Application Deadline: 12/08/2021

Job Summary: The Administrator is the Chief Administrative Officer for the Council and coordinates the administration and supervision of all City departments and divisions and programs and activities as authorized by the City Council.

Minimum Qualifications: Master's degree in Public Administration, Business Administration, Political Science, or related field, and seven years of experience related to the field of Public or Business Administration or Community Development. A combination of related education and experience may be considered qualifying. ICMA Credentialed Manager is desired.

Apply: Visit <https://daviddrown.hiringplatform.com/80655-stillwater-city-administrator/255997-application-form/en>, and complete the process by December 8, 2021. Finalists will be selected on January 4, 2022, and final interviews will be held January 21 & 22, 2022.

Please direct questions to Mark Casey at mark@daviddrown.com or 612-920-3320 x113.



DDA

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a David Drown Associates Company

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