



CITY COUNCIL WORK SESSION
City Hall—Shared Vision Room, 3989 Central Ave NE
Monday, November 06, 2023
6:00 PM

Mayor
Amada Márquez Simula
Councilmembers
Connie Buesgens
Kt Jacobs
Rachel James
Justice Spriggs
Interim City Manager
Kevin Hansen

AGENDA

ATTENDANCE INFORMATION FOR THE PUBLIC

Members of the public who wish to attend may do so in-person, or by using Microsoft Teams and entering meeting ID 278 254 427 462 and passcode pfepBS. Auxiliary aids or other accommodations for individuals with disabilities are available upon request when the request is made at least 72 hours in advance. Please contact Administration at 763-706-3610 to make arrangements.

CALL TO ORDER/ROLL CALL

WORK SESSION ITEMS

- 1. MnDOT: Central Avenue PEL Update (Preferred Alternative, Public Engagement). (20 Minutes)**
- 2. Introduction and Discussion of Ordinance 1691, Being an Ordinance to Update Regulations Regarding Animal Control. (10 Minutes)**
- 3. 2024 Budget Presentations by Division. (90 Minutes)**
 - Public Works & Engineering**
 - Finance & Liquor**
 - Administration**
- 4. Update Regarding State Bonding Request for Public Works Building (15 Minutes)**
- 5. Proposals from Executive Search Firms for City Manager Search. (30 Minutes)**
- 6. Council Corner. (10 Minutes)**

Review of Questions for EDA Commission Interviews on 11/13/2023.

Review of Proposed Dates for Joint Council / School Board Meeting in 2024.

ADJOURNMENT

Auxiliary aids or other accommodations for individuals with disabilities are available upon request when the request is made at least 72 hours in advance. Please contact Administration at 763-706-3610 to make arrangements.



CITY COUNCIL WORK SESSION MEETING

AGENDA SECTION	WORK SESSION ITEM
MEETING DATE	NOVEMBER 6, 2023

ITEM:	Central Avenue PEL Wrap Up and Next Steps							
DEPARTMENT:	Engineering	BY/DATE: Interim City Engineer / November 1, 2023						
<p>CORE CITY STRATEGIES: <i>(please indicate areas that apply by adding an "X" in front of the selected text below)</i></p> <table> <tr> <td><input type="checkbox"/> Healthy and Safe Community</td> <td><input type="checkbox"/> Thriving and Vibrant Destination Community</td> </tr> <tr> <td><input type="checkbox"/> Equitable, Diverse, Inclusive, and Friendly</td> <td><input checked="" type="checkbox"/> Strong Infrastructure and Public Services</td> </tr> <tr> <td><input type="checkbox"/> Trusted and Engaged Leadership</td> <td><input type="checkbox"/> Sustainable</td> </tr> </table>			<input type="checkbox"/> Healthy and Safe Community	<input type="checkbox"/> Thriving and Vibrant Destination Community	<input type="checkbox"/> Equitable, Diverse, Inclusive, and Friendly	<input checked="" type="checkbox"/> Strong Infrastructure and Public Services	<input type="checkbox"/> Trusted and Engaged Leadership	<input type="checkbox"/> Sustainable
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BACKGROUND:

MnDOT is currently finalizing the PEL Study which covered both Central Avenue and University Avenue going through Columbia Heights. The final PEL Study document is anticipated to be completed late this year or early next year.

SUMMARY OF CURRENT STATUS:

Design for Metro Transit’s new bus rapid transit (BRT) F Line, which will run on Central Avenue, kicked off earlier this year. In order to coordinate efforts for the future vision of Central Avenue, MnDOT has requested pre-design work for Central Avenue be included in the same consultant contract for F Line design that Metro Transit has executed.

Considering the PEL study included 4 different alternatives for the future vision of Central Avenue, the consultant team is anticipating holding public outreach and engagement meetings to help select a preferred alternative for the corridor.

Columbia Heights staff has invited Chris Bower from MnDOT and Alicia Valenti from Metro Transit to provide an update on next steps and public outreach for the future of Central Avenue.

STAFF RECOMMENDATION:

None – discussion only.

RECOMMENDED MOTION(S):
MOTION: None – discussion only.



CITY COUNCIL WORK SESSION MEETING

AGENDA SECTION	WORK SESSION ITEM
MEETING DATE	NOVEMBER 6, 2023

ITEM:	Introduction and Discussion of Ordinance 1691, Being an Ordinance to Update Regulations Regarding Animal Control.							
DEPARTMENT:	Police Department	BY/DATE: Captain Erik Johnston/October 24, 2023						
<p>CORE CITY STRATEGIES: <i>(please indicate areas that apply by adding an "X" in front of the selected text below)</i></p> <table> <tr> <td><input checked="" type="checkbox"/> Healthy and Safe Community</td> <td><input type="checkbox"/> Thriving and Vibrant Destination Community</td> </tr> <tr> <td><input type="checkbox"/> Equitable, Diverse, Inclusive, and Friendly</td> <td><input type="checkbox"/> Strong Infrastructure and Public Services</td> </tr> <tr> <td><input type="checkbox"/> Trusted and Engaged Leadership</td> <td><input type="checkbox"/> Sustainable</td> </tr> </table>			<input checked="" type="checkbox"/> Healthy and Safe Community	<input type="checkbox"/> Thriving and Vibrant Destination Community	<input type="checkbox"/> Equitable, Diverse, Inclusive, and Friendly	<input type="checkbox"/> Strong Infrastructure and Public Services	<input type="checkbox"/> Trusted and Engaged Leadership	<input type="checkbox"/> Sustainable
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BACKGROUND:

The police department recently became aware of a difference in how state statute and city ordinance manage the hearing and appeal process for dangerous animals and the destruction animals. This update aligns the city ordinance with state statute for this purpose and clarifies the reasons the city may seek the destruction of an animal.

SUMMARY OF CURRENT STATUS:

N/a

STAFF RECOMMENDATION:

Staff recommends the adoption of the updated animal ordinance at the next council meeting.

RECOMMENDED MOTION(S):
N/a

ATTACHMENT(S):

Ordinance 1691 with changes marked.

ORDINANCE NO. 1691

BEING AN ORDINANCE AMENDING CHAPTER 8 ARTICLE I OF THE COLUMBIA HEIGHTS CITY CODE TO
UPDATE REGULATIONS REGARDING ANIMAL CONTROL AND TO ALIGN THE HEARING AND APPEAL
PROCESS WITH STATE STATUTE.

The City of Columbia Heights does ordain:

Section 1

§ 8.101 REGULATIONS.

(A) *Rabies vaccination required.* A person who owns, harbors, or keeps a dog over six months old within the city must have the dog vaccinated by a licensed veterinarian with an anti-rabies vaccine that is currently effective. A vaccination certificate is valid only for the dog and owner to which it is issued. A person must not use a rabies vaccination certificate for a different dog than the one for which it was issued.

(B) *Tags.* A person who owns, harbors, or keeps a dog over six months old within the city must securely attach an identification tag or plate to the dog's collar so that it can be readily seen. The tag or plate must contain the name and telephone number of the owner or other person who is keeping the dog. The identification tag or plate must be worn by the dog at all times when it is off the owner's or keeper's property.

(C) *Limit on number of cats and dogs.* Because the keeping of four or more dogs or four or more cats in the family dwelling unit or on the family premises is subject to great abuse, causing discomfort to persons in the area by way of smell, noise, hazard, and general aesthetic depreciation, and because the irresponsible maintenance of four or more dogs or four or more cats within a residential area has been the source of a variety of complaints, no family or family member shall keep, harbor, or have custody of more than three dogs, or more than three cats, or a combination of more than five animals exceeding six months in age in the family dwelling unit or on the family premises.

(D) The owner or custodian of any animal permanently or temporarily in the city shall have the obligation and responsibility to prevent such animal from committing any act which constitutes a public nuisance, which shall include, but not be limited to, the following acts:

(1) Habitually or frequently bark or cry to the annoyance of neighbors or the general public.

—(2) Molest or annoy any person if such person is not on the property of the owner or custodian of such animal.

—(3) Molest, defile, or destroy any public or private property not belonging to the owner or custodian of such animal.

—(4) Defecate upon public property without immediately removing the excrement and disposing of it in a sanitary manner.

(5) Chase vehicles or otherwise run at large within the city.

(E) ~~(1)~~ The City of Columbia Heights will follow the provisions of M.S. Chapter 347 as it relates to dangerous and potentially dangerous dogs.

~~(2)~~ (1) At the discretion of the Chief of Police, the City of Columbia Heights may impose additional requirements to the owners of potentially dangerous dogs, including all requirements listed for dangerous dogs.

(F) No person who is the owner or has custody of any animal shall beat, treat cruelly, torment or otherwise abuse or abandon such animal. No person who is the owner or has custody of any animal shall fail to provide such animal with sufficient, good and wholesome food and water, proper shelter and protection from the weather, veterinary care when needed to prevent suffering, or with humane care and treatment.

(G) *Exceptions.* The provisions of § 8.101.(D)(4) do not apply to a guide dog accompanying a blind person, a service dog accompanying a disabled person, or a dog while engaged in police or rescue activity.

(`77 Code, § 8.102) (Am. Ord. 1005, passed 7-12-82; Am. Ord. 1658, passed 1-27-20; Am. Ord. 1673, passed 4-25-22) Penalty, see § 8.105

§ 8.102 IMPOUNDMENT.

(A) The city shall have the authority to impound any animal in such manner and under such conditions and circumstances as prescribed by this section:

(1) The Council may enter into a contract with any qualified person, firm or corporation to be designated as the City Poundmaster, whose duties shall be to enforce the provisions of this section.

(2) The city shall provide an adequate facility within or in close proximity to the city, where all animals taken into custody shall be kept and cared for until disposed of according to the provisions of this section.

(B) The City Poundmaster may impound any animal where there is reasonable cause to believe said animal:

- (1) Exhibits ferocious or vicious tendencies;
- (2) Constitutes a public nuisance as defined in § 8.101(D);
- (3) Has bitten a person; or
- (4) Is not displaying the proper tag listed in the provisions of § 8.101.

(C) When the ownership of the animal is known, or can be determined, the Poundmaster shall provide notice to the owner within 24 hours of the impoundment by the means available to them.

(D) Any animal impounded pursuant to the provisions of this section shall be kept for not less than five regular business days unless reclaimed prior to that time by their owner as provided hereafter. The owner of any impounded animal may reclaim the same upon payment to the ~~Treasurer or~~ Poundmaster of ~~an impounding fee as set by resolution of the Council, impoundment fees, care and the payment of such daily~~ boarding fees as shall be determined by the Council for such time as the animal has been confined. The allowable fees shall be those listed in the service agreement between the city and the Poundmaster. The Poundmaster shall not release any animal subject to the vaccination requirement in § 8.101 without proof of current anti-rabies vaccination.

(E) Any animal which is unclaimed by the rightful owner within the prescribed time may be sold to anyone desiring to purchase said animal, if not requested by a licensed educational or scientific institution under state law.

—(1) All sums received in excess of costs shall be held by the Treasurer for the benefit of the owner. If not claimed within one year, such funds shall be placed in the general fund of the city.

—(2) Any animal which is not disposed of as provided above shall be ~~painlessly killed and buried by the~~ destroyed in a proper and humane manner by the Poundmaster.

(F) Nothing in this code shall prevent the Poundmaster from disposing of any animal in less than the prescribed time if such animal is injured and, in the opinion of the Poundmaster, the only humane act would be disposing of the animal.

(`77 Code, § 8.103) (Am. Ord. 1535, passed 9-8-08; Am. Ord. 1658, passed 1-27-20; Am. Ord. 1673, passed 4-25-22)

§ 8.103 DESTRUCTION.

~~—(A) A court of proper jurisdiction may order the destruction of any animal, or may order the owner or custodian to keep said animal confined to a designated place, upon a hearing as hereinafter provided.~~

~~—(1) A summons shall be issued to the owner of said animal commanding him to appear before said court and show cause why said animal should not be seized by the Poundmaster or otherwise disposed of in the manner authorized by this chapter. Said summons shall issue upon sworn complaint that any of the following facts exist:~~

~~(A) —(a) That the~~ **Destruction.** An animal may be destroyed in a proper and humane manner by the animal control authority if:

1. ~~The~~ animal has destroyed property or habitually trespassed in a damaging manner on the property of persons other than the owner-; or
2. ~~—(b) That the~~ The animal has attacked or bitten a person outside the owner's or custodian's premises-; or
3. ~~—(c) That the~~ The animal is vicious or exhibits vicious or ferocious tendencies, or molests pedestrians, or interferes with vehicles on public streets or highways-; or
4. ~~—(d) That the~~ The animal is a public nuisance as heretofore defined; or

~~—(e) That the animal is running at large in violation of this chapter.~~

~~—(2) Such summons shall be returnable not less than two, nor more than six days from the date thereof and shall be served at least two days before the time of appearance mentioned therein.~~

~~—(3) The court shall make findings of fact regarding the allegations of the sworn complaint.~~

~~5. —(B) The owner of a declared dangerous, or potentially dangerous dog, has failed to meet the requirements of state statute or city ordinance.~~

(B) Hearing. The animal control authority may not destroy a domestic animal until the owner has had the opportunity for a hearing before an impartial decision maker. Any hearing must be held within 14 days of the request. The hearing officer must be an impartial employee of the City of Columbia Heights, or an impartial person retained by the city to conduct the hearing. The hearing officer shall issue a decision on the matter within ten days after the hearing. The

decision must be delivered to the animal's owner by hand delivery or registered mail as soon as practical and a copy must be provided to the animal control authority.

(C) Notice. The city shall provide written notice of the intent for destruction to the owner of the animal by delivering or mailing it to the owner of the animal, or by posting a copy of it at the place where the animal is kept, or by delivering it to a person residing on the property, and telephoning, if possible. The notice shall include:

1. A description of the seized animal; the authority for and purpose of the seizure and intent for destruction; and the telephone number and contact person where the animal is kept;
2. A statement that the owner of the animal may request a hearing contesting the city's intent to destroy the animal, and that failure to do so within 14 days of the date of the notice will terminate the owner's right to a hearing under this section;
3. A statement that all actual costs of the care, keeping, and disposition of the animal are the responsibility of the person claiming an interest in the animal, except to the extent that a court or hearing officer finds that the seizure or impoundment was not substantially justified by law.

(E) The costs of any proceeding brought pursuant to this section shall be assessed against the non-prevailing party- up to \$1,500. The remedies provided by this section are supplemental to other provisions of this chapter.

~~-(C)-(F)~~ Any animal which presents a clear and immediate danger to city residents because it is infected with rabies (hydrophobin) or because it is of a clearly demonstrated vicious or ferocious nature, may be summarily destroyed after the Poundmaster has made reasonable attempts to impound such animal.

('77 Code, § 8.104) (Am. Ord. 1658, passed 1-27-20; Am. Ord. 1673, passed 4-25-22)

§ 8.104 QUARANTINE.

(A) No person shall own, keep, harbor or have custody of any animal over six months of age within the city which does not have a current anti-rabies vaccine provided by a qualified veterinarian.

(B) (1) The City may quarantine any animal which bites a person for such time as is directed. During the quarantine, the animal shall be securely confined and kept from contact with any other animal.

(2) The place of quarantine may be on the premises of the owner in the discretion of the Chief of Police or designee. Confinement shall otherwise be at an animal shelter or a veterinary hospital, at the expense of the owner of such animal.

('77 Code, § 8.105) (Am. Ord. 1658, passed 1-27-20; Am. Ord. 1673, passed 4-25-22) Penalty, see § 8.105

§ 8.105 PENALTY.

Any person, firm, or corporation who violates the provisions of this article shall be punished as provided in § 1.999.

('77 Code, § 8.106) (Am. Ord. 1658, passed 1-27-20; Am. Ord. 1673, passed 4-25-22)

Section 2

This ordinance shall be in full force and effective from and after 30 days after its passage.

First Reading:

Offered by:
Seconded by:
Roll call:

Second Reading:
Offered by:
Seconded by:
Roll Call:

Date of Passage:

Amáda Márquez Simula, Mayor

Attest:

Sara Ion, City Clerk/Council Secretary

SUMMARY OF ORDINANCE NO. 1691

BEING AN ORDINANCE AMENDING CHAPTER 8 ARTICLE I OF THE COLUMBIA HEIGHTS CITY CODE TO UPDATE REGULATIONS REGARDING ANIMAL CONTROL AND TO ALIGN THE HEARING AND APPEAL PROCESS WITH STATE STATUTE.

The City Council for the City of Columbia Heights, Minnesota adopted Ordinance No. 1691 on XX XX, 2023.

The purpose of the ordinance is to update the animal control regulations within the city and to align the appeal and hearing process with state statute as it relates to dangerous and potentially dangerous dogs and destruction of animals.

This is a summary of Ordinance No. 1691. A copy of the entire text of the Ordinance is available for public inspection during regular business hours at the City Hall, by standard or electronic mail, or at www.columbiaheightsmn.gov.

Amáda Márquez Simula, Mayor

Attest:

Sara Ion, City Clerk/Council Secretary



AGENDA SECTION	WORK SESSION
MEETING DATE	NOVEMBER 6, 2023

ITEM:	2024 Budget Presentations by Division (estimated time 2 hours)									
DEPARTMENT: Finance	BY/DATE: Joseph Kloiber, Finance Director/Nov 1, 2023									
<p>CITY STRATEGY: <i>(please indicate areas that apply by adding a bold "X" in front of the selected text below)</i></p> <table style="width: 100%;"> <tr> <td><input checked="" type="checkbox"/> Safe Community</td> <td><input checked="" type="checkbox"/> Diverse, Welcoming "Small-Town" Feel</td> </tr> <tr> <td><input checked="" type="checkbox"/> Economic Strength</td> <td><input checked="" type="checkbox"/> Excellent Housing/Neighborhoods</td> </tr> <tr> <td><input checked="" type="checkbox"/> Equity and Affordability</td> <td><input checked="" type="checkbox"/> Strong Infrastructure/Public Services</td> </tr> <tr> <td><input checked="" type="checkbox"/> Opportunities for Play and Learning</td> <td><input checked="" type="checkbox"/> Engaged, Multi-Generational, Multi-Cultural Population</td> </tr> </table>			<input checked="" type="checkbox"/> Safe Community	<input checked="" type="checkbox"/> Diverse, Welcoming "Small-Town" Feel	<input checked="" type="checkbox"/> Economic Strength	<input checked="" type="checkbox"/> Excellent Housing/Neighborhoods	<input checked="" type="checkbox"/> Equity and Affordability	<input checked="" type="checkbox"/> Strong Infrastructure/Public Services	<input checked="" type="checkbox"/> Opportunities for Play and Learning	<input checked="" type="checkbox"/> Engaged, Multi-Generational, Multi-Cultural Population
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<input checked="" type="checkbox"/> Opportunities for Play and Learning	<input checked="" type="checkbox"/> Engaged, Multi-Generational, Multi-Cultural Population									

BACKGROUND:

For the November work session, highlights of the departmental level budget information included within the City Manager’s 2024 Proposed Budget (available on the City website) will be presented by each respective division. The format will be a mix of oral and PowerPoint presentations, in some cases with written handouts. There will be ample opportunity throughout for council questions and comments. The planned order of these presentation is:

- Nov 6th
- Public Works & Engineering
- Finance & Liquor
- Administration

ATTACHMENT(S): N/A



CITY COUNCIL WORK SESSION MEETING

AGENDA SECTION	WORK SESSION ITEM
MEETING DATE	NOVEMBER 6, 2023

ITEM:	Update Regarding State Bonding Request for Public Works Building (15 Minutes)	
DEPARTMENT:	Administration	BY/DATE: Kevin Hansen/ November 2, 2023
CORE CITY STRATEGIES: <i>(please indicate areas that apply by adding an "X" in front of the selected text below)</i>		
X Healthy and Safe Community		X Thriving and Vibrant Destination Community
X Equitable, Diverse, Inclusive, and Friendly		X Strong Infrastructure and Public Services
X Trusted and Engaged Leadership		X Sustainable

BACKGROUND:

As the highest priority goal from the 2023 Strategic Planning and Goal Setting report, application was made by staff for state bonding for the replacement of the Public Works building. As part of that process, the Capital Investment Committee may tour sites to better understand the funding request and obtain additional information regarding funding requests prior to the beginning of the Legislative cycle.

I am pleased to inform the Council that our Public Works application will be before the Capital Investment Committee on the evening of November 14th. This will be part of a group of applications from Cities with the details as follows:

All presenters **arrive on campus by 6:20 pm** so we may have technology loaded and tested, handouts arranged in order of the presentations and everyone in place. Please bring **25 copies** of your handouts.

We will be hosting boxed dinners for the committee and you are welcome to have one after your presentation is completed. If interested, let me know if there are any dietary restrictions.

Visit Itinerary:

7:05-7:15 pm	Arrival, restroom break
7:15-7:30 pm	Tour
7:30-7:35 pm	Committee arrives at room, select dinner and be seated
7:35-7:40 pm	Local legislator welcome (if present & desired)
7:40-7:45 pm	Anoka-Ramsey Science Labs and Classrooms
7:45-7:55 pm	Brooklyn Park Youth and Teen Center Presentation & Brooklyn Park Fire Station (combined presentation)
7:55-8:00 pm	New Brighton Hansen Park All-Abilities Inclusive Playground & Challenge Court
8:00-8:05 pm	Mounds View Rec Expansion
8:05-8:10 pm	Ramsey Water Treatment Plant
8:10-8:15 pm	Maple Grove Community Center
8:15-8:20 pm	Columbia Heights Public Works Facility
8:20 pm	Adjourn

Each presenter will call up the next one, there will not be a facilitator in an effort to save time. I will have the list of projects and presenters on the podium at the front of the room for easy access. It is very important that we stay on time so the Committee may leave at their arranged departure time, even if they arrive late.

We have also begun working with our lobbyist, Ann Lenczewski of the firm Lockridge Grindal Nauen. If the Council is available, she has recommended that a show of support would be beneficial for our presentation.



CITY COUNCIL WORK SESSION MEETING

AGENDA SECTION	WORK SESSION ITEM
MEETING DATE	NOVEMBER 6, 2023

ITEM:	Proposals from Executive Search Firms for City Manager Search. (30 Minutes)	
DEPARTMENT:	Administration	BY/DATE: Kelli Wick/ November 2, 2023
CORE CITY STRATEGIES: <i>(please indicate areas that apply by adding an "X" in front of the selected text below)</i>		
X Healthy and Safe Community		X Thriving and Vibrant Destination Community
X Equitable, Diverse, Inclusive, and Friendly		X Strong Infrastructure and Public Services
X Trusted and Engaged Leadership		X Sustainable

BACKGROUND:

As directed by the City Council, staff prepared an RFP for firms to conduct an executive search for hiring a new City Manager. Attached are three proposals for review from Executive Search Firms to provide professional services related to the search for a City Manager.

SUMMARY OF CURRENT STATUS:

The HR Director will review each of the proposals with the council and respond to questions so that the Council may select the firm moving forward.

ATTACHMENT(S):

- Baker Tilly Proposal
- David Drown Associates Proposal
- Gov HR Proposal



October 18, 2023

City of Columbia Heights, Minnesota

Proposal to provide a responsive, well-managed and thorough search process to recruit and identify highly qualified candidates for your next City Manager



October 18, 2023

Kelli Wick, Human Resources Director
City of Columbia Heights
3989 Central Avenue Northeast
Columbia Heights, MN 554221

Baker Tilly US, LLP
30 East Seventh Street, Suite 3025
St. Paul, MN 55101
T: +1 (651) 223 3000
F: +1 (651) 223 3046
bakertilly.com

Delivered electronically to KWick@columbiaheightsmn.gov

Dear Kelli:

This proposal marks the beginning of a valuable relationship we plan to build with the City of Columbia Heights (the City). Based on what we have learned from you, we are confident we are the right fit to serve you in selecting your next City Manager with forward-thinking executive recruitment services so you can keep your focus where it belongs: serving your community. Our proposal meets your requirements and describes our unique proposition to meet your key objectives.

We believe that our record of successfully placing qualified and accomplished professionals, along with our extensive experience providing executive recruitment services to cities, counties and other public-sector organizations nationwide, will be beneficial for your recruitment and will allow us to find the candidate who has the traits, skills, experience and overall competence you desire for your organization.

We know that you have options for selecting a recruitment firm. However, we believe that our unique approach, highly regarded customer service practices, and our record of identifying and recruiting top-level executives in similar roles set us apart. Additionally, we offer the following unique features:

<p>The right firm</p> <p>Columbia Heights will benefit from the qualifications, technology tools and expansive resources of our top 10 accounting and advisory firm, delivered with personalized attention and responsive service.</p>	<p>The right experience</p> <p>We are structured around specialized practice groups, allowing us to provide focused training and continuing education to our team members. Our understanding of your organization, paired with targeted public sector executive recruitment experience, will help you thrive now and as you evolve.</p>	<p>The right team</p> <p>Your handpicked team of Value Architects™ includes technical and industry-specialized team members who understand your organization’s needs, challenges and opportunities. You will receive a tailored recruitment approach designed to meet your needs and exceed your expectations.</p>	<p>The right value</p> <p>We provide high-quality service for a fair and reasonable fee. Our significant level of project team leader involvement translates into a responsive, efficient recruitment and the ability to deliver value throughout the engagement.</p>
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- Customized profile development:** Working with the members of the City Council and designated staff, we develop a customized candidate profile based on the required, desired and preferred qualifications, traits and attributes you seek in the individual you interview or hire for your next City Manager. We strive to understand how the City of Columbia Heights’ current and anticipated needs and organizational priorities will shape your recruiting and selection requirements. We collaborate with you to develop a nationwide or regional marketing, recruiting and outreach campaign. This approach will effectively allow us to identify, attract and recruit highly qualified candidates for your review.

City of Columbia Heights, Minnesota
October 18, 2023

- **Management/leadership assessment:** Relying on exclusively licensed predictive analytics tools (using data to determine patterns and forecast future outcomes and trends), we administer assessments to selected applicants to help us identify potential in each candidate we present to you. Results are “Real,” “Impactful,” and “Powerful.” Furthermore, based on scientific data, these results can provide more profound insights into the candidate’s management traits and leadership styles.
- **Recorded video interviews:** We ask selected candidates (semi-finalists) to complete a recorded, one-way video interview using questions developed from your “candidate profile,” which gives your review team an additional tool to evaluate the semi-finalists before inviting them to a face-to-face interview.
- **Online application management:** We use NeoGov as our online application system. It provides for efficient management of applications and allows us to communicate in real time with applicants, engaging and informing them of each step in the search process. Within this system, we can access, review and evaluate prior applicants or individuals who have expressed interest in similar positions. Generally, these individuals may not be actively seeking a job but may be open to “the right opportunity.” This is another benefit and advantage we provide our clients, enabling us to access more passive job seekers.

This proposal details our approach, expertise, references and pricing for this executive recruitment. Our team would consider it a professional privilege to provide these services to the City of Columbia Heights.

As your Value Architects™, we are determined to support you in achieving your mission to identify your next City Manager. Thank you for the opportunity to serve you. Our team is excited to earn your trust, and, as always, we look forward to discussing your questions and feedback.

Very truly yours,

BAKER TILLY US, LLP



Anne Lewis, Managing Director
+1 (703) 923 8214 | anne.lewis@bakertilly.com



Patty Heminover, Director
+1 (651) 223 3058 | patty.heminover@bakertilly.com

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Baker Tilly is responsive, interactive and produces the results they say they will. We are very pleased with the services they provide and consider Baker Tilly a leader among accounting and advisory firms.

Controller



The information provided here is of a general nature and is not intended to address the specific circumstances of any individual or entity. In specific circumstances, the services of a professional should be sought. © 2023 Baker Tilly US, LLP.

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Description, experience and qualifications

A description of your firm and the experience and qualifications for performing a successful City Manager search.

Our firm has the reputation, resources and reach to address the challenges you face as a public sector organization — both now and in the future.

Offering our resources: Baker Tilly at a glance

We dedicate ourselves to delivering efficiency, quality, creativity, innovation and forward-thinking solutions to public sector clients. Baker Tilly is passionate about enhancing and protecting our clients' impact, which is a collective effort by everyone across our firm. **Our public sector team maintains a separate practice group of approximately 350 team members devoted to serving clients like you.** The City of Columbia Heights will receive an exceptional executive recruitment experience. Below are some key facts about our firm.



400+
administration
recruitments



1,700+
recruitments
since 2000



50+
office locations
across the U.S.



250+
workplace and
culture awards

COMPREHENSIVE EXPERIENCE TO SERVE YOU

Columbia Heights will receive support and guidance from a respected firm that continues to grow.

Celebrating more than 90 years serving our valued clients

As a future-looking firm, we celebrate more than 90 years in the marketplace by honoring our roots and continuing to shape our future. We embrace the fact that business can't stand still — and we won't stand still. As we help our clients identify new needs and opportunities, we innovate and change to work better.



Our roots took hold in 1931 in Waterloo, Wisconsin, where we began as a public accounting firm specializing in canning factory audits. Since that time, we have grown with more than 40 different business combinations, each with its own rich history, expanding our presence coast to coast and globally and expanding our scope across industries, services and areas of expertise. One thing has not changed over time: **our shared passion for enhancing and protecting our clients' value.**

As we reimagine our lasting impact, we remain grounded in our timeless core values. Through dedication, creativity and adaptability, Baker Tilly will become more connected to our clients, our people, our communities and our profession.

DESCRIPTION, EXPERIENCE AND QUALIFICATIONS

Public sector specialization

Baker Tilly has served local governments since our establishment more than 90 years ago. We are one of the few professional services firms with a state and local government practice dedicated entirely to serving governmental clients.

Unlike many of our contemporaries, Baker Tilly is organized by industry, not service line. What does this mean for Columbia Heights? It means you will be served by a carefully selected team that blends our government-focused professionals with experienced specialists in executive recruitment projects. The City will collaborate with knowledgeable professionals who understand your challenges and provide innovative solutions to help you overcome them.



State and local government is a complex, unique environment shaped by fiscal, regulatory and operational considerations not found in other industries. State and local governments were among Baker Tilly's first customers. Recognizing this complexity and eager to serve as a true **Value Architect™** to the industry, Baker Tilly formalized its dedicated public sector specialization more than **60** years ago.

More than 350 Baker Tilly professionals — including nearly 30 partners and principals — focus directly on serving state and local governments, providing hundreds of thousands of client service hours annually to the public sector. **Our practice serves nearly 4,000 state and local government entities nationwide**, including cities, counties, municipalities, school districts, public utilities and transit organizations. Your team is ready to help you find solutions to the obstacles that stand between you and your goals.

Public sector: Experience that matters

4,000+ public sector clients	90+ years of industry experience	Serving clients nationwide

SUPPORTING STATE AND LOCAL GOVERNMENTS WITH SPECIALIZED EXPERTISE

Columbia Heights will benefit from the insight Baker Tilly has gained from serving thousands of public sector clients across the United States.

DESCRIPTION, EXPERIENCE AND QUALIFICATIONS

Our highly regarded executive recruitment process

State and local government clients like the City of Columbia Heights are central to our executive recruitment practice, and we apply experience-based insight to help fill your recruitment needs. The following table details how we plan to address your needs in a valuable way.

TASKS	PROCESS
1. Recruitment brochure development and advertising	<ul style="list-style-type: none"> We schedule and meet with the City Council, staff members and community members, as instructed, to understand your leadership vision, strategic direction and candidate expectations, then use the information we gather to develop a candidate profile, which will require your input and final approval. We consider the profile our search baseline.
2. Execution of recruitment strategy and identification of quality candidates	<ul style="list-style-type: none"> Using your approved profile, we develop a colorful, informative and appealing brochure. Then, we embark on a national or regional targeted marketing, recruitment and outreach campaign to identify individuals who best match your desired profile. Additionally, we simultaneously launch a direct applicant outreach campaign targeting eligible prospects we identify by building a detailed query into our searchable applicant database. Using our applicant tracking system, we communicate with all applicants about the process, established timelines and the next steps.
3. Screening of applications, review of semi-finalists and selection of finalists	<ul style="list-style-type: none"> Once we identify those applicants who most closely match your desired profile, we assign them several tasks, including our due diligence and candidate questionnaires, while the project team conducts a comprehensive web and social media scan to elicit information that could be relevant to employment and continuation in our process. We also provide selected applicants with a link that will take them to our one-way video interview portal. The candidates complete a one-way video interview, answering questions designed to give us an additional perspective on each applicant's candidacy related to your desired profile. Once we gather the responses from the items listed above, we prepare and provide an electronic (PDF) Semi-Finalists Report listing 10 to 12 applicants who best appear to meet your desired profile. This report includes a list of all applicants and copies of resumes, cover letters, due diligence and candidate questionnaire responses. We then ask you to identify four or five, plus one alternate, as finalists. We then ask this group to complete our management and leadership style assessment, which provides additional information, including development needs, strengths, personality and behavior analysis. This tool provides information about each finalist, which we have found essential to the selection process.
4. Background report checks, reference checks, social media presence, academic verifications	<ul style="list-style-type: none"> We secure authorization from each finalist to conduct a comprehensive background records check and reports. We obtain a list of up to 10 current or former supervisors, peers or direct reports from each finalist to contact as references. We provide a report summarizing all responses to our customized reference questionnaire. We verify academic credentials and professional certifications.

DESCRIPTION, EXPERIENCE AND QUALIFICATIONS

TASKS	PROCESS
	<ul style="list-style-type: none"> We conduct an exhaustive review of social and electronic media sites and other publications to identify any information relevant to the hiring of the finalists you interview. We provide a comprehensive reference check and report for each finalist.
5. Final interview process	<ul style="list-style-type: none"> Once you identify your finalists, we collaborate with your designated staff to design, prepare and provide technical support to ensure a smooth, effective and efficient interview process, which may include the scheduling and support for virtual interviews. If requested, we work with the selected finalist and your designated staff to finalize an employment agreement.

THERE ARE NUMEROUS BENEFITS TO UTILIZING BAKER TILLY FOR YOUR RECRUITMENT NEEDS
We strive to distinguish ourselves from peer organizations.

Celebrating our recent combination with Management Partners

In October 2022, Management Partners combined with Baker Tilly to create a premier public sector consulting practice. The fast pace of change in local government — from towns to cities to counties — is not slowing down. To continue serving and improving communities, local leaders need trusted consultants to help navigate change. This combination adds a unique and significant layer of experience to Baker Tilly’s robust public sector practice. Our project team members are former local government leaders and managers stemming from all operational facets. They have nearly three decades of field-tested techniques and proven methodologies.



Organizational management and human capital services

OUR COMBINED SERVICES INCLUDE:

<ul style="list-style-type: none"> Executive recruitment 	<ul style="list-style-type: none"> Process improvement
<ul style="list-style-type: none"> Executive coaching 	<ul style="list-style-type: none"> Strategic and business planning
<ul style="list-style-type: none"> Executive performance assessment 	<ul style="list-style-type: none"> Service sharing and service consolidation
<ul style="list-style-type: none"> Organization assessments 	<ul style="list-style-type: none"> Management services
<ul style="list-style-type: none"> Organization development 	<ul style="list-style-type: none"> Financial planning, budgeting and analysis
<ul style="list-style-type: none"> Performance management 	

MEETING THE CITY OF COLUMBIA HEIGHTS’ HUMAN CAPITAL NEEDS
Baker Tilly provides a full array of organizational management and human capital services designed to meet the unique needs of state and local governments.

Summary of recent searches

Summary of recent municipal searches including position, date of search and reference contacts.

We are always happy to provide references because it is important for you to talk with the organizations we serve. Our similar client base equals experience-derived insights for Columbia Heights.

Demonstrating successful relationships with similar clients

Patty Heminover is the designated project leader for your City Manager executive search. We encourage you to connect with the clients below to learn more about the value of their relationship with Baker Tilly and to verify the quality of work we have consistently delivered to each client as part of these recently completed executive recruitment projects. Each client will offer a unique perspective as you consider your own needs.

CITY OF BEMIDJI, MINNESOTA

Name	Jorge Prince	Title	Mayor
Phone	+1 (218) 407-7312	Email	jorge.prince@ci.bemidji.mn.us

CITY OF WILLMAR, MINNESOTA

Name	Marv Calvin	Title	Retired Mayor
Phone	+1 (320) 212-2171	Email	

LEAGUE OF MINNESOTA CITIES

Name	Donyelle Mikacevich	Title	HR Manager
Phone	+1 (651) 281-1202	Email	dmikacevich@lme.org

LEAGUE OF MINNESOTA CITIES / CITY OF BEMDJI, MINNESOTA

Name	Ron Johnson	Title	Past President – LMC City Council - Bemidji
Phone	+1 (218) 766-8783	Email	ron.johnson@ci.bemidji.mn.us

PROVIDING VALUABLE PERSPECTIVES FROM CURRENT CLIENTS

At Baker Tilly, relationships matter. Our Value Architects™ have a record of successfully enhancing and protecting similar clients' value — resulting in experience-based insights for the City of Columbia Heights.

SUMMARY OF RECENT SEARCHES

Providing similar services to clients

Below is a partial list of relevant public sector executive recruitments delivered by the Baker Tilly team since 2018.

LIST OF RELEVANT PROJECTS: 2018 — PRESENT				
Year	Client	State	Project	Pop.
Current	Bemidji	MN	City Manager	14,570
Current	Canfield	OH	City Manager	7,605
Current	Freeport	ME	Town Manager	8,737
Current	Huber Heights	OH	City Manager	43,439
Current	Lexington	VA	City Manager	7,400
Current	West Fargo	ND	City Administrator	38,626
2023	Belle Meade	TN	City Manager	2,912
2023	Beloit	WI	City Manager	36,657
2023	Carrboro	NC	Assistant Town Manager	21,230
2023	Fargo	ND	City Administrator	121,889
2023	Fernley	NV	City Manager	22,343
2023	Greenbelt	MD	City Manager	24,921
2023	Highland Park	TX	Town Administrator	8,993
2023	Midland	TX	City Manager	132,520
2023	Morehead City	NC	City Manager	9,556
2023	Perrysburg	OH	City Administrator	21,730
2023	Portland	ME	City Manager	66,595
2023	Spartanburg	SC	Assistant City Manager	38,732
2023	Warrenton	VA	Town Manager	10,057
2023	Wyoming	MI	City Manager	76,501
2022	Apex	NC	Assistant Town Manager	58,780
2022	Beaumont	TX	City Manager	118,428
2022	Belton	MO	City Manager	23,480
2022	Blue Springs	MO	City Administrator	54,850
2022	Branson	MO	City Administrator	10,000
2022	Brevard	NC	City Manager	7,900
2022	Buda	TX	City Manager	15,108
2022	Denton	TX	City Manager	136,195
2022	Evans	CO	City Manager	22,165
2022	Golden	CO	City Manager	20,399
2022	Harrisonburg	VA	City Manager	54,033
2022	Hastings	NE	City Administrator	25,152
2022	Hutchinson	KS	City Manager	40,006
2022	Joplin	MO	Assistant City Manager	50,386
2022	Kinston	NC	City Manager	20,083
2022	La Marque	TX	City Manager	16,627

SUMMARY OF RECENT SEARCHES

LIST OF RELEVANT PROJECTS: 2018 — PRESENT

Year	Client	State	Project	Pop.
2022	Minnetrasta	MN	City Administrator	7,621
2022	Oak Hill	TN	City Manager	4,587
2022	Oakland	CA	Deputy City Administrators	440,646
2022	Overland Park	KS	City Manager	191,278
2022	Plain City	OH	Village Administrator	4,065
2022	Port Arthur	TX	Assistant City Manager	53,937
2022	Salisbury	NC	City Manager	33,727
2022	Shorewood	MN	City Administrator	7,974
2022	Spicer	MN	City Administrator	1,188
2022	Staunton	VA	City Manager	25,750
2022	Westminster	CO	City Manager	116,317
2022	Willmar	MN	Asst City Admin/City Operations Director	19,628
2021	Carrboro	NC	Town Manager	21,230
2021	Clearwater	FL	City Manager	115,159
2021	College Park	MD	City Administrator	32,196
2021	Corpus Christi	TX	Assistant City Manager	323,733
2021	Evansville	WI	City Administrator/Finance Director	5,378
2021	Grand Rapids	MI	Deputy City Manager (limited)	192,294
2021	Greeley	CO	City Manager	105,888
2021	Inver Grove Heights	MN	City Administrator	34,344
2021	Kimball	NE	City Administrator	2,578
2021	Long Grove	IL	Village Manager	7,956
2021	Louisville	CO	City Manager	20,860
2021	Moline	IL	City Administrator	41,902
2021	Riverside	OH	City Manager	25,093
2021	Rockville	MD	Deputy City Manager	66,940
2021	Shakopee	MN	Assistant City Administrator	40,731
2021	Sidney	OH	City Manager	20,590
2021	Stonecrest	GA	City Clerk	54,202
2021	Woodlawn	OH	Village Manager	3,365
2020	Clayton	OH	City Manager	13,269
2020	Fairmont	MN	City Administrator	10,126
2020	Front Royal	VA	Town Manager	15,239
2020	Herington	KS	City Manager	2,304
2020	Kansas City	MO	City Manager	488,943
2020	Lake Ozark	MO	Asst City Admin/Community Eco Dev Director	1,792
2020	Maple Plain	MN	City Administrator	1,807
2020	Matanuska-Susitna Borough	AK	Borough Manager	108,317
2020	Middletown	OH	City Manager	48,121
2020	Missouri City	TX	City Manager	74,705

SUMMARY OF RECENT SEARCHES

LIST OF RELEVANT PROJECTS: 2018 — PRESENT

Year	Client	State	Project	Pop.
2020	Moose Lake	MN	City Administrator	2,798
2020	Oakdale	MN	City Administrator	28,083
2020	Rochester	MN	City Administrator	114,011
2020	Scottsbluff	NE	City Manager	14,874
2020	Springdale	OH	Assistant City Administrator	11,223
2020	St. Joseph	MO	City Manager	74,959
2019	Beeville	TX	City Manager	12,937
2019	Cloquet	MN	City Administrator	11,938
2019	Forest Park	OH	City Manager	18,723
2019	Hobbs	NM	City Manager	37,764
2019	Lake Lotawana	MO	City Administrator	2,099
2019	Minerva	OH	Village Administrator	3,640
2019	Norman	OK	City Manager	122,843
2019	Paris	TX	City Manager	24,800
2019	Park City	KS	City Administrator	7,499
2019	Port Arthur	TX	City Manager	53,937
2019	Santa Fe	NM	City Manager	83,776
2019	Willmar	MN	City Administrator	19,628
2018	Addison	TX	City Manager	15,368
2018	Asheville	NC	City Manager	89,121
2018	Ashland	OR	City Administrator	21,636
2018	Avondale	AZ	City Manager	89,330
2018	Belle Plaine	MN	City Administrator	6,838
2018	Billings	MT	City Administrator	110,323
2018	Burnsville	MN	City Manager	61,434
2018	Christiansburg	VA	Town Manager	21,533
2018	Dallas	TX	City Secretary	1,258,000
2018	Grand Rapids	MI	City Manager	192,294
2018	Kingman	AZ	City Manager	29,029
2018	Maricopa	AZ	City Manager	46,903
2018	Middleburg	VA	Town Administrator	828
2018	Montgomery	OH	City Manager	10,440
2018	Mora	MN	City Administrator/Public Utilities GM	3,453
2018	Salina	KS	City Manager	46,994
2018	Shawnee	KS	City Manager	64,323
2018	Springdale	OH	City Administrator	11,223
2018	York	PA	Business Administrator	43,859

Individual who will oversee the search

Designation of the individual who will oversee this search, his or her qualifications and how many other searches he/she will be coordinating during the duration of the project.

Columbia Heights will work with a consistent team of Value Architects™ who understand your organization and can add value from day one. The combination of your engagement team's executive recruitment experience and service knowledge translates into tangible results for the City.

Engagement team leader

We have structured the Baker Tilly engagement team to draw upon our 90-plus years of collective service to the public sector and to leverage Baker Tilly's experience and capacity to find exceptional, qualified candidates.

Since its beginnings, our firm has emerged as a leader in human resource management consulting and executive recruitment. Our 45+ years of consulting experience, coupled with our unique approach and personal touch, drives our internal standard for delivering outstanding services and leading-edge results.

Your handpicked team of professionals offers a collaborative focus supported by the breadth and depth of our firm's national resources. We believe in strong personal relationships, which means a personal interest in the City of Columbia Heights from some of our most experienced team members.

The engagement team leader for this project is Patty Heminover.



Patricia Heminover — Director

30 East Seventh Street, Ste. 3025, St. Paul, MN 55101
+1 (651) 223 3058 | patty.heminover@bakertilly.com

Patty has been with the firm since 2010. She has more than 20 years of public education experience, most recently as superintendent of South St. Paul Schools in South St. Paul, Minnesota. She brings considerable experience developing budgets, leading organizational and process improvements, and successfully overseeing conflict resolution. Patty was South St. Paul Schools' director of human resources and finance before serving as its superintendent. She served for three years as the co-superintendent of schools for Cleveland Public Schools in Cleveland, Minnesota, after working as its director of human resources and business services for six years. Patty has received a School Finance Award and technology leadership awards and helped establish Minnesota's first K-12 International Baccalaureate School District. She earned a Master of Education Administration from Minnesota State University.

Patty and her team are currently working on 11 recruitments in various stages of our process.

THE CITY OF COLUMBIA HEIGHTS WILL RECEIVE TANGIBLE RESULTS WITH BAKER TILLY

All engagement team members are committed to Columbia Heights' success. Their public sector experience and service expertise translates into tangible results for Columbia Heights.

Detailed description of our process

A detailed description of the process your firm would propose for the City Manager search and selection process, including how you would propose to involve the City Council, staff members and community members.

Our relationship-driven approach is led by an engagement team that delivers a cost-effective, quality engagement for Columbia Heights. We will deliver executive recruitment solutions that address the City's underlying complexities and your unique opportunities.

Understanding your needs to help achieve your objectives and mission

We understand the City of Columbia Heights is looking for a timely, effective, efficient, responsive, well-managed and thorough search process to recruit and identify highly qualified candidates for your next City Manager.

Baker Tilly public sector executive recruiters will collaborate with you or your designated staff to understand the traits, attributes, capabilities and overall qualifications that are most important to your organization for this recruitment. The information we gather helps us customize colorful and informative marketing, recruitment and outreach strategies, and materials that present the City of Columbia Heights as a thriving municipal organization that is and remains a high-quality community that exceeds the expectations of its residents and visitors. Additionally, we will highlight the City's proximity to downtown Minneapolis and St. Paul, several shopping and recreational opportunities, great schools and many opportunities for community involvement.

We recognize there is significant competition for experienced local government managers, leaders and executives today. For this reason, we collaborate with you to develop recruitment strategies that include an aggressive marketing, recruiting and candidate outreach campaign. Successful recruitment often depends upon reaching successful executives who may not necessarily be searching for new employment opportunities or waiting for the right opportunity. Thus, we use our existing resources, successful methods and approaches to inform and encourage qualified professionals to consider and apply for opportunities such as those you may have in your organization. We believe these efforts are essential to ensuring that your City Council receives and can select from many qualified candidates.

Baker Tilly manages and tracks applicant information and provides regular communication, updating the applicants on the status of each recruitment. Our communications are always professional and respectful.

We take pride in our ability to provide your City Council with comprehensive details and information about each candidate we present, expanding beyond applications, cover letters, and resumes to understand better, compare and contrast individual professional experience, leadership traits and the management style they would bring to your organization. Furthermore, we explore and attempt to understand their motivation for pursuing each career opportunity. We also can provide you with a fully customized interview process to include suggested questions, interview day scheduling and planning as you deem necessary or appropriate. Additionally, the lead consultant is available to you or your designee before, during and after each interview session and can facilitate your deliberations, employment offer, and negotiations with the individual you select as a finalist.

The Baker Tilly executive recruitment process

Task 1: Kickoff, marketing, recruitment and outreach

Developing a comprehensive recruitment brochure that includes a profile of the ideal candidate is an essential first step in your recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the candidate’s success in the City Manager position. The recruitment brochure will also include a profile that captures the essence of the City of Columbia Heights as a highly attractive venue for the successful candidate to live and work.

Your recruitment will be national and inclusive in nature, as we pursue a candidate pool of diverse, experienced and talented individuals.

To prepare the recruitment brochure, the engagement team leader will meet with the City Council, city staff and community members to discuss the required background, professional experience, and management and leadership characteristics for your City Manager. We meet individually (or collectively, depending upon your preference) with members of the City Council to broaden our understanding of the position’s leadership and management requirements, current issues, your strategic priorities and expectations for the City Manager.

Information from these meetings and our review of the job description and other City documents is used to prepare a position and candidate profile. The City will approve the completed profile before recruitment begins. The position and candidate profile will be central to our recruitment strategy and outreach to potential candidates. [See example of a recruitment brochure in **Appendix A.**]

The project team will also work with the City to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates.

If required, our team will place ads in relevant professional publications, websites and local print media and coordinate with City staff to include information about the search on the City’s social media platforms. Baker Tilly also has a high-traffic website with an exclusive location dedicated to encouraging potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will consist of national, state, regional and local elements determined during our initial meetings with the City’s representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public-sector conferences, will be utilized to promote the City Manager position further.

ADVERTISEMENTS FOR THE CITY MANAGER POSITION COULD BE PLACED WITH:

League of Minnesota Cities

Association of Minnesota Counties

League of Wisconsin Municipalities

International City/County Management Association ICMA

National Forum for Black Public Administrators (NFBPA)

Careers in Government

Greener Grass

Emerging Local Government Leaders

LinkedIn

BAKER TILLY PLACES ADS IN PROFESSIONAL PUBLICATIONS, WEBSITES AND LOCAL PRINT MEDIA

We will work with Columbia Heights to develop an advertising and marketing strategy to notify potential candidates about your City Manager position.

DETAILED DESCRIPTION OF OUR PROCESS

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Position profile and recruitment brochure development	<ul style="list-style-type: none"> • Baker Tilly meets with the City to receive information regarding the City’s budgets, organizational charts, images, logos, etc. • Develop draft documents (recruitment brochure, advertisement, marketing letter and timeline) 	2 weeks
Approve brochure, begin advertising and distribute marketing letter	<ul style="list-style-type: none"> • Brochure sent to City for final approval • Begin advertising and distribution of recruitment brochure 	2 weeks

Stakeholder input

We believe stakeholder input is an important part of the process of developing a profile for the City Manager position. The final decision for developing the parameters for the recruitment of a City Manager must always rest with the City’s elected officials.

We also believe it is helpful to obtain input from the professional staff, and from a cross-section of citizens in the community in a structured way. Every community is unique, and because of this, we would provide some suggestions, but most of all, listen to the City Council regarding what kind of process to utilize, whether scheduling a series of meetings with key community members, utilizing an online survey and/or holding a public forum for ideas and input from citizens. There are a variety of ways to obtain input which would be discussed with City officials.

Baker Tilly has experience facilitating search processes that provide staff and community input. This input typically occurs in several aspects of the search, including the development of a recruitment brochure, interview design and structure, and opportunities for the community to engage with the candidates.

Development of the brochure typically includes several group meetings with councilmembers and department heads to receive their input on what is important in the leadership and management style of the City Manager. To receive community input, several techniques can be used such as publicized community meetings, focus groups to ensure participation of key stakeholders and an online survey that can be completed by residents.

Interview design and structure includes a panel of directors who will provide feedback to the City Council using a Microsoft Forms survey format to ascertain what individuals see as the strengths, concerns and organizational fit of each candidate. We compile feedback from the survey in a manner that gives the City Council a broad 360° perspective of candidates. Responses are anonymous. This report is provided to the City Council. Similarly, key stakeholders or members of the community, often members of advisory boards and commissions, can comprise an interview panel. Feedback can be ascertained in the same manner, but providing the City Council with a separate report.

Community engagement prior to the candidate interviews can be facilitated as a general meet-and-greet or as a community forum. Whether a general meet-and-greet or a more structured community forum is desired, it is important to recognize that events need to be structured in a way that is compliant with local, state and national laws, regulations and rules affecting hiring.

We can work with the City of Columbia Heights to design staff and community input processes and incorporate them into the search to meet the City’s specific goals.

DETAILED DESCRIPTION OF OUR PROCESS

Task 2: Execution of recruitment strategy and identification of quality candidates

Utilizing the information developed in Task 1, Baker Tilly will identify and reach out to individuals who will be outstanding candidates for the position of City Manager. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, potential candidates presented with the opportunity directly and in the proper manner may apply. We take pride in locating highly qualified candidates nationwide based on the professional contacts and relationships we have developed and maintained over many years.

These efforts will be supplemented by creating a customized database utilizing our extensive, interactive applicant database for the City Manager position. This will allow the Baker Tilly team to customize applicant flow and tracking, communicate with applicants and conduct database inquiries for candidates based on characteristics important to the City, such as geographic location, particular experience, expertise and credentials.

While recruitment is underway, the engagement team will work with up to 10 subject matter specialists (SMS) who know what successful performance in the City Manager position looks like to reach a consensus on the ideal candidate's desired leadership and management style. We ask the SMS to complete a 30-minute online questionnaire. When aggregated, these responses generate a benchmark that prioritizes the key competencies, work values and leadership and management style attributes for this position, creating a framework for assessing candidate fit with the City. Later in the process, finalists are asked to complete a companion questionnaire that allows us to match candidates' competencies, work values and leadership/management style to the benchmark. [See sample excerpt of TTI report in **Appendix B.**]

Each candidate submitting a resume is sent a timely acknowledgment by our team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and professionalism with which they are treated during our recruitments.

PROJECT MILESTONE	DELIVERABLES	TIMELINE
<p>Execution of recruitment strategy and candidate outreach</p>	<ul style="list-style-type: none"> • Online data collection and profile development • Development of an interactive, searchable applicant database for recruitment of your City Manager • Baker Tilly performs direct outreach to prospective candidates identified in the recruitment strategy • Utilization of an extensive applicant database to identify applications and review the applicant pool for competencies/demographics 	<p>4-5 weeks</p>

Task 3: Screening of applicants and recommendation of semi-finalists

During Task 3, the project team screens each application and compares qualifications (education, experience, etc.) and responses to our customized supplemental questions to determine an overall match to your desired profile. We will then narrow the list to 10 to 12 semifinalists for your review and identification of four or five finalists (often including an alternate) or the number of individuals you would like to interview and consider. The finalists will be selected based on written questionnaires, early due diligence information, consultant phone interviews, and recorded and one-way video interviews.

Another unique aspect of our recruitment process is using a web-based one-way video interview. Each finalist has limited time to answer each question, which each applicant sees for the first time when the interview begins. We do not provide questions in advance. Each finalist then has 30 seconds to start

DETAILED DESCRIPTION OF OUR PROCESS

responding and up to three minutes to respond to each of about three questions. This tool allows our team to understand better each candidate’s ability to “think quickly.” The one-way videos also allow us to evaluate the professional demeanor of each applicant. Our team will provide the City Council and the designated staff with a link to review.

You will have access to our Applicant List, which will provide pertinent data for each applicant.

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Applicant screening and recommendation of semi-finalists	<ul style="list-style-type: none"> Baker Tilly compares applications to the approved candidate profile developed in our searchable applicant database Most promising applicants are asked to complete candidate questionnaires and provide due diligence information Media, internet and social media scan for information pertinent to future employment Top candidates identified as semi-finalists Semi-finalist report is prepared, including the brochure, applicant list, cover letter and resume of candidates to be considered Baker Tilly and the City Council review video interviews Project team leader meets with the City Council to review recommended semi-finalists City Council selects finalists for on-site interviews Finalists complete candidate management style assessment, responses are reviewed, and interview questions are developed 	2-3 weeks

Task 4: Conducting background checks, reference checks and academic verifications

Once the City Council has identified a list of “finalists,” Baker Tilly begins conducting reference checks, background records checks and academic verifications. We then prepare a Confidential Reference Report to complete our research and understanding of each applicant’s qualifications, management style, leadership traits or characteristics and professional work performance.

BACKGROUND CHECKS WILL INCLUDE INFORMATION FROM THE FOLLOWING AREAS:	
• Consumer credit	• Bankruptcy
• City/county – criminal	• State district Superior Court – criminal
• City/county – civil litigation	• State district Superior Court – civil litigation
• Judgment/tax lien	• Federal district - criminal
• Motor vehicle driving record	• Federal district – civil litigation
• Educational verification	• Sex offender registry

REFERENCE CHECKS, BACKGROUND RECORDS CHECKS AND ACADEMIC VERIFICATIONS
Columbia Heights will receive a report that thoroughly verifies each finalist’s background.

DETAILED DESCRIPTION OF OUR PROCESS

To ensure the overall quality standards of our process, we require a minimum of 10-15 business days between the time you identify finalists for interviews and the time we can provide you with our Final Report.

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Design final process with the City for on-site interviews with finalists	<ul style="list-style-type: none"> Baker Tilly confirms interviews with candidates 	1-2 days
Background checks, reference checks and academic verifications	<ul style="list-style-type: none"> Baker Tilly completes background records checks, reference checks and academic verifications of finalists 	2-3 weeks

Task 5: Final interview process

Upon completing Task 4, we will work with your City Council and designated staff to develop the final interview process. We customize the process according to your needs, desired outcomes, position functions, preferences and directives. This may include steps that are important to you, our client. As such, the final interview process may consist of meetings with the department heads and the opportunity for a meet and greet with community members and individual tours of the City. We work with your organization to adjust all aspects of our process as you deem necessary and appropriate.

Before the interviews, we provide documentation on each finalist, highlighting leadership and management profile (Gap Analysis) and a summary of our comprehensive/customized reference checks, background report checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The engagement team leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. If asked, we will help the City Council develop a compensation package and related employment considerations and negotiate an employment agreement.

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Final Report prepared and delivered to the City	<ul style="list-style-type: none"> Final Report is prepared, including brochure, schedule, cover letter, resume, candidate questionnaire, suggested interview questions, candidate assessment form and management style probing questions 	1 day
On-site interviews with finalists	<ul style="list-style-type: none"> Interviews are scheduled The recruitment project team leader attends client interviews and is available to participate during deliberations of candidates if requested 	1-2 days
Offer made/accepted	<ul style="list-style-type: none"> If requested, Baker Tilly participates in candidate employment agreement negotiations Baker Tilly notifies candidates of the decision Baker Tilly confirms the final process; close out items with the City of Columbia Heights 	1-2 days

DETAILED DESCRIPTION OF OUR PROCESS

Providing optional post-placement activities

A successful executive search creates an opportunity to solidify the leadership bond between Columbia Heights' elected officials and the new City Manager. We offer the following fee-based supplementary services to encourage growth and positive change.

SUPPLEMENTARY POST-PLACEMENT SERVICES	
Six-month check-in	A facilitated session allows the new City Manager and the City Council to discuss progress, goals and vision. It is usually structured as a half-day session and can form the basis for future performance evaluations.
Executive coaching	Coaching can help improve communication, leadership, prioritization and other skills needed for peak performance. It also provides professional and personal counsel to a new manager.
Performance evaluation plan	An annual performance review process led by a third-party facilitator ensures valuable feedback, constructive dialogue and agreement on priorities. It can also strengthen the council/manager relationship.
Management system review	A structured review of the organization's management system identifies ways to increase efficiency and effectiveness. It is especially helpful for new city managers because it provides an objective agenda for improvement.

We are happy to discuss these services with you and prepare a proposal for any desired services.

Recruiting a diverse candidate pool for the City of Columbia Heights

Baker Tilly's recruiting strategy for Columbia Heights reflects our firm's core values and commitment to diversity, inclusion, belonging and societal impact. Our work begins long before we start collaborating with you to find the right candidate for your City Manager position. We cultivate relationships with diverse networks of leaders who can bring new perspectives and experiences to the role.

Our firm is a corporate member of the National Forum for Black Public Administrators (NFBPA) and the Local Government Hispanic Network. We serve on NFBPA's National Corporate Advisory Council and regularly participate in its membership events. As in every recruitment, we will call on our established networks to find candidates from a wide range of backgrounds, including those traditionally underrepresented in public sector hiring, and encourage them to consider Columbia Heights' opportunity. Based on our performance record, prospective candidates trust that the Baker Tilly executive recruitment team will fairly consider each application based on their qualifications and the established profile.

Baker Tilly is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status, sexual orientation or any other legally protected status. As a leader in the executive recruitment industry, we take positive actions to prevent and remedy any discriminatory effects of business and employment practices.

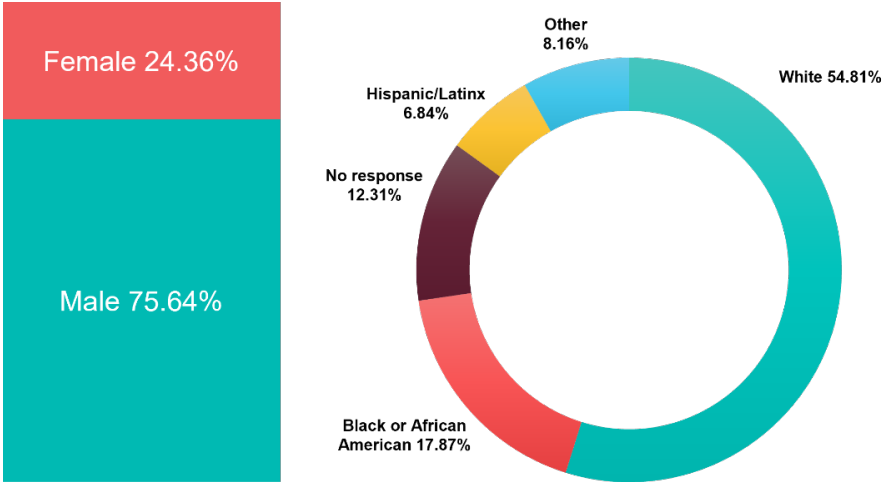
Recruiting for diversity requires intentional and proactive efforts. These include:

- Advertising job postings that are inclusive and free from bias, using gender-neutral language and avoiding language that could discourage some populations from applying

DETAILED DESCRIPTION OF OUR PROCESS

- Reaching out to a wide range of communities and organizations and using various recruiting channels to help expand the slate of candidates
- Providing a welcoming and inclusive workplace culture within your city to attract and retain diverse talent

This past year, 88% of our applicants provided their race, and 87% shared their gender during the recruiting process. We saw a 1.97% increase in the number of Hispanic/Latinx applicants we presented to clients and a 2.28% increase in female applicants over the same timeframe in 2021. The demographic breakdown of 704 candidates presented was as follows:



DIVERSITY IN RECRUITMENT

As evidenced by positive trends in our applicant diversity data, we are committed to broadening the candidate pool for your position by reaching out to a wide range of communities, organizations and prospective candidates.

Proposed fee structure

Proposed fee structure for total services offered. If expenses are billed separately, please include an estimate of those expenses as well. If your process is broken down into phases, please identify the cost for each phase.

Value means more than simply checking boxes and meeting your requirements. Value means services that lead to meaningful insights, help improve efficiencies and direct more dollars and resources to achieving Columbia Heights' mission.

Delivering a professional fee estimate for the City of Columbia Heights

We are excited about the opportunity to work with Columbia Heights and have prepared the below fee estimate to meet the City's needs and objectives. Our fees allow for thorough and insightful advice from experienced professionals without unnecessary add-ons or startup charges.

The all-inclusive professional fee includes the cost of professional services by the engagement team leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, printing, candidate background, reference and academic verification checks and travel expenses for on-site visits. Baker Tilly is not responsible for candidates' travel expenses to client location for on-site interviews. Clients generally manage these matters directly with the finalists.

Baker Tilly will bill for this engagement in four installments: 30% upon execution of this agreement, 30% at Phase I, 30% at Phase II, and 10% upon acceptance of an employment offer by the finalist. The fee is not contingent. If you terminate this engagement before completion, Baker Tilly shall invoice the City for any unpaid portion of the fee.

Feel free to direct all questions regarding the professional fee and project-related expenses to Patty Heminover via email at patty.heminover@bakertilly.com or via phone at +1 (651) 223 3058.

PROPOSED SERVICES	FEES
Phase I	
Task 1 — Candidate profile development/advertising/marketing	\$6,190
Task 2 — Identify quality candidates	\$4,390
Phase II	
Task 3 — Screening of applications and submission of recommended semi-finalists to the client	\$6,280
Task 4 — Reference checks, background checks and academic verifications	\$3,500
Phase III	
Task 5 — Final process/on-site interviews with finalists	\$6,590
Conclusion	
Assistance and technical support for total rewards (salary and benefits), employment offer negotiation, offer and acceptance by finalist	
TOTAL ALL-INCLUSIVE FEE*	\$26,950

PROPOSED FEE STRUCTURE

OPTIONAL SERVICES FOR CONSIDERATION	FEE
<p>At your request, Baker Tilly can conduct a web-based community survey to help your organization identify critical issues or priorities that your organization may consider as you launch an executive search. Depending on your need, we administer the survey, which your residents, community leaders, employees or designated key stakeholders may complete. Please note that this type of survey may alter the overall project timeline.</p>	<p>\$1,650</p>
<p>On rare occasions, a client desires the delivery of additional search-related services from the Baker Tilly executive search team. Services not included in the proposed scope of services include additional visits by the project team leader to your organization. Baker Tilly will bill Columbia Heights at an hourly rate of \$300, plus expenses for additional work requested explicitly by your organization outside this project's scope or as described in the proposed scope. Before beginning these services, Baker Tilly will prepare and submit a written explanation of the additional services requested and the estimated number of hours required before commencing any additional services.</p>	<p>\$300 per hour plus expenses</p>

BAKER TILLY CAN PROVIDE OPTIONAL SERVICES

Columbia Heights may benefit from the additional services we offer. No additional services will be billed without the express consent and agreement with the City.

Negotiations

If selected, we will provide the City of Columbia Heights with our standard engagement terms. Should the City wish to provide alternate terms or proceed on the basis of its own format agreement, we would require the ability to negotiate mutually acceptable terms and conditions prior to executing a final contract.

Supporting Columbia Heights with our value-for-fees approach

We will provide the highest quality service for a fair and reasonable fee. Below is an overview of our value-for-fees approach and how it benefits you.

 <p>A team that works with a similar client base and is ready to lead a smooth recruitment</p>	 <p>Frequent check-ins and timely responses to your inquiries</p>	 <p>Controlled costs through a service approach designed for your organization</p>	 <p>Knowledge retention through a commitment to staff continuity</p>
 <p>High level of experienced manager involvement for a successful recruitment</p>	 <p>Practical, flexible and collaborative approach designed for your unique needs</p>	 <p>Full range of service solutions to grow with your needs</p>	 <p>Use of innovative technology and software tools to support real-time communication and efficiencies</p>

COMMITMENT TO VALUE FOR FEES

Columbia Heights can expect exceptional service paired with a fair, competitive fee arrangement that allows us to deliver continuous value throughout our relationship.

Summary of guarantee

Summary of guarantee offered by your firm.

We define the success of a smooth, seamless, effective and responsive executive recruitment that culminates with hiring a highly qualified City Manager who matches the profile we developed to this end.

Triple Guarantee

We further define success by identifying and presenting a sufficient number of well-qualified applicants for the City Council to interview.

While we believe in the overall success of our process, we also recognize that unusual circumstances will invariably emerge. This is why we offer a trifold, industry-leading triple guarantee.

1. First, we commit to conducting your recruitment until you have selected a finalist and made an appointment for the fees and tasks quoted in this proposal. If you cannot reach an employment agreement with one of the individuals presented as finalists, Baker Tilly will identify and present a second supplemental group of qualified applicants to consider until you select a finalist.
2. Second, we guarantee your executive recruitment for 12 months against separation (voluntary or involuntary), which means that if you end the employment relationship (with or without cause) or the finalist resigns (for any reason) we will repeat the executive search at no additional professional fee but will include project-related expenses. Please note that candidates appointed from within your organization do not qualify for this guarantee. Furthermore, this guarantee is subject to further limitations and restrictions of your state laws.
3. Baker Tilly will not directly solicit any candidate selected under this agreement for any other position while the candidate remains in your employment.

Additional information

Any additional information that you feel would be useful in evaluating your firm.

What makes Baker Tilly different from other firms? Our solution truly begins by listening to what the City of Columbia Heights needs.

Why Baker Tilly is ideally suited to serve Columbia Heights

Baker Tilly has distinguished itself from public sector executive recruitment peers in many ways. What makes Baker Tilly different from other firms? **Our executive recruitment solution truly begins with your needs.** The City of Columbia Heights deserves to collaborate with a provider that goes beyond checking your recruitment boxes through proactive, responsive insights, a tailored approach and communication. We encourage you to consider how the unique combination of our qualifications makes us the right fit to serve the City — today and for years to come.

WHAT WE UNDERSTAND THE CITY NEEDS	HOW WE WILL DELIVER
<p>Carefully structured process supported by technology</p>	<ul style="list-style-type: none"> • Comprehensive and seamless process refined by years of interaction with local government, not-for-profit employers, and prospective candidates. • Leverage the search process with technology tools, including a video interview system, management/leadership style assessment analysis and online application platform. • Efficient management of candidate information and providing the City Council with unique information about each candidate’s leadership and management style and ability to respond extemporaneously to video questions.
<p>Public sector recruiting specialization and experience</p>	<ul style="list-style-type: none"> • Experienced executive recruitment professionals passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for cities, counties and school districts. • Successfully recruited more than 1,700 executive-level positions within cities, counties, school districts and public and not-for-profit organizations since 2000.
<p>Thorough candidate evaluation</p>	<ul style="list-style-type: none"> • Active recruitment of qualified candidates, drawing from our extensive personal and professional connections with capable individuals, assuring the City of its access to established managers and rising stars. • Thorough evaluation of the final candidates, including detailed information from references and a careful review of background records to ensure sound professional and personal character.
<p>Diversity in executive recruitment</p>	<ul style="list-style-type: none"> • Committed to diversity in executive recruitment as a reflection of our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect.

WHAT WE UNDERSTAND THE CITY NEEDS	HOW WE WILL DELIVER
	<ul style="list-style-type: none"> • Ensure diversity is a focus of our recruitment strategy and candidate pools through involvement with the National Forum for Black Public Administrators (NFBPA) and their Corporate Advisory Council, the Local Government Hispanic Network and other organizations.
<p>Delivering value for the City’s budget</p>	<ul style="list-style-type: none"> • Full-service engagement includes advertising, preparation of a recruitment brochure, background, reference and academic verification checks and up to three on-site visits. • Work closely to meet the City’s needs and any unexpected circumstances that may arise during your recruitment to expedite the recruitment, but not at the expense of finding high-quality candidates.
<p>Triple Guarantee</p>	<ul style="list-style-type: none"> • Focus on assisting with your executive recruitment until you make an appointment. • Guarantee your executive recruitment for 12 months against termination or resignation for any reason — or we will come back to fill your City Manager position for no additional professional fee. • Commitment not to directly solicit any candidates selected under this contract for another position while employed with your organization.
<p>Transparency and confidentiality</p>	<ul style="list-style-type: none"> • No preconceived notions or expectations about the City and prospective candidates. • Work closely with the City to make sure the process is transparent. • Ensure applications are kept confidential, where permitted by state and local laws, to ensure candidates can express interest without jeopardizing current employment to maximize the number of qualified applicants.
<p>Keeping the City involved and minimizing disruption</p>	<ul style="list-style-type: none"> • Comprehensive process incorporates the active participation of the City Council at key steps in the process. • Keep decision-makers fully advised and informed of all aspects of the process without requiring them to expend substantial time or put aside other pressing issues. • City staff can focus on their primary and assigned functions while Baker Tilly manages the search process.

BAKER TILLY DIFFERENTIATES ITSELF FROM OTHER EXECUTIVE RECRUITMENT FIRMS

Columbia Heights will benefit from our understanding of best practices within the executive recruitment space.

Serving the City of Columbia Heights effectively from anywhere

Baker Tilly goes to market by industry and service specialization, so we assign team members based on skill set and geographic location. Each team member selected to serve the City will bring individual strengths that directly benefit your engagement. Based on our understanding of your needs, we can provide the best service by managing our relationship with the City out of our Saint Paul office based on a similar experience serving organizations like Columbia Heights.

Your engagement team has the technology tools to support the City in meeting objectives from anywhere. None of this is new to our Baker Tilly professionals. We have led a borderless client service approach for many years and are adept at providing a seamless remote experience for all clients, whether they are down the street or on the other side of the country. Every Baker Tilly professional receives a laptop and remote access credentials to connect to our internal network resources from outside the office.

We leverage Microsoft Teams, our web conferencing software, to host remote meetings. It is almost as good as being in the same room and saves everyone time, cost and carbon footprint. This approach has been very successful for similar clients, and we will make sure it is successful for you.

The Baker Tilly executive recruitment team will work closely with the City’s designated point of contact to develop methods to complete all aspects of our established search processes using existing technologies and ensure the overall safety of all involved, which may require virtual or telephonic meetings or interviews. Notwithstanding, we will creatively collaborate with your organization to gather and provide you with critical information essential to your hiring decisions.



Proactive, ongoing dialogue: Frequent informal conversations, regular status meetings and periodic phone calls as questions arise help us to stay current with your needs and avoid last-minute surprises. As the engagement progresses, we will share findings, ideas and suggestions..



Accessibility and responsiveness, with access to a local office: Responsiveness is at the heart of our relationship, and your team members are committed to responding to most engagement requests within one business day.



Leveraging technology: Baker Tilly invests in innovation and technology tools to support real-time communication – both internally among Baker Tilly team members and with you as our client. Collaboration software tools such as Microsoft Teams allow for remote check-ins and the ability to work together anywhere, anytime and on any device.

Sharing a culture of values with the City of Columbia Heights to serve as the foundation of our lasting relationship

Our core values infuse our culture and drive the way we plan to work with the City of Columbia Heights. They are what we believe in and what we expect from each other. They guide our decisions, inspire our actions and impact how we do business. They are shorthand for what we stand for — and what we stand against. Our core values are fundamental and timeless and come to life through our own experiences and personal expression. These core values are highlighted below.



BELONGING

We foster a deep level of mutual respect where each one of us feels seen, heard, valued and connected. We commit to a diverse and inclusive workplace upheld by fairness, compassion and equality.



COLLABORATION

We are at our best when we work together. We build on our collective strength to achieve more than we can as individuals.



INTEGRITY

We do the right thing, for the right reason, every day. Honesty, trust and keeping our promises are paramount to our success.



PASSION

We put forth our best effort every day for the benefit of our people, clients and firm. There is a sense of urgency and relentless energy in everything we do. We love our profession and take great pride in it.



STEWARDSHIP

We invest for the future with the intention of leaving everything better. We strive to make a positive difference and leave a proud legacy.

SHARED CULTURES, VALUES, PHILOSOPHIES AND GOALS

Columbia Heights and Baker Tilly have a strong cultural fit, and our commonalities will lay the foundation for trust, open communication, a seamless project approach and an enduring relationship.

Belonging is a core value at Baker Tilly. It is who we are rather than what we do. Each team member commits to upholding a diverse and inclusive workplace driven by fairness, compassion and equality. Inclusiveness and belonging empower us to achieve better business results. Please refer to **Appendix C** for more information on our firm’s commitment to diversity, inclusion and belonging.

Aligning key engagement team members with your goals

Within Baker Tilly, our executive recruitment team consists of ten recruitment consultants and project coordination staff available to meet your executive recruitment needs. Each consultant assigned to your recruitment has experience working with cities, counties, special districts, not-for-profit organizations and school districts, and the many disciplines comprising the City of Columbia Heights organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement. As such, we reflect our unique approach and individualized touch in our internal standard and commitment to outstanding service that meets or exceeds your expectations. Since 2000, our combined consultant team has conducted more than 1,700 executive searches.

1,700+ recruitments

Your engagement team has conducted more than 1,700 successful recruitment projects since 2000.

The Baker Tilly engagement team will collaborate with the City Council and others designated as your technical advisor. As such, we conduct our recruitment process effectively, efficiently, transparently and professionally, consistent with “best practices” in the public sector executive recruitment space. Our agenda is clear; “our agenda is your agenda.” Our objective is to generate a list of highly qualified candidates and assist you with the screening and evaluation of these candidates to identify your next City Manager.

Additional engagement team members are introduced on the following pages, and complete resumes are available in **Appendix D**.

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR COLUMBIA HEIGHTS

Consulting team

	<p>Art Davis — Director</p> <p>5440 West 110th Street, Suite 300, Overland Park, KS 66211 +1 (816) 868 7042 art.davis@bakertilly.com</p> <p>Art is a director in Baker Tilly’s executive recruitment practice. He is responsible for managing and conducting executive recruitment engagements for the firm to ensure their integrity, timeliness and adherence to budget parameters. He has more than 30 years of experience in local government, executive recruitment and organizational management. Art has served as a city administrator in Missouri and other local government positions in Kansas. He specializes in providing executive recruitment and organizational management consulting services for cities, counties and not-for-profits. Art earned a Master of Public Administration from the University of Kansas and a Bachelor of Arts in political science and public administration from William Jewell College.</p>
	<p>Nancy Hetrick — Managing director</p> <p>267 East Campbell Ave, Suite 200, Campbell, CA 95008 +1 (408) 385 3412 nancy.hetrick@bakertilly.com</p> <p>Nancy is an experienced facilitator with expertise in strategic planning, team building, and facilitating problem-solving and process improvement initiatives. In addition, she is skilled in performance management, succession planning, organizational and process</p>

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR COLUMBIA HEIGHTS

improvement, and budget development. Nancy led the County of San Mateo's Outcome-Based Management program and has supported local government clients with designing and implementing performance measurement systems. Nancy is an excellent facilitator and trainer. She has developed curriculum, conducted training on various topics, and routinely facilitates priority-setting and teambuilding workshops for cities, counties, and non-profit boards. Nancy is certified to administer the Myers-Briggs Type Indicator assessment instrument. Since her return to Management Partners (now Baker Tilly) in 2006, she has led projects with local governments, including the Bay Area cities of Rohnert Park, Redwood City, San Carlos, Fairfax, Orinda, Merced, Martinez, San Jose and Santa Cruz; the Sacramento Area Council of Governments; the Peninsula Library Partnership; and the Bay Area Counties of Alameda, San Mateo, Marin, Monterey, and Santa Clara.



Yolanda Howze, MPA, IPMA-SCP, SPHR, SHRM-SCP — Director

205 North Michigan Avenue, 28th Floor, Chicago, IL 60601
+1 (312) 240.3401 | yolanda.howze@bakertilly.com

Yolanda is a well-regarded, award-winning human resources professional with more than 20 years of public sector human resources experience—primarily in municipal government. Yolanda was assistant to the city manager/director of human resources with the City of University City, Missouri and director of human resources with the City of Bellaire, Texas. Before joining Baker Tilly, Yolanda was a senior consultant II with Gallagher's Human Resources Compensation & Consulting practice. She was responsible for managing projects and providing consulting services to public sector and higher education clients in all aspects of classification and compensation systems and other areas of human resources. As a human resources leader, Yolanda's experience and competencies include full cycle recruiting and retention (including executive recruiting), total rewards and classification administration, performance management, project management, HRIS and process improvement, change management, labor relations, emergency management and disaster recovery, training and organizational development, and safety and risk management. Yolanda earned a dual Bachelor of Arts in psychology and organizational leadership from Maryville University in St. Louis and a Master of Arts in public administration and policy analysis from Southern Illinois University-Edwardsville. Yolanda is also a Senior Certified Human Resources Professional—SPHR, SHRM-SCP, IPMA-SCP. Her peers selected her as the 2015 Texas Municipal Human Resources Association (TMHRA) Human Resources Professional of the Year.



Anne Lewis — Managing director

8219 Leesburg Pike, Suite 800, Tysons, VA 22182
+1 (703) 923 8214 | anne.lewis@bakertilly.com

Anne leads Baker Tilly's public sector executive recruitment team. Before joining Baker Tilly, Anne was an assistant county administrator for a Virginia county, a deputy city manager and an assistant city manager for two Virginia cities. Over the last 17 years, her experience in local government has also included positions as an emergency management deputy director, public information officer, human resources manager, parking authority executive director, housing director, transit director and convention and visitor's bureau executive director. She was also responsible for parks, recreation and community services, information technology, animal services, general services and legislative programs. She specializes in providing executive recruitment services to local governments and nonprofits. Anne holds a Master of Science and a Bachelor of Science from Shenandoah University.

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR COLUMBIA HEIGHTS



Edward G. Williams, Ph.D. — Director

2500 Dallas Parkway, Suite 300, Plano, TX 75093
+1 (214) 842 6478 | edward.williams@bakertilly.com

Edward has more than 20 years of collective experience in human resources and organizational development at various levels and across multiple disciplines, including state and municipal government, community and educational institutions. His areas of expertise include human development, process improvement, workforce planning, executive recruiting, strategic planning, management and leadership development, classification, compensation, benefits administration, performance management, employee recognition, employee wellness and benefits administration. He has served as director of human resources and organizational development for the City of Missouri City, deputy personnel director for the State of Missouri and training and performance consultant for the Metropolitan Community Colleges Business and Technology Center in Kansas City, Missouri. Edward holds a Ph.D. in Educational Leadership and Policy Analysis from the University of Missouri, an Educational Specialist degree in Higher Educational Administration, a Master of Higher Education Administration, and a Bachelor's in Education from the University of Missouri. He is bilingual and proficient (reading, writing and speaking) in Spanish.

Supporting team



Karen Edwards, SHRM-CP — Senior recruitment analyst

+1 (813) 915-5616 | karen.edwards@bakertilly.com

Karen is a senior recruitment analyst with Baker Tilly's executive recruitment practice group. Her responsibilities include assisting in the coordination of executive recruitments. Karen manages outreach, generates reports, conducts detailed background checks and analyzes data to ensure the success of all engagements. She has more than 30 years of experience in human resources, administrative positions and customer service. Karen earned a Bachelor of Science in business administration - human resource management from Western Governors University and is a Society for Human Resources certified professional.



Michelle Lopez — Manager

+1 (651) 223 3061 | michelle.lopez@bakertilly.com

Michelle is a manager with Baker Tilly's executive recruitment practice group. Known for her attention to detail and organizational skills, Michelle is crucial in ensuring that recruitment projects are completed thoroughly and on time. She has more than ten years of experience as a critical support staff member. Her colleagues appreciate her customer service skills and determination to ensure clients and candidates remain informed and engaged throughout the recruitment process. Her responsibilities include organizing assignments and workflows, coordinating information and resources, and identifying, analyzing, and implementing solutions to ensure her team and clients always have the latest recruiting tools at their disposal. She is currently pursuing a Bachelor of Science degree in organizational leadership.



Diane Segulia — Recruitment analyst

+1 (651) 223 3094 | diane.segulia@bakertilly.com

Diane is a recruitment analyst with Baker Tilly's executive recruitment practice group. She is a team player who prides herself on delivering high-quality work. Diane joined Baker Tilly in 2015 as the receptionist. She joined the executive recruitment practice

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR COLUMBIA HEIGHTS

group as an administrative assistant in October 2019 and began her role as a recruitment analyst in June 2022. Her responsibilities include conducting research for the consultants, completing background checks, coordinating information and resources, and collaborating with candidates and clients through all phases of an executive recruitment.



Carrie Thompson — Recruitment analyst

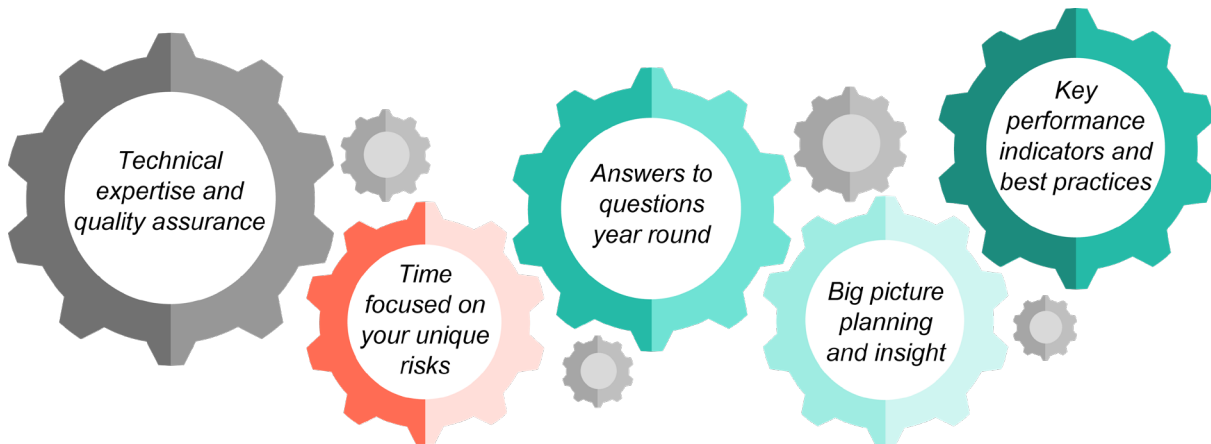
+1 (703) 923 8040 | carrie.thompson@bakertilly.com

Carrie is a recruitment analyst with Baker Tilly’s executive recruitment practice group. She has more than four years of experience in recruiting coordination, including interview scheduling and candidate communication. She facilitates smooth sailing during the recruitment process. Carrie runs reports, coordinates outreach and organizes essential documents. Along with her work behind the scenes, she collaborates with clients and candidates to help them on their journey to success. Carrie earned a Bachelor of Arts in communication with a concentration in media production and criticism from George Mason University.

Building trust and maximizing value with significant team member involvement

Your experienced engagement team members will be responsive to your needs, quickly resolve challenges and build trust. You can expect to receive technical insights and an approach customized to your unique structure, culture, timing and strategic goals.

We are ready to serve you when you need us, where you need us and for as long as you need us. Whether it is an early-morning phone call or late-night email, we are here to give you peace of mind when it comes to executive recruitment. The graphic below details how we will build trust and maximize value with the City of Columbia Heights.



COLLABORATING WITH YOU AS YOUR TRUSTED VALUE ARCHITECT™

Your engagement team will be deeply involved in the engagement to give them an in-depth working knowledge of the City of Columbia Heights and processes to deliver value throughout the year.


Cultivating an engaging culture to offer a consistent public sector team that will serve you for many years

We view our commitment to staff continuity as the cornerstone of building a lasting relationship with Columbia Heights. You can expect to see the same engagement team members for additional recruitment services in the future.



Exceptional professionals thrive at Baker Tilly because we foster an engaging culture through diversity and inclusion, work-life balance, continuous learning opportunities, career advancement and employee recognition. As evidence of our team member-focused culture, Baker Tilly proudly presents a variety of recognitions and awards.

EVIDENCE OF OUR TEAM MEMBER-FOCUSED CULTURE AND COMMITMENT TO EXCELLENCE














Baker Tilly was included in **People Magazine's 2022 Companies That Care list**, which recognizes companies who put their employees and communities first




Recognized as **one of America's Best Large Employers** in 2021 and 2022 by Forbes


Received **250+ culture awards and workplace recognitions** firmwide

Ranked as a **top 10 accounting and advisory firm for workplace prestige and quality** on Vault Accounting's Accounting 50 list; **culture** is the number one reason that team members join our ranks and stay at our firm



Baker Tilly has again been certified as one of the **Best Workplaces in Consulting and Professional Services** – one of only 25 companies recognized on this list



CULTIVATING AN ENGAGING CULTURE

Our commitment to attracting and retaining a top-quality workforce benefits Columbia Heights through engaged team members and staff continuity.

Appendix A: Sample brochure



CITY MANAGER

CITY OF BEMIDJI, MINNESOTA

First Review of Applications: August 17, 2023

THE COMMUNITY

Bemidji (est. pop. 15,575), located in northern Minnesota, is a captivating city that seamlessly blends natural beauty, cultural richness, and a warm community spirit. Bemidji, a regional center and the county seat for Beltrami County, services a nearby population of nearly 50,000 people. Nestled on the shores of Lake Bemidji, the City offers stunning views of pristine lakes, lush forests, and serene landscapes. It is famous for being the home of the iconic statues of Paul Bunyan and Babe the Blue Ox, which stand tall as symbols of the region's logging history. Bemidji offers an abundance of outdoor activities. Whether it's fishing in the crystal-clear waters of Lake Bemidji, exploring the numerous hiking trails in the nearby state parks, or enjoying a leisurely boat ride, nature lovers will find themselves in paradise. Bemidji also embraces a vibrant artisan community, where boundless creativity flourishes within galleries, along downtown streets, and during captivating showcase events held throughout the year. The City's downtown area is a charming mix of boutiques, art galleries, and restaurants, providing a vibrant cultural scene. Additionally, Bemidji is renowned for its deep-rooted Native American heritage and is centrally located amongst three of Minnesota's largest Anishinaabe nations: Leech Lake Band of Ojibwe, Red Lake Nation, and White Earth Nation.

Bemidji is home to a well-regarded school district and charter schools that provides quality education to its students. The Bemidji Area Schools (ISD 31) serves the City and surrounding areas and is committed to providing a nurturing and inclusive learning environment where students can thrive academically, socially, and emotionally. Bemidji schools offer a wide array of academic opportunities, including advanced placement (AP) courses, college readiness programs, and career and technical education options. Students can explore various interests and talents through extracurricular activities such as sports teams, clubs, music, arts, and theater programs. The district also emphasizes the importance of community involvement, encouraging students to participate in service-learning projects and community service initiatives. In addition to its exceptional K-12 education, Bemidji is proud to house the distinguished Bemidji State University, the sole university in Northwest Minnesota, and Northwest Technical College. These esteemed post-secondary institutions serve as foundational pillars for the city, offering valuable opportunities for higher education and career advancement.

Bemidji offers a warm and welcoming community, highlighting Minnesota's natural beauty and small-town charm. With a tight-knit community, friendly residents, and vibrant downtown area, it fosters a strong sense of belonging. Bemidji's supportive environment and celebration of its unique identity make it an appealing place to call home.



THE ORGANIZATION

The City of Bemidji is a Home Rule Charter City with a Council-Manager Plan. The City Council, elected by the residents, serves as the legislative body, establishing policies, ordinances, and approves budgets. The City Manager, appointed by the City Council, is the head of the administrative branch and is responsible for the administration of all City affairs.

The City employs a total of 129 full-time equivalent employees, of which approximately 100 are represented by labor unions. Additionally, there are approximately 150 part-time and seasonal employees. The City holds an A1 Moody's credit rating, and has a 2023 annual budget of \$63 million.

Click [here](#) to view Bemidji's organizational chart.

THE POSITION

The City Manager, receiving direction from the City Council, acts as the chief administrative officer for the City; directs, manages and evaluates City operations, services and staff according to established ordinances, policies, and procedures of the Council, City Charter and Minnesota law; advises the City Council on sound public policy and staffing to ensure the effective and timely delivery of City services; and ensures laws, ordinances, and resolutions of the City are enforced.

The successful City Manager candidate provides leadership and direction in the development of short and long range plans; gathers, interprets, and prepares data for studies, reports, and recommendations; and coordinates department activities with other departments and agencies as needed.

Responsibilities include:

- Manages and supervises all departments, agencies, and offices of the City to achieve goals within available resources; plans and organizes workloads and staff assignments; trains, motivates, and evaluates assigned staff; reviews progress and directs changes as needed.
- Continually evaluates results being achieved as the basis for counsel, guidance, and recommendations to the Council relative to level of services, projecting fiscal needs, bonding requirements, etc.; establishes organizational and planning priorities with the Council to achieve established objectives; manages the City for not only fiscal soundness, but also for long term economic and environmental impacts on the community.
- Assures that assigned areas of responsibility are performed within budget; performs cost control activities; monitors revenues and expenditures in assigned area to assure sound fiscal control; prepares annual budget requests; assures effective and efficient use of budgeted funds, personnel, materials, facilities, and time.
- Issues written and oral instructions; assigns duties and examines work for exactness, neatness, and conformance to policies and procedures.
- Approves all hiring, promotion, salary adjustments, changes to organizational structure, dismissals, promotions, demotions, performance evaluations and suspension of more than 30 days; oversees personnel actions taken by department heads; serves as final internal decision-maker on employee grievances.
- Negotiates all City union contracts and terms of employment for employees.
- Sees that all laws and ordinances are faithfully enforced.
- Oversees the planning, preparing, recommending and administering of the annual City budget.
- Attends meetings of the Council and fully informs and advises them on all significant matters and important activities and developments that they will need to know to perform effectively as City Council members, including but not limited to informing and advising them on policies, government affairs, financial conditions and needs of the City.
- Represents the City in contacts with persons, agencies, adjoining townships, local business groups, and businesses relative to various City matters, including development and provision of services, handling of resident concerns, etc.; delegates liaison responsibility for such matters to key personnel as appropriate; maintains good public relations with the citizens of the community; works collaboratively with other public agencies, cities, counties, tribes, school districts, etc., and participates in community associations and events.
- Responsible authority for all City contracts, formal disputes/lawsuit strategy evaluations, negotiating City property and facility transactions, policy decisions, leases, easements, and permits.
- Maintains personal integrity and ethical work practices that will set and maintain the standards of conduct for all City personnel.

DESIRED CAPABILITIES

The next City Manager must possess a unique blend of skills and qualities to effectively lead and govern the City. From conflict resolution and communication to visionary leadership and execution of plans, the desired capabilities are multifaceted. This individual must be a collaborative consensus builder, fostering cooperation among department directors and staff while promoting open communication and transparency. They should bring their analysis and judgment to the City Council, respectfully challenging the status quo and offering bold new ideas that align with the City's values. With experience in administering organizations of complexity, a keen understanding of community development, and a balanced approach to financial responsibility, the next City Manager will play a pivotal role in shaping Bemidji's future while respecting its past successes. The desired capabilities of the next City Manager are as follows:

Consensus building: The City Manager should be a consensus builder, capable of bringing together diverse perspectives and facilitating decision-making processes. This skill is important for maintaining a cohesive and productive work environment.

Communication and cooperation: The City Manager should excel in communication, developing relationships, and fostering open and transparent communication channels with all stakeholders at the local, state, tribal, and federal level. Collaboration, cooperation, and solid intergovernmental relationships with all stakeholders are essential for successful governance.

Experienced and open: The City Manager should have relevant experience in managing similar organizations, but they should also be open and willing to listen and learn from the existing staff and community.

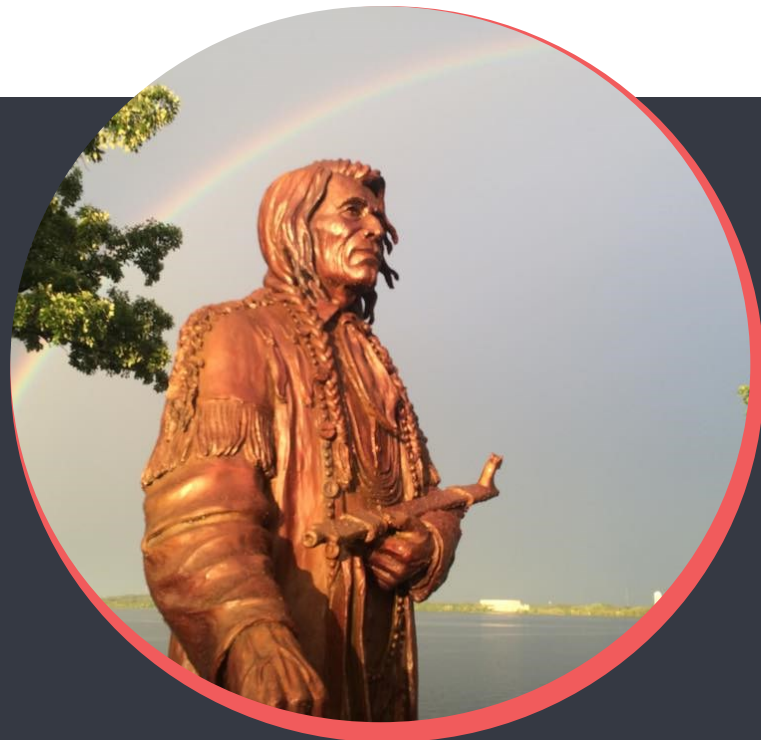
Understanding of community development: The City Manager should understand land development and the ability to prioritize ideas based on timing, financial feasibility, and impact on the City. They should also build relationships with external agencies providing services to the City and stakeholders invested in the City's prosperity.

Financial responsibility: The City Manager shall be responsible for formulating and implementing comprehensive strategies aimed at fostering the expansion of the City's tax base, fostering job creation, and generating sustainable new revenue streams. Additionally, the City Manager will actively explore avenues to enhance the City's capacity to effectively address its capital improvement needs.

Visionary and innovative: The City Manager shall be a leader that models behavior appropriate for an increasingly diverse organization and population and is self-motivated to seek out and implement innovative programs and services that recognizes the importance of the arts, education, diversity and inclusion, culture, and recreation opportunities for all community demographics.

Building trust: The City Manager shall establish trust and credibility with the City Council, staff, and the community; listening, communicating information, and managing expectations will be important activities. Building trust will enable the City Manager to help everyone see the big picture and establish shared goals.

Promote equity, diversity, and inclusion: The City Manager will be dedicated to fostering a city that embraces equity, diversity, and inclusion in all aspects of governance and community life; addressing disparities and cultivating an environment where every citizen can thrive, knowing they are valued and respected.



EDUCATION AND EXPERIENCE

The successful candidate will hold a bachelor's degree from an accredited college or university in public administration, business administration, management, or related field, and have eight (8) years of progressive local government leadership experience, including at least five (5) years of which was at a management level. A master's degree and experience as a city manager/administrator or assistant city manager/administrator is preferred.



COMPENSATION AND BENEFITS

The starting salary for this position will be \$141,000 to \$179,000 depending on qualifications and experience. Additionally, the City of Bemidji offers a comprehensive benefit package.

APPLICATION PROCESS

We invite qualified professionals to submit a cover letter and resume by visiting our website at:

[GovernmentJobs.com/Careers/Bakertilly](https://www.GovernmentJobs.com/Careers/Bakertilly)

This position is open until filled; however, first review of resumes occurs on August 17, 2023.

Following the first review date, all applications will be evaluated against the posted qualifications, and invitations may be extended to submit additional information, including references, and a formal interview to a select few.

For more information, please contact:

Patty Heminover at patty.heminover@bakertilly.com or 651-968-7841.

For more information about Bemidji, visit: www.ci.bemidji.mn.us and www.visitbemidji.com.

The City of Bemidji is committed to the policy of affirmative action/equal employment opportunity in recruitment, hiring, career advancement and all other personnel practices. All information provided will be treated confidentially to the extent allowed by law and will be used only to determine your qualifications for the position.



A low-angle, upward-looking photograph of a spiral staircase with a teal color cast. The perspective creates a strong sense of depth and rotation, with the railings and steps forming a complex geometric pattern that spirals towards the center.

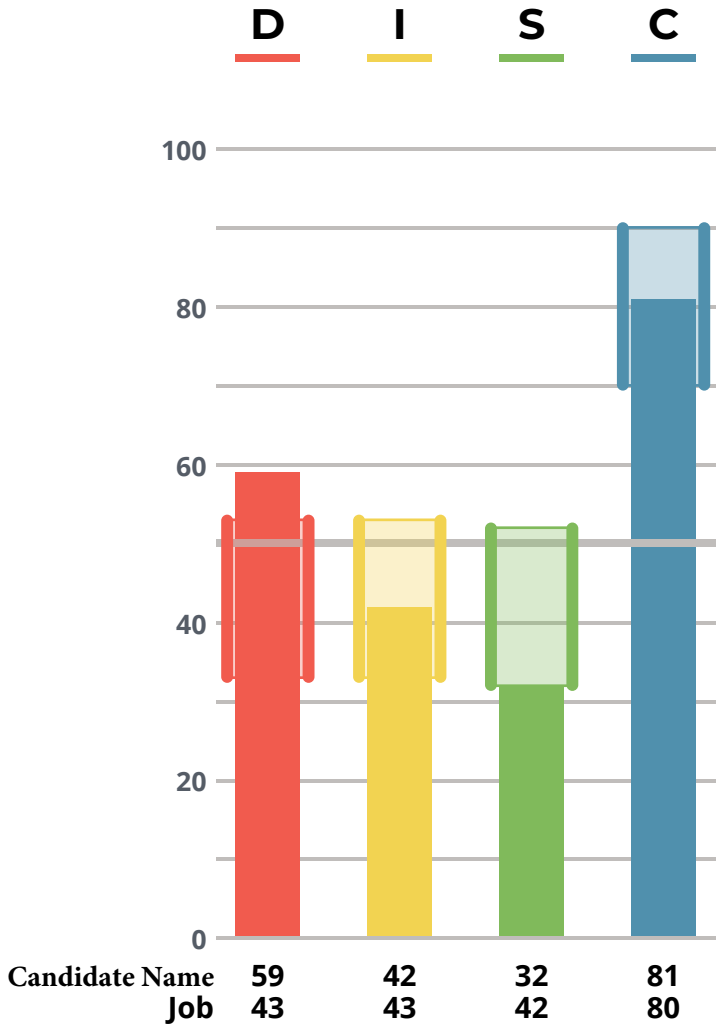
Appendix B: Sample TTI report



Workplace Behaviors®

Candidate Name

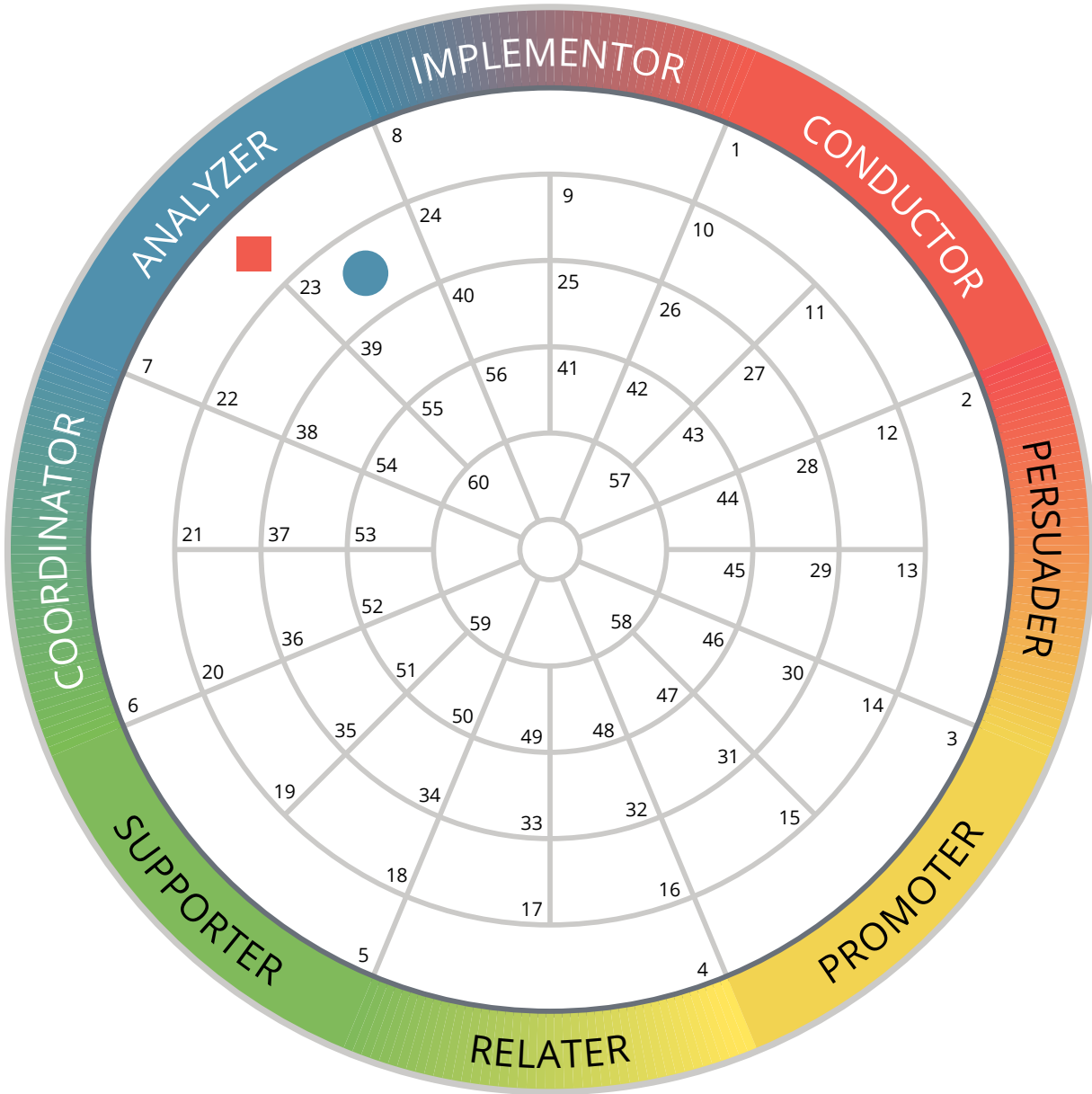
The following graph is designed as a visual comparison between the position and the applicant for each behavioral factor. The highlighted area denotes the position-related score for each behavioral factor. The applicant's score is denoted by the darker red, yellow, green and blue line. The closer the applicant's score aligns to the position's score, the better the applicant will perform in the position with respect to behavior.



Job Range (20 point range)



The Success Insights® Wheel














- Job - (7) ANALYZER
- Candidate Name - (23) IMPLEMENTING ANALYZER












Comparison Analysis


For Consulting And Coaching

Job Competencies Hierarchy	Zone Range	Person
1. Time and Priority Management	79 — 100	62 
2. Self Starting	87 — 100	61 
3. Decision Making	94 — 100	88 
4. Personal Accountability	85 — 100	58 
5. Diplomacy	72 — 100	66 
6. Teamwork	74 — 100	67 
7. Project Management	82 — 100	69 

Primary Driving Forces Cluster	Zone Range	Person
1. Collaborative	58 — 100	46 
2. Harmonious	36 — 58	24 
3. Altruistic	35 — 59	21 
4. Structured	36 — 58	46 

Job Behavioral Hierarchy	Zone Range	Person
1. Organized Workplace	81 — 100	85 
2. Analysis	54 — 80	80 
3. Persistence	62 — 80	65 
4. Following Policy	61 — 80	70 

 Exact match
  Fair compatibility
  Good compatibility
  Poor compatibility
  Over-focused



Appendix C: Prioritizing diversity, inclusion, belonging and societal impact (DIBS)

Prioritizing diversity, inclusion, belonging and societal impact (DIBS)



**MEET SHANE LLOYD,
DIBS STRATEGY LEADER**

In his role as chief diversity officer at Baker Tilly, Shane oversees our company's DIBS initiatives and serves on influential national diversity and inclusion boards.

At Baker Tilly, DIBS is who we are rather than simply what we do. We celebrate and value the identities, perspectives and contributions of every person. As we empower our team members to grow and bring their talents to the table, we discover opportunities to achieve better results for Columbia Heights. We hire people who bring new perspectives and experiences, including our Chief Diversity Officer, Shane Lloyd, who joined Baker Tilly as DIBS strategy leader in 2021.

Baker Tilly's DIBS steering committee is designed to strengthen our firm's culture of diversity, inclusion and belonging. This cross-section of leaders across our firm oversees our strategy — from inclusion-related communications to accountability measures for our key diversity goals and coordination of our DIBS ecosystem.

Our new, ambitious goals center around our structural pillars of diversity, inclusion, belonging and societal impact — embedding this work ever more deeply into the day-to-day workings of our business. Our DIBS ecosystem includes an array of groups, initiatives and deep networks of committed team members. [Learn more here.](#)

DIBS communities and signature initiatives

Activate team member network



Our core value of belonging reflects our commitment to creating a diverse and inclusive workplace for everyone. Bolstering this core value is Activate, our newest team member network. Activate's mission is to unite and empower team members who are neurodiverse or have or have physical disabilities to reach their full potential and contribute to a more accessible workplace.

Growth and Retention of Women (GROW)



Through our GROW initiative, Baker Tilly provides women valuable opportunities to network, acquire skills, strengthen professional relationships and advance in their careers. Our commitment to GROW increases the number of women in management positions and enhances the retention of women at all firm levels.

NexGen: Joining workforce generations



With NexGen, we aim to empower the next generation of team members to collaboratively engage in our firm's progress while promoting an overall investment in our future.

PRIDE team member network



Our PRIDE team member network exists to support the LGBTQ+ community and their allies within Baker Tilly. We strive to create an open environment centered on LGBTQ+ issues and topics relevant to the workplace.

Supporting Opportunity, Advancement and Recognition (SOAR)




SOAR focuses on improving inclusion and increasing retention of team members of color to create a more inclusive, innovative and productive workforce. Within SOAR, our team member-led Black, Latinx and Asian American and Pacific Islander (AAPI) communities provide spaces for conversation, relationship-building and engagement.

Baker Tilly Foundation



As a firm, we have made our position clear: We stand against racism and discrimination in any form. Our Baker Tilly Foundation supports causes within key pillars, including human services organizations that advance well-being, equity and inclusion.



Appendix D: Engagement team member resumes

DIRECTOR

Patricia Heminover

Patty Heminover, a director with Baker Tilly, has more than 20 years of experience in local government.



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Education

Bachelor of Science, consumer science, business administration
Minnesota State University – Mankato

Mini MBA program, human resources management
University of Saint Thomas (Saint Paul, Minnesota)

Master of Education, administration
Minnesota State University – Mankato

Patty has been with the firm since 2010. Before joining Baker Tilly, she was a superintendent, assistant superintendent, director of human resources and director of finance. She brings considerable experience identifying management talent, leading organizational and process improvements, and developing and administering budgets.

Specific experience

- Executive Recruitment, employee development, benefits administration, strategic planning, performance management, market compensation studies, workforce planning, recognition programs and process improvement
- Experience identifying management talent, leading organization and process improvements, and developing and administering budgets
- Understanding of human resources and finance
- Experience working with governing boards
- Served as superintendent, co-superintendent of schools, director of human resources and finance, and director of human resources and business services for two Minnesota school districts
- Facilitated discussions with legislators at the state level regarding education funding, securing new funding for a Minnesota school district

Industry involvement

- Minnesota Association of School Administrators (MASA)
- American Association of School Administrators (AASA)
- Minnesota Association of School Business Officials (MASBO)
- River Heights Chamber of Commerce, member
- State Negotiators Association, Minnesota School Board Association
- Patty has received a School Finance Award, technology leadership awards and helped establish the first K-12 International Baccalaureate School District in Minnesota

Continuing professional education

- Human Resource Certificate, University of St. Thomas
- Superintendents Licensure, State of Minnesota

DIRECTOR

Art Davis

Art Davis, a director with Baker Tilly, has pursued his passion for improving local government and creating great communities for over 30 years.



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Education

Bachelor of Arts in political science and public administration
William Jewell College
(Liberty, Missouri)

Master of Public Administration
University of Kansas
(Lawrence, Kansas)

Art specializes in providing executive recruitment and organizational management consulting services for cities, counties and not-for-profits.

Specific experience

- Successfully launched and expanded his own local government consulting firm over the course of 10 years
- More than 18 years of experience in executive recruitment
- Community leadership program facilitation
- Leadership and management development
- Strategic goal setting and strategic planning facilitation
- Organizational assessment, design and development
- Organization and community facilitation
- Served more than six years as associate director for the Civic Council of Greater Kansas City, a nonprofit, 501c4 membership organization comprised of CEOs representing some of the largest companies in the region
- Coordinated and organized a strategic and master planning process (and an update of the plan after four years) focused on re-developing downtown Kansas City, involving hundreds of stakeholders
- Served nearly six years as city administrator for Lee’s Summit, Missouri and in other local government positions in Kansas
- Served as assistant to the Mayor of Dallas, Texas
- Led and participated in a wide variety of community initiatives; served on a major hospital board for 13 years and on other not-for-profit boards
- Presented with the L.P. Cookingham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration

Industry involvement

- International City/County Management (ICMA), member since 1984

MANAGING DIRECTOR

Nancy Hetrick

Nancy Hetrick is a managing director with Baker Tilly's public sector advisory practice.



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Education

Bachelor of Arts in political science, public administration concentration
California State University, Chico

Nancy is an experienced facilitator with expertise in strategic planning, team building and facilitating problem-solving and process improvement initiatives. In addition, she is skilled in performance management, succession planning, organizational and process improvement, and budget development.

Nancy led the County of San Mateo's Outcome-Based Management program and has supported local government clients with designing and implementing performance measurement systems. Nancy is an excellent facilitator and trainer. She has developed a curriculum, conducted training on various topics, and routinely facilitates priority-setting and team building workshops for cities, counties and not-for-profit boards.

Since 2006, she has led projects with local governments, including the Bay Area cities of Rohnert Park, Redwood City, San Carlos, Fairfax, Orinda, Merced, Martinez, San Jose and Santa Cruz; the Sacramento Area Council of Governments; the Peninsula Library Partnership; and the Bay Area Counties of Alameda, San Mateo, Marin, Monterey and Santa Clara.

Specific experience

- Local government professional with more than 25 years of local government and consulting experience
- Completed hundreds of consulting engagements for local government clients, including in the areas of strategic planning, organization design, workforce and succession planning, performance management, and all forms of teambuilding
- Seasoned facilitator with expertise in team building, strategic planning and governance engagements for both appointed and elected teams
- Oversaw budget and administrative activities of the criminal justice departments and led San Mateo County's Outcome-Based Management program on behalf of County leadership
- Certified in administering the Myers-Briggs Type Indicator (MBTI), DiSC, and other assessment tools

Industry involvement

- Municipal Management Association of Northern California (MMANC)
- Cal-ICMA, Talent Development Team

DIRECTOR

Yolanda Howze, M.P.A., IPMA-SCP, SPHR, SHRM-SCP

Yolanda Howze, a director with Baker Tilly, brings more than 25 years of public sector experience, including 20 years as a multifaceted and competent human resources leader.



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Education

Dual Bachelor of Arts in psychology and organizational leadership
Maryville University
(St. Louis, Missouri)

Master of Arts in public administration and policy analysis
Southern Illinois University
Edwardsville (SIUE)

Yolanda is a well-regarded, award-winning human resources professional with more than 20 years of public sector human resources experience, primarily in municipal government.

Having worked in the public sector for more than 25 years, Yolanda is passionate about her craft and being of service to others, which, in addition to her employment experience, she has demonstrated through professional conference presentations/speaking events and serving on local and regional boards and committees including IPMA-HR, as well as other community involvement.

Specific experience

- Human capital professional and administrator executive
- Executive recruitment, total rewards and classification administration, performance management, project management, HRIS and process improvement, change management, labor relations, emergency management and disaster recovery, training and organizational development and safety and risk management

Industry involvement

- International Public Management Association - Human Resources (IPMA-HR)
- Society for Human Resource Management (SHRM)
- Texas Municipal Human Resources Association (TMHRA)
- IPMA-HR Texas Chapter, (former) Conference Program Committee
- IPMA-HR Central Region, (former) vice president ('10)
- IPMA-HR Central Region, (former) former Secretary-treasurer ('09-'10)
- IPMA-HR Greater St. Louis Chapter, (former) president

Continuing professional education

- International Public Management Association-Human Resources (IPMA-HR)
- IPMA-HR Greater St. Louis Chapter
- Human Resources Certification Institute (HRCI)
- Society for Human Resources (SHRM) certified [professional](#)

MANAGING DIRECTOR

Anne Lewis

Anne Lewis leads Baker Tilly’s public sector executive recruitment team and brings nearly 20 years of local management experience.



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Education

Bachelor of Science, business administration and management
Shenandoah University
(Winchester, Virginia)

Master of Science, organizational leadership and public administration
Shenandoah University
(Winchester, Virginia)

Before joining Baker Tilly, Anne was an assistant county administrator for a Virginia county, a deputy city manager and an assistant city manager for two Virginia cities. Over the last 17 years, her experience in local government has also included positions as an emergency management deputy director, public information officer, human resources manager, parking authority executive director, housing director, transit director and convention and visitor’s bureau executive director. She also has had responsibility for parks, recreation and community services, information technology, animal services, general services and legislative programs.

Industry involvement

- International City/County Management Association, Credentialed Manager (ICMA)
 - Taskforce on recruitment guidelines handbook
 - Taskforce on women in the profession
 - Taskforce on internship guidelines
- Government Finance Officers Association (GFOA)
- Virginia Local Government Management Association (VLGMA), former member of the executive board
- Virginia Women Leading Government
- National Public Employer Labor Relations Association (NPELRA)

Community involvement

- Shenandoah University Alumni Association, executive committee
- Shenandoah Apple Blossom Festival®, board of directors

Continuing professional education

- Graduate Certificate in Public Management
- Senior Executive Institute and LEAD graduate, The Weldon Cooper Center, University of Virginia

DIRECTOR**Edward G. Williams, Ph.D.**

Edward Williams brings character, competence and expertise to every project.

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Education

Bachelor of Arts, Education
University of Missouri
(Kansas City, Missouri)

Master of Higher Education
Administration
University of Missouri
(Kansas City, Missouri)

Ph.D., Educational Leadership
and Policy Analysis
University of Missouri
(Kansas City, Missouri)

Languages

English
Spanish

Edward has more than 20 years of collective experience in human resources and organizational development at various levels and across multiple disciplines, including state and local government, community and educational institutions.

Specific experience

- Human resources executive (municipal and state government)
- Executive recruitment, employee development, benefits administration, strategic planning, Performance management, market compensation studies, workforce planning, recognition programs and process improvement

Industry involvement

- Society for Human Resources (SHRM)
- Institute for Management Studies (IMS), advisory board
- Texas Municipal Human Resources Administration (TMHRA)

Community involvement

- Ft. Bend Habitat for Humanity, president, vice-president, secretary and member, board of (2014-2019)
- AAU basketball coach – middle school boys

Continuing professional education

- Institute for Management Studies - Houston
- International Personnel Management Association

SENIOR RECRUITMENT ANALYST

Karen Edwards, SHRM-CP

Karen Edwards, a senior recruitment analyst with Baker Tilly, has been with the firm since 2021.



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Education

Bachelor of Science in business administration - human resource management
Western Governors University

Karen is a senior recruitment analyst with Baker Tilly’s executive recruitment practice group. Her responsibilities include assisting in the coordination of executive recruitments. Karen manages outreach, generates reports, conducts detailed background checks and analyzes data to ensure the success of all engagements.

Specific experience

- More than 30 years of experience in human resources, administrative positions and customer service
- Proficient in analyzing data, creating and implementing standard operating procedures and preparing presentations and reports
- Adept at identifying inefficiencies to enhance organizational performance and streamlining office operations
- History of success adapting in dynamic environments to effectively manage multiple projects simultaneously

Continuing professional education

- Society for Human Resources (SHRM) certified professional

MANAGER

Michelle Lopez

Michelle Lopez, a manager at Baker Tilly, has been with the firm since 2017.



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Education

Associate in Arts, liberal arts
Minneapolis Community College
(Minneapolis, Minnesota)

Bachelor of Science, project
management (in progress)
Colorado State University – Global
Campus

Michelle assists in the organizational management of the executive recruitment process. Her primary focus is to ensure that the recruitment process runs smoothly from start to finish by collaborating closely with internal team members, clients and candidates. Michelle is responsible for coordinating the recruitment process workflow, establishing timelines and monitoring progress. She is also responsible for managing communication channels, ensuring that everyone involved is informed of critical developments and updates.

Specific experience

- More than ten years of administrative support experience for multiple departments, including human resources and marketing
- Four years of experience in information technology help desk and support
- Survey and data reporting
- Reference checks for potential candidates
- Interview coordination and scheduling
- Recruitment marketing research and organization

RECRUITMENT ANALYST

Diane Segulia

Diane Segulia, a recruitment analyst at Baker Tilly, has been with the firm since 2015.



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Education

University of Minnesota – partial credits (Minneapolis, Minnesota)

Diane is a recruitment analyst with Baker Tilly’s executive recruitment practice group. Her responsibilities include conducting research for the consultants, completing background checks, coordinating information and resources and collaborating with candidates and clients through all phases of an executive recruitment.

Specific experience

- More than ten years of administrative support experience in public sector and private sector organizations
- Compiling and organizing candidate materials
- Coordinating with candidates throughout the recruitment process
- Conducting reference checks for potential candidates
- Coordinating and scheduling interviews
- Recruitment marketing research and organization

RECRUITMENT ANALYST

Carrie Thompson

Carrie Thompson, a recruitment analyst with Baker Tilly, has been with the firm since 2021.

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bakertilly.com

Education

Bachelor of Arts in communication
with a concentration in media
production and criticism
George Mason University

Carrie facilitates smooth sailing during the recruitment process. She runs reports, coordinates outreach and organizes essential documents. Along with her work behind the scenes, she collaborates with clients and candidates to help them on their journey to success.

Specific experience

- More than 15 years of customer service experience for multiple industries
- More than four years of experience in recruiting coordination, including interview scheduling and candidate communication
- Expertise in marketing and position advertising via LinkedIn
- Reference and extensive background checks for potential candidates

Community involvement

- Mission trip volunteer with Herndon United Methodist Church

October 6, 2023

Sent via email only

Mayor & City Council
City of Columbia Heights
3989 Central Ave NE
Columbia Heights, MN 55421

Dear Honorable Mayor Márquez Simula and Members of the Council,

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

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

- **Knowledge:** Our firm comprehensively understands city and county government in Minnesota, and our consultants are former Administrators with significant experience.
- **Neutral Third Party:** We provide a neutral, objective perspective and ensure the process is focused on assisting the Council with finding the best possible fit. If you select DDA, be assured you will not have to deal with political challenges that can creep into the hiring process.
- **Brochure/Profile:** We develop a detailed, professional profile to present the City in the most positive manner. A sample is attached.
- **Advertising and Outreach:** Our advertising and direct outreach is comprehensive and designed to penetrate deeper and reach more potential candidates. Our depth and scope of outreach is unparalleled.
- **Experience:** DDA HR has conducted more Minnesota city and county executive searches in the last five years than any other firm by a wide margin.
- **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 used by the elected body to make informed decisions on who to interview. DDA believes that the elected body should pick candidates to interview, not us. We will make sure the elected body has the needed information to make this effective. You know best.
- **Candidate Communication:** Through direct contact and a sophisticated software system, we ensure candidates understand the process and where they stand at all times. Candidates deserve nothing less.
- **Work Personality Index:** Prior to deciding on final candidates, the Council will receive a personality index report on each person being considered for an interview.
- **Background Check Process:** Instead of doing a comprehensive background check on a single finalist, we do a comprehensive background and reference check on all finalists interviewed by the City Council.
- **Intellectual Profile:** Each finalist will complete an intellectual profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude.
- **All Inclusive Pricing:** Costs for all the services we provide are included. No surprises with us.
- **Two-year Guarantee:** We include a two-year guarantee because we use a proven process that you can trust.

Thank you for your consideration.

Sincerely,



Management Consultant
DDA Human Resources, Inc.

Bart Fischer

Management Consultant

Enclosures



CITY OF COLUMBIA HEIGHTS

City Manager Search Proposal

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

October 6, 2023



Prepared by:
Liza Donabauer and Bart Fischer
Management Consultants

CONTENTS OF THE PROPOSAL

- Description of the Firm
- Approach to the Process
- Service Team
- Timeline
- Process Details
- Fees
- Assurance
- References

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 ten 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 125 cities and counties throughout Minnesota. 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 Columbia Heights. This is accomplished, first and foremost, by listening to what you are saying, understanding your goals and objectives, and building the search process off 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 Council, you will be confident that these people are the best matches from the submitted applications.

After the Council selects the finalists, these candidates will be fully researched, and all necessary hiring information will be available prior to the Council making a decision.

Communication with the City Council is a high priority. In addition to our Consultants Liza Donabauer and Bart Fischer being on site regularly, the City Council will receive weekly email updates, and they will always be available for questions.

SERVICE TEAM

LIZA DONABAUER – CO-PROJECT LEAD

Liza is a Management Consultant and specializes in Executive Search services. Like all DDA HR consultants, she has a background in public administration at both the city and county level, most recently in Kansas and Minnesota. Liza worked in Wright County providing administrative support to the Commissioners, Coordinator, and Human Resources Department. This path led her into city management for Clearwater, Kansas, and Arlington, Minnesota. Throughout the years, her work has centered on human resource management, strong community participation, and leadership development. Liza received her MBA with an emphasis in public administration from the College of St. Scholastica.



Contact Information:

liza@daviddrown.com

612-920-3320 x111

P.O. Box 534

Waconia, MN 55387

Since joining DDA, Liza has conducted over 50 Administrator/Manager, Department and Executive Director searches.

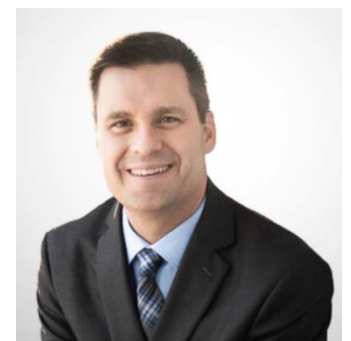
Organizations/Affiliations

- Liza enjoys working with colleagues throughout the state through her involvement in MCMA, a state affiliation of ICMA.
- MCMA Women in the Profession Committee
- MCMA Annual Conference Planning Committee
- MCMA Recognition and Membership Committee
- Secretary, Board of Directors, Minnesota Municipal Power Agency
- Publicity Committee for City Clerks & Municipal Finance Officers Association (KS)

BART FISCHER – CO-PROJECT LEAD

Bart joined DDA in 2023 as a Management Consultant that focuses on mentoring, organizational work, strategic planning, and executive search work. He has over 20 years of experience as a public sector leader/manager in local government organizations as well as most recently working as a consultant with public sector clients.

Bart's experience has taken him from being the Assistant City Administrator in the Cities of Newport and Chaska, Minnesota, to being the City Administrator in the Cities of Falcon Heights and Oakdale, Minnesota. As a consultant, Bart fostered existing client relationships, supported business development, helped mentor staff, and managed strategic client pursuit and partnerships. He is a strategic leader known for relationship development and connecting people around common themes and goals. Bart obtained his Master's in Public Administration from Metropolitan State University in St Paul.



Contact Information:

bart@daviddrown.com

7383 Hyde Ave S

Cottage Grove, MN 55016

Bart will serve as the Co-Project Lead.

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 was instrumental in developing programs to assist new county administrators and presently mentors all new County Administrators. Additionally, he helped develop a Human Resource Technical Assistance Program that provides one-to-one consultation and access to a host of pertinent documents and policies to counties throughout Minnesota.



Contact Information:
gary@daviddrown.com
 612-920-3320 x109
 1327 Merrywood Court
 Faribault, MN 55021

Gary has conducted over 95 executive searches and numerous organizational studies. Gary will assist with recruitment and consulting as needed.

PAT MELVIN

Pat joined DDA as a Management Consultant specializing in Executive Search Services. He has a Government and Management Degree from Saint John's University and a Public Administration Studies master's degree from the University of Minnesota – Mankato which he earned while working for the City of Edina. Pat grew from being the Special Projects Administrator in Wright County to becoming the Administrator in McLeod County and has city experience serving as City Administrator in the Cities of Arlington and Minnetonka Beach. While working in county and city government, Pat has been involved in numerous aspects of local government including policy development, budgeting, human resources (including recruiting), payroll, benefits and workplace investigations, capital improvement plans, contract negotiations, grievance settlements, and managed a group self-insured health insurance plan.



Contact Information:
pat@daviddrown.com
 612-920-3320 x116
 3620 Northome Ave
 Wayzata, MN 55391

Pat will assist with recruitment and reference checking as needed.

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.

Liz received the Professional Recruiter Certification and Internet Recruiter Certification through AIRS®

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.



TIMELINE

This timeline is tentative. The final timeline will be set after the City Council's decision to proceed. The dates highlighted in yellow indicate required Council participation.

ITEM	TASK	COMPLETION DATE
Decision by City Council to proceed		November 13, 2023
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 	November 27, 2023
Professional position profile	Develop position profile and advertisement	January 2, 2024
Approve position profile	City Council approves profile, job description, salary range, and hiring process	January 8, 2024
Candidate recruitment	<ul style="list-style-type: none"> Post position immediately upon approval of profile Comprehensively advertise Email and phone calls to prospective candidates 	January 9, 2024- February 6, 2024
Screening of applicants	DDA will review and rank applicants based on job related criteria and select semifinalists	February 7, 2024
Personality Index	DDA will administer a work-related personality index to all semifinalists	February 18, 2024
Video interview	Each semifinalist will complete a video interview	February 18, 2024
Selection of finalists	<ul style="list-style-type: none"> City Council selects finalists for interviews DDA will notify candidates not selected as finalists 	Special Meeting February 26, 2024
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 	March 11, 2024
Reference check on all finalists	DDA will conduct reference checks with current and former employers on all finalists	March 11, 2024
Intellect profile	DDA will administer an intellect profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude.	March 11, 2024
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. 	March 12, 2024
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	Special Meeting March 19, 2024
Decision	City Council will select candidate for offer	March 19, 2024
Offer and agreement	DDA will negotiate agreement with selected candidate	March 22, 2024
Projected start date	New Manager begins	April 2024

PROCESS DETAILS

STEP 1: INFORMATION GATHERING

DDA will gather and assemble background information pertaining to the City and position. In addition, Liza and Bart 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 updated 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 the Council
- 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, DDA will develop a professional position profile that is customized to present the City of Columbia Heights 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 or traditional candidates. These efforts will include local, regional, and national outreach. In today's job market, it is important to reach candidates in ways that were not necessary even five years ago. Our efforts have resulted in 41% of candidates applying from outside of Minnesota. This means that 59% of candidates still are from within the state, so comprehensive strategies are needed.

Given the challenging job market as of recent, we have added advanced recruiting methodologies to our portfolio through LinkedIn's robust recruiter platform. LinkedIn has nearly 800 million members with over 52 million job seekers visiting LinkedIn Jobs every week. This platform offers us 100% visibility of all those members. The use of over 40 advanced recruiting filters, recommended matches, and up-to-date insights allow us to reach individuals that possess the desired backgrounds and/or experiences. It offers our job posts high visibility to both active and passive candidates across more than 50 million organizations and over 38,000 skills. At the same time, it allows us to personalize messages and connect with candidates in a career focused environment.

Local efforts (within Minnesota) will include:

- Direct outreach to candidates
- League of Minnesota Cities
- Association of Minnesota Counties
- GovernmentJobs.com
- University of Minnesota

- Minnesota Private College Consortium- Augsburg University, Bethel University, Carleton College, College of Saint Benedict, The College of St. Scholastica, Concordia College, Gustavus Adolphus College, Hamline University, Saint John's University, Saint Mary's University, St. Catherine University, St. Olaf College, and the University of St. Thomas
- Minnesota State Colleges and Universities- Bemidji State University/Northwest Technical College, Metro State University, Minnesota State Universities of Moorhead & Mankato, Southwest Minnesota State University, St. Cloud State University, and Winona State University
- Minnesota City County Management Association
- LinkedIn

Regional Outreach

- Direct outreach to candidates
- South Dakota Municipal League
- Iowa League of Cities
- League of Wisconsin Municipalities
- Over 20 universities outside of Minnesota throughout the upper Midwest
- University of Iowa
- University of Wisconsin
- University of South Dakota
- University of Nebraska
- LinkedIn

Nationwide Outreach

- Direct outreach to candidates
- National Association of County Administrators
- National League of Cities
- National Association of Counties
- International City/County Management Association
- Woman Leading Government (WLG)
- Network of Asian Public Administrators
- LinkedIn

The simple DDA online application process will be used unless the organization prefers to use an existing 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. Additionally, 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 to the "right opportunity."

Deliverables:

- Advertising outreach begins with posting on identified websites and social media platforms
- Direct contact through established professional networks
- 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 into 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 when the Council is deliberating 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 to the Council for viewing. This will allow you ample time to comprehensively review candidates prior to determining who to bring in the for the final interviews. Upon reviewing this introductory material, DDA will then assist the Council in selecting its finalists for final interviews. After the Council selects finalists, 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

After the City Council selects finalists, 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 Council 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, Liza and Bart will discuss interview possibilities including leadership staff participation or virtual and/or in-person options for community involvement through a meet and greet event or interview panel, stakeholder interviews, individual and/or full Council interviews, a community tour, lunch with leadership staff, or other functions.

Prior to interviews, Liza and Bart 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

- Community engagement opportunities with virtual options
- Tour of the community 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, Liza and Bart will assist the City Council with deliberations, and they will facilitate the offer to the selected candidate. Liza and Bart will negotiate the terms with the candidate based on the parameters established by the Council.

Deliverables:

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

STEP 7: FOLLOW UP

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

Deliverables:

- Periodic check in with new Manager 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 is encouraged to speak with any of the entities listed below:

CITIES

- Aitkin-** Administrator
- Barnesville-** Administrator
- Benson-** Manager
- Breezy Point-** Administrator/Clerk/Treasurer
- Chatfield-** Administrator
- Corcoran-** Administrator
- Credit River-** Administrator
- Crystal-** Manager
- East Grand Forks-** Administrator
- Fairmont-** Public Works Director
- Hawley-** Administrator
- Lakeville-** Finance Director
- Maple Plain-** Administrator
- Mayer-** Administrator
- Mora-** Administrator/Public Utilities General Manager
- Morris-** Manager
- New Hope-** Manager
- Newport-** Administrator
- North Mankato-** Administrator
- North St. Paul-** Manager
- Norwood Young America-** Administrator
- Nowthen-** Administrator
- Olivia-** Finance Director
- Pelican Rapids-** Administrator
- Richmond-** Administrator/Treasurer
- Spring Park-** Administrator/Treasurer
- Stillwater-** Administrator
- Wadena-** Administrator
- White Bear Lake-** Manager
- Winsted-** Administrator
- Winthrop-** Administrator

COUNTIES

- Morrison-** Administrator

OTHER ENTITIES

- Albert Lea HRA-** Executive Director
- Dakota 911-** Executive Director
- Des Moines Valley Health and Human Services-** Administrator
- Kitchigami Regional Library System-** Executive Director
- Middle Fork Crow River Watershed District-** Executive Director
- Mississippi Watershed Management Organization-** Executive Director
- Red Wing HRA-** Executive Director
- Riley Purgatory Bluff Creek Watershed District-** Administrator

DDA is currently conducting searches for the Cities of Corcoran, Mound, Richmond, and Rochester, Minnesota, the Counties of Cass, Steele, and Wadena, Minnesota, the Arrowhead Library System, and Ramsey/Washington Recycling & Energy.

FEES

The fee for the search process is \$23,000, 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 Manager 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.

REFERENCES

Brian Stumpf

Mayor, City of Monticello
City Administrator Search
 Phone Number: 612-598-4016
 Email: montitowing@gmail.com

Val Johnson

Former Mayor, City of New Brighton
City Manager Search
 Phone Number: 651-491-3364
 Email: valjohnson87@comcast.net

Dave Borchert

Board Chair, Brown County Commissioner
County Administrator Search
 Phone Number: 504-354-3295
 Email: commissionerdistrict1@co.brown.mn.us

Vern Rasmussen, Jr.

Mayor, City of Albert Lea
City Manager, Econ. Dev. Executive Director (ALEDA) & HRA Executive Director Searches
 Phone Number: 507-377-4330
 Email: mayor@ci.albertlea.mn.us

“Thank you again, Liza, for a well-organized, professional, and detail-oriented process/search with us. It went so smoothly. I’ve been on Council through quite a few hires now, and this by far has been the best.”

**-Charlotte Gabler, City Council Member
 City of Monticello, MN**

“We are very pleased with the professional services that you and your firm provided for a City Administrator. The process was stress free and provided us with many qualified candidates; this would have been very difficult for us to accomplish on our own. Thank you to Liza and her colleagues for guiding us from start to finish. Would highly recommend other organizations to consider DDA Human Resources for their hiring needs.”

**-Chris McKern, Mayor
 City of Kasson, MN**

DDA has been outstanding to work with. Liza Donabauer is fantastic and her past experience as a city administrator and an HR manager really allows her to be especially responsive to the needs and wants of a city’s officials and senior staff. Liza is fantastic with communication with the council and staff which helps everyone feel connected and comfortable with the process.

**-Dan Coughlin, City Administrator
 City of Olivia, MN**

“After working with then, City Administrator Liza Donabauer for over 2 1/2 years, I can truthfully say she is the epitome of hard work and dedication to her profession. Her communication skills and procedures are without compare, and she did not shy away from any challenge. I have no doubt that she will continue to provide exemplary service in any work endeavor.”

**-Rich Nagel, Mayor
 City of Arlington, MN**

“David Drown and Associates realize that every city has its own personality and you (Liza Donabauer) worked to identify New Brighton’s personality to assure us the best possible candidate to become our new City Manager. The work that was done by you prior to even advertising for the position was key to our success. You spent hours interviewing staff, council and citizens trying to identify the qualities as well as the qualifications desired in a City Manager for our community. The resulting documentation represented New Brighton well and encouraged numerous qualified candidates to apply. Throughout the process, the entire Council was informed of progress and action steps along the way.”

**-Val Johnson, Mayor
 City of New Brighton, MN**

Sample Profile



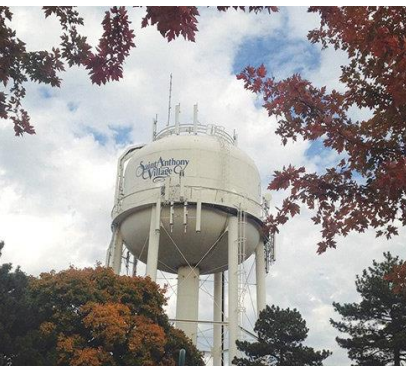
Position: City Manager

Item 5.

Location: City of St. Anthony Village, Minnesota

Population: 9,020

Salary Range: \$131,900 to \$167,600



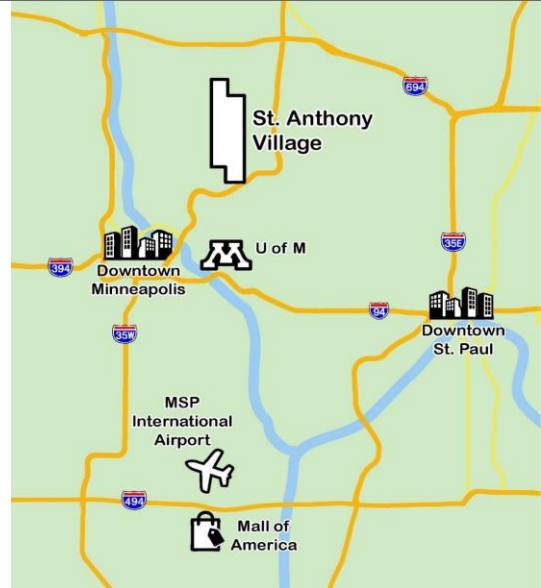
“THE VILLAGE” WELCOMES YOU!

Affectionately known as “The Village” by locals, the City of St. Anthony Village is considered a “first-ring” suburb of Minneapolis, Minnesota, and is uniquely situated in both Hennepin and Ramsey Counties. With a population of 9,020, St. Anthony encompasses 2.35 square miles and is bordered by Northeast Minneapolis to the south, Roseville to the east, Columbia Heights to the northwest, and New Brighton to the northeast. Despite its unique location, the City still offers all the advantages of a small town.

St. Anthony Village is a resilient and close-knit community where its residents rally around their neighbors in times of need. Much like a small town, everyone

itches in. It is easy to get involved in the community and work to make a difference. Families want to move to St. Anthony Village for its top-rated schools and pride of ownership which is demonstrated in its well-maintained properties, streets, and green and sustainable practices.

Made up of primarily residential and green space, the Village does offer many sites of interests such as Francis A. Gross Public Golf Course, Silver Lake - one of the most picturesque small lakes in the Metro area, Silverwood Park, convenient shopping areas, its own K - 12 school district, and several beautifully



maintained parks that accommodate many recreational activities. And because of its location and accessibility, St. Anthony is a popular community in which to live and work.



HOUSING

Currently, the City of St. Anthony Village is considered a fully developed community with nearly 100% of approximately 1600 acres utilized and unavailable for development. Land use in St. Anthony is comprised of 5% commercial and 4% light industrial. Community members are able to maintain the “village” feeling that their city offers, as it is comprised of mostly residential and open space.

A number of housing options are available to the residents of St. Anthony – single-family homes, duplex/multiplex units, attached

townhomes, apartment buildings, and senior living facilities. The single-family housing stock in the City is well maintained and continues to rise in value. Multi-family housing is in demand. The City has seen many wonderful projects emerge with an opportunity for more to come.

One particular project that is underway is the Doran Multi-family Development. The former Walmart site is being redeveloped and the current structure is being replaced with a two-phase multi-family project of approximately 496 units.



EDUCATIONAL OPPORTUNITIES



Served by the St. Anthony-New Brighton School District (SANB), students of St. Anthony Village are provided high quality, nationally recognized educational opportunities. As the geographically smallest school district in Minnesota, SANB serves more than 1,800 students throughout its facilities - Wilshire Park Elementary School (K-5), St. Anthony Middle School (6-8), and St. Anthony Village High School (9-12). St. Anthony Village High School is recognized as one of the top 10 high schools in Minnesota and top 500 high schools in the U.S.

SANB also provides early childhood education for children ages birth to age 5 through Community Service programming. Along with

before- and after-school care for children, the facility offers youth programming and activities for adults and seniors.

For those seeking non-secular education, Saint Charles Catholic School serves families and children in preschool through grade eight.

Another alternative educational option is Planet Homeschool, a secular organization that serves students ages 10 and older and is open to all faiths, beliefs, and educational styles.

Those searching for higher educational opportunities have easy access to it, as the University of Minnesota St. Paul and Minneapolis are just a 15 minute drive from St. Anthony Village.

RECREATIONAL ACTIVITIES & EVENTS

PARKS



The community is fortunate to be home to five primary parks that are maintained by the City Parks Department – **Emerald, Central, Tower, Silver Point, and Trillium**. These parks offer a range of amenities that can be enjoyed by everyone. Whether you are looking for ball fields, basketball or tennis courts, play equipment, or even a skating rink or splash pad, these City parks have you covered.

Silverwood Park is a unique asset of the City. This park is managed by Three Rivers Parks, and its amenities include trails, an art gallery, education facilities, a café/coffee shop, access to fishing, and more.

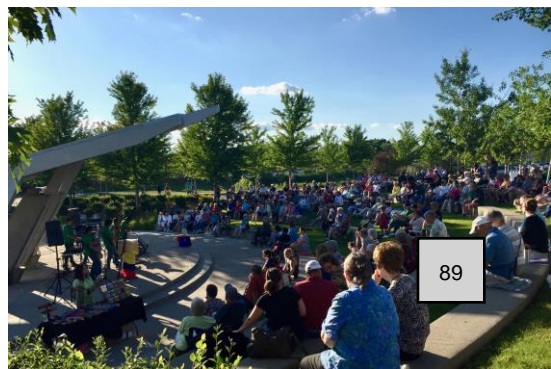
Francis A. Gross Golf Course was opened in 1925 and its topography consists of gently rolling hills with elevated tees and greens. A mature course with lots of old trees, this course was the host of the 1964 USGA National Publinks Championship.

EVENTS

VillageFest offers activities for all members of the family. An annual event held each August, the non-profit and community-run event provides a number of entertainment options including a parade, fireworks, food and music, a medallion hunt, a chalk art walk, and much more.

Music in the Park offers free concerts which are held annually from June through August. Taking place at the Salo Park Amphitheater, the concerts are provided by the Salo Park Concert Series.

Night to Unite is a nationwide program meant to strengthen neighborhood spirit, partnerships with local police, and crime prevention. This event is typically held in August.



THE ORGANIZATION

The City of St. Anthony Village is governed by a five-member City Council. The Council directs policy, and the City Manager directs operations.

The City of St. Anthony Village is widely respected as a cohesive group that works well together as a team, shares mutual respect, and understands roles and responsibilities.

The Council and staff share a great sense of pride in working together for the best interests of the citizens of the community. It is evident that the elected officials and staff share common values including a high level of transparency, a focus on doing the right thing and adding value, motivation to work hard, integrity, responsiveness, and humility. They can be characterized as a steady, brilliant, business-minded, positive, forward-thinking group. Providing great customer service is at the heart of St. Anthony's mission. Due to the size of the organization, residents have direct access to and personally interact with its City leaders.

City departments are nimble in offering new services. It is a full-service city with police, fire/rescue, public works, finance, and two municipal liquor stores. The police department has gone to incredible

S.E.R.V.I.C.E. — The St. Anthony Way

- Supportive
- Effective
- Responsible
- Visionary
- Innovative
- Courteous
- Exemplary

lengths with race and equity work, working with the Department of Justice to reform its operations to a highly-praised community model. The fire department boasts an average response time of just over two minutes. With a strong financial outlook, the City offers innovative solutions and services that match the City's mission and vision.



The department heads are described as overachievers who strive for continuous improvement of its staff and services. Staff turnover is nearly nonexistent due to the culture of strong staff support across department lines making this a highly fulfilling place to work. The Council proudly boasts that its staff are people that take view their job as a career, not just a job. They are true professionals.

St. Anthony Village holds sustainability in the forefront of its mission and has spent significant resources on sustainability efforts and walkability initiatives. It has been handled with consideration of its impacts to the environment, economy, and equity of the community.

A community effort has been pivotal in helping the

City hold workshops, festivals, and programs to make St. Anthony a more sustainable place to live. For its sustainability efforts, St. Anthony Village was recognized in 2016 as the second city ever to receive the Sustainable City Award from the League of Minnesota Cities. They also were one of the first in the state to receive Step 5 GreenStep City recognition (2017), the highest level of achievement.

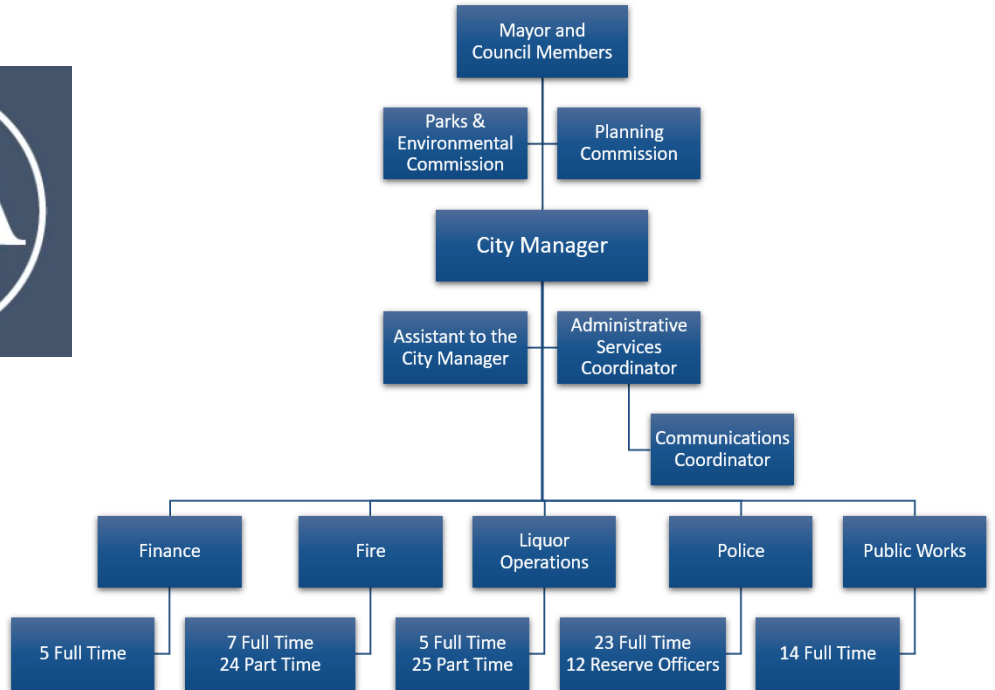


Another important opportunity that St. Anthony values is its collaboration with other governmental and nongovernmental entities. The City has built relationships that have helped maintain and expand its services. It has allowed them to share its resources and gain access to other resources they otherwise would not have. The City has partnered with the St. Anthony-New Brighton School District, Hennepin and Ramsey Counties, the Mississippi Watershed Management Organization, the Rice Creek Watershed, as well as many other entities. Because

of their collaboration efforts, St. Anthony Village has received the City of Excellence award.



ORGANIZATIONAL STRUCTURE



BUDGET INFORMATION



General Fund	2018 Actual	2019 Est. Actual	2020 Budget
Administration			
Mayor/City Council	93,537	87,469	88,793
General Management	127,942	136,029	231,175
Planning	73,544	85,479	80,258
Elections/Administrative Services	20,893	35,393	123,402
Financial Services	371,306	403,302	297,217
Legal	75,369	100,445	142,250
Assessing	65,285	68,689	72,921
City Buildings	201,625	217,663	219,257
Cable Franchise	47,572	46,494	48,361
Public Safety			
Police Protection	3,170,332	3,262,877	3,463,212
Fire Protection	1,105,292	1,096,682	1,167,607
Protective Services	123,208	105,697	103,695
Emergency Management	76,393	80,530	83,937
Public Works			
Public Works	879,273	935,371	999,168
Parks	305,892	313,048	326,523
Other Expenditures and Transfers			
Non-Departmental	292,128	291,886	91
Total Fund Expenditures	7,029,590	7,267,053	7,605,976

Essential Responsibilities of the Position



- Develops and provides recommendations regarding a wide variety of local and broader public policy issues of major importance and interest to the City Council.
 - Ensures the Council receives all the information that is required to function effectively and perform its governance roles and obligations.
 - Sees that collaborative and productive work relationships are developed and sustained in all contacts inside and outside the organization. Key local and legislative contacts are sustained and nurtured in a manner that advances sound public policy and helps protect the City’s interests when implementing such policy.
 - Launches multiple methods for citizens to stay current on City issues that directly affect their neighborhoods and the entire community.
- Provides the management team advice and counsel on many diverse, complex, and sometimes difficult issues.
 - Ensures the City's continuing compliance with applicable laws and regulations to help minimize legal challenges from either regulatory agencies or employees.
 - Prepares for and contributes to the collective bargaining process to help achieve and sustain favorable contract settlements and effective contract administration. Ensures labor contracts are settled in a timely and minimally contentious manner that results in few grievances or disputes during the life of each contract.
 - Develops and implements the approved long-term strategic plan for the City including the documentation of those metrics and milestones necessary to measure success.
- Sees that strategic plan components are met on a timely basis and plan elements are successfully implemented to produce observable, measurable, and sustainable results.
 - Prepares, recommends, and implements an approved annual budget including the controls necessary to ensure budgetary compliance.
 - Ensures that current year projects and activities are successfully accomplished within budgetary appropriations resulting in positive budget results and an ongoing stable tax levy.
 - Serves and actively participates as a leader/member of the management team, exercising a leadership style that promotes enthusiasm and active support from City staff at all levels.

Essential Responsibilities of the Position

- Recruits, selects, provides orientation, advancement, and evaluation of staff, or whom directly accountable, are effective and successful.
- Mentors and coaches to build depth and breadth in the City's capacity and capability to consistently achieve and sustain excellence, efficiency, and cost-effectiveness in service delivery.
- Plans, implements, and ensures ongoing evaluation processes are inclusive and produce workable, thoughtful, well-documented, and timely outcomes.
- Creates an environment where the management team supports each other, learns from each other, and intentionally shares accountabilities for overall efficient and professional municipal management.
- Provides a clear and uniform understanding of the interventions that will be made when service standards are not acceptable.
- Leads the development of City strategies for human resource practices and the collective bargaining process.
- Understands and ensures consistent application of established human resource policies and procedures by the management team throughout the organization.
- Represents the City in various programs and activities pertaining to issues of importance to the community.
- Develops relationships and contacts that enhance and advance various collaborations and initiatives that benefit the City and its neighboring communities.
- Ensures individuals and organizations recognize the City Manager as an informed and effective community leader.
- Seeks and attends diverse community-based events to gain first-hand knowledge and insight on the City's needs as a fully developed community and opinions of its citizens on the services being delivered to them.
- Makes certain that citizens appear generally satisfied with City services based on the number of complaints received, recognizing that a City's safety, civic and sound public policy for all obligations will create debate and disagreement from time to time.
- Oversees the City procurement program to ensure compliance with established policies so that purchases are within approved budget parameters.
- Ensures that policy and procedure compliance results in maintaining procurement quality and identifies when the budget parameters may need further review or modification.
- Performs other job-related responsibilities as apparent or directed by the Council.



Desired City Manager Attributes

- Deep understanding, knowledge, and experience working in a high-performance municipal organization.
- Responsive, visible, and invested in the community with the ability to foster an organization-wide commitment to service excellence. Continuously seeks ways to maintain and update community services and policies to assure the City is always relevant.
- Has a “it’s not about me – it’s about my community” mentality.
- Emotionally intelligent and self-aware; a team builder who is positive, respectful, influential, ethical, and honest.
- Follows the Golden Rule of leadership: respects and inspires others to do their job well and cultivates synergy to mentor and encourage public service and community engagement.
- Has a multitude of talents including being a creative, strategic, forward thinker.
- Has a passion for green initiatives and viewing projects through the lens of sustainability.
- Embraces diversity and inclusion. Has demonstrated experience in prioritizing areas that lead to long-term equitable outcomes for all and create a welcoming community.
- Actively involved in legislative issues affecting the community and region.
- Embraces technology and the efficiencies it brings to engage stakeholders and advance City services.
- Excellent communication skills and confidently serves as a conduit for residents, staff, and Council to ensure inclusivity, openness, and transparency.
- Customer service oriented displaying respect, dignity, active listening, and reflection.
- Organizational change skills: innovative and pushes for continuous improvement.
- Personable, collaborative, consistent, and apolitical. Resourceful and well connected via a large network throughout the state.
- Agile in balancing the needs of each Council member and demonstrates all are treated equally.
- Delegates projects and responsibilities and safeguards ownership thereof.
- Detail oriented and good negotiation skills.
- Self-confident to do the job required but with humility and integrity. Comfortable talking about the uncomfortable and making difficult decisions.
- Strong facilitation and consensus building skills.



Priorities/Projects/Goals of the New Manager

- Continue to foster the City's aptitude for being innovative. Support investment in opportunities, bring staff's ideas forward, and inspire reform.
- Build trusting relationships with Council, staff, and residents. Demonstrate genuine engagement and be willing to host open conversations on difficult subject matters.
- Foster and encourage civic engagement. Assist the City in identifying opportunities for better communication by increasing interactions between the Council and the community.
- Create partnerships and collaborations to extend the organization's footprint and synergy.
- Increase and maintain fiscal strength. Lead the charge on true long-term financial planning to maintain and enhance infrastructure.
- Communicate transparently and effectively. Engage the community in providing feedback to assist the City in best determining its priorities, and demonstrate the City is listening. Provide education to the public of potential constraints.
- Build and cultivate environmental responsibility. Maintain the City's momentum as being a leader in sustainable community projects and initiatives.
- Continue to explore opportunities to offer affordable housing that represent the demographic makeup of the City.
- Facilitate the City's annual review of its mission, vision, and strategic initiatives, and lead the City's efforts in accomplishing its annual goals and action steps.
- Support professional development and educational opportunities for staff.
- Facilitate the good while driving organizational improvement. Encourage and inspire staff and the Council.
- Support growth and redevelopment to meet the City's goals.
- Continue St. Anthony's strategic initiative to be a welcoming village with a focus on providing a safe and secure community.





To be a progressive and welcoming Village that is walkable, sustainable, and safe.

Item 5.

Position Announcement

Position: City Manager

Location: City of St. Anthony Village, Minnesota

Salary Range: \$131,900 to \$167,600



General Duties:

To develop and recommend overall operating policies, procedures, and protocols consistent with the existing governance structure that will meet the strategic, operational, and capital needs of St. Anthony Village and help ensure ongoing financial stability and operational efficiency of all City operations.

The full position profile can be viewed at <https://www.ddahumanresources.com/active-searches>.

Minimum Qualifications:

Bachelor’s degree in Business Administration, Public Administration, or closely related field, a minimum of eight years of related experience and/or training, or equivalent combination of education and experience, previous experience in managing a local government agency, a minimum of four years’ experience in a supervisory role, or such alternatives to the listed qualifications as the City may find appropriate and acceptable. A master’s degree in Business Administration, Public Administration, or closely related field is desired.

Apply:

Visit <https://daviddrown.hiringplatform.com/48546-st-anthony-village-city-manager/166969-application-form/en>, and complete the process by November 24,2020. Finalists will be selected by the City Council on December 15, 2020, and final interviews are scheduled for January 19 and 20, 2021.

Please direct questions to Liza Donabauer at liza@daviddrown.com or 612-920-3320 x111.



DDA Human Resources, Inc.
St. Bonifacius Office
4796 Merganser Drive
St. Bonifacius, MN 55375
Phone: 612-920-3320 x111
Fax: 612-605-2375
liza@daviddrown.com
www.ddahumanresources.com

City of Columbia Heights, Minnesota Request for Proposal City Manager Recruitment & Selection

October 6, 2023



630 Dundee Road
Suite 225
Northbrook, IL 60062

Primary Contact Person:

Laurie Pederson
Senior Vice President
Operations & Client Services
847-380-3198
LPederson@GovHRusa.com

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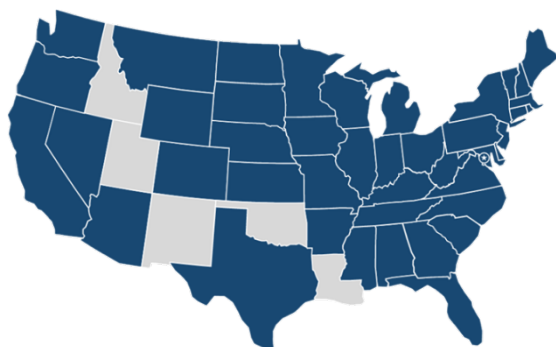
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Attachments

- Consultant Biographies
- Client List

Firm Profile

GovHR is a public management consulting firm serving local government clients and other public-sector entities across the country. The firm was originally formed as Voorhees Associates in 2009 and changed its name to GovHR USA in 2013. Our headquarters are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public and non-profit sectors. GovHR offers customized executive recruitment services, management studies and consulting projects for local government and organizations who work with local government.



GovHR has 29 full-time and 12 permanent part-time employees including 12 full-time recruiters and more than 30 additional project consultants. Our employees and project consultants are located across the country, giving us a national presence. Additionally, GovTempsUSA, GovHR’s subsidiary, provides interim staffing solutions to keep operations moving during the recruitment process.

Our consultants are experienced executive recruiters who have conducted over 1,250 recruitments, working with cities, counties, special districts, and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today’s public sector leaders.

Our Leadership



Heidi Voorhees
President
847-380-3240
HVoorhees@GovHRusa.com

Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients being repeat clients, attesting to the high quality of work performed for them. In addition to her 22 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including ten years as Village Manager for the Village of Wilmette, Illinois.



Joellen Cademartori
Chief Executive Officer
847-380-3238
JCademartori@GovHRusa.com

Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

Why Choose GovHR?

Unparalleled Expertise and Level of Service: We are a leader in the field of local government recruitment and selection with experience in **44 states**, in communities ranging in population from 1,000 to 3,000,000. Since our establishment in 2009, more than 40% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients. Surveys of our clients show that 94% rate their overall experience with our firm as **Outstanding** and indicate that they plan to use our services or highly recommend us in the future.

Delivering the Best: We conduct comprehensive **due diligence** on candidates. Our state-of-the-art process, includes extensive use of **social media** for candidate outreach and video interviews with potential finalist candidates, ensure a successful recruitment for your organization. Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates. Additionally, before we recommend a candidate to you, we will have interviewed them via video, conducted reference calls, and news media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.

A Partner from Start to Finish: We are your partners in this important process. You are welcome to review all the resumes we receive, and we will share our honest assessment of the candidates. Our goal is your **complete satisfaction**. We can strategize with you on a variety of approaches for meeting your recruiting needs, including evaluation of internal candidates, identification of non-traditional candidates who meet your recruitment requirements, succession planning and mentoring options. We are committed to working with you until you find the candidate that is the best fit for your position.

Services for Any Budget and Any Search: We strive to meet the specific needs of our clients. We offer several options for recruitment services to meet your needs and your budget. Our services range from Full Executive Recruitments to Virtual Recruitments and even simply Professional Outreach for those who want to reach a broader network. In the following proposal, we have provided the scope we believe that best fits your needs. However, you may find all our services [here on our website](#).

Our Team

GovHR employs a team of professionals with backgrounds in local government and the not-for-profit sector. With your staff needs in mind and due to the significance of this recruitment, we have assigned our highly knowledgeable and experienced Vice President Pam Dmytrenko and Executive Vice President of Recruitment Services Charlene Stevens. They will act as your project managers and primary points of contact for this project. Their full biographies can be found as part of the Appendix and their client lists are available on our website.

Project Managers & Main Points of Contact



Pam Dmytrenko
Vice President
847-380-3240 x157
Pdmytrenko@GovHRusa.com



Charlene Stevens
Executive Vice President
Recruitment Services
320-262-0303
CStevens@GovHRusa.com

Proposal Inquiries



Laurie Pederson
Senior Vice President
Operations & Client Services
847-380-3198
LPederson@GovHRusa.com

References

We are a proven leader in public sector consulting. **More than one-third of the organizations served by GovHR are repeat clients.** Our team provides a growing pool of highly qualified candidates who are well-suited to handle the challenges and expectations of professional positions in local government and the not-for-profit sector.

The following references can speak to the quality of service provided by GovHR.

St. Louis Park, MN
(City Manager, 2021)

Jake Spano, Mayor
5005 Minnetonka Blvd.
St. Louis Park, MN 55416
952-928-1448
Jspano@stlouispark.org

Becker, MN
(City Administrator, 2022)

Julie Blesi, City Clerk/HR Manager/Safety & Risk Manager
12060 Sherburne Avenue
Becker, MN 55308
763-200-4247
jblesi@ci.becker.mn.us
Sheri Chesness, Deputy Human Resources Director
763-717-2624
SChesness@blainemn.gov

Waconia, MN
(City Administrator, 2021)

Jackie Schulze, Assistant City Administrator
201 South Vine Street
Waconia, MN 55387
952-442-3103
jschulze@waconia.org

Project Approach and Methodology

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search. GovHR clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

Phase I: Position Assessment, Position Announcement & Brochure

GovHR treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to a successful recruitment. We gain this insight and information through meetings (one on one and small groups), surveys and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

Information Gathering:

- One-on-one or group interviews with stakeholders identified by the client.
- GovHR can establish a dedicated email address for feedback from stakeholders or the community.
- Community forums (In-person or via video) can be used to gather input and feedback.
- Surveys can be used for department personnel and/or the community to gather feedback.
- Conversations/interviews with department heads.

A combination of the above items can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$150/hour plus actual expenses if incurred. Dedicated email address and one organizational survey are included. Community Survey can be conducted for \$2,500. Community Forums can be conducted as an optional service.

Development of a **Position Announcement** to be placed on websites and social media.

Development of a thorough **Recruitment Brochure** for client review and approval.

Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to appointment of the finalist candidate.

Phase II: Advertising, Candidate Recruitment & Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 17,000+ visits monthly to our website and career center. Additionally, our weekly jobs listings are sent to over 8,000 subscribers.

Phase II will include the following:

- GovHR consultants will personally identify and contact potential candidates.
- Develop a database of potential candidates from across the country unique to the position and to the Client, focusing on:

- Leadership and management skills
- Size of organization
- Experience in addressing challenges and opportunities also outlined in Phase I
- The database will range from several hundred to thousands of names and an email blast will be sent to each potential candidate.
- Placement of the Position Announcement:
 - Public sector online Career Centers
 - Social media: LinkedIn (posted on GovHR Executives LinkedIn news feeds to reach over 50,000 connections), Facebook and Instagram
 - GovHR will provide you with a list of advertising options for approval

Phase III: Candidate Evaluation & Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure
- Candidates will be narrowed down to those candidates that meet the qualification criteria
- Candidate evaluation process:
 - Completion of a questionnaire explaining prior work experience
 - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate
 - References provided by the candidate are contacted
 - Internet/Social Media search conducted on each finalist candidate

All résumés will be acknowledged and inquiries from candidates will be personally handled by GovHR, ensuring that the Client's process is professional and well regarded by all who participate.

Phase IV: Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- GovHR will provide an electronic recruitment portfolio which contains the candidates' materials along with a "mini" résumé for each candidate so that each candidate's credentials are presented in a uniform way.
- Client will receive a log of all applicants and may review résumés if requested.
- Report will arrive in advance of the Recruitment Report Presentation.

GovHR will meet with the Client to review the recruitment report and provide additional information on the candidates.

Phase V: Interviewing Process & Background Screening

Phase V will include the following steps:

GovHR will:

- Develop the first and second round interview questions for your review and comment

- Coordinate candidate travel and accommodations
- Provide you with an electronic file that includes:
 - Candidates’ credentials
 - Set of questions with room for interviewers to make notes
 - Evaluation sheets to assist interviewers in assessing the candidate’s skills and abilities

Background screening will be conducted along with additional references contacted:

GovHR USA Background Screening	
✓ Social Security Trace & Verification	✓ County/Statewide Criminal
✓ U.S. Federal Criminal Search	✓ Civil Search
✓ Enhanced Verified National Criminal	✓ Bankruptcy, Leans and Judgements
- National Sex Offender Registry	✓ Motor Vehicle Record
- Most Wanted Lists FBI, DEA, ATF, Interpol	✓ Education Verification – All Degrees Earned
- OFAC Terrorist Database Search	Optional: Credit Report – Transunion with score (based on position and state laws)
- OIG, GSA, SAM, FDA	Optional:
- All felonies and misdemeanors reported to the National Database	Professional License Verification
	Drug Screen
	Employment Verification

GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

GovHR will coordinate a 2-Step Interview process. The first round interviews will include four to five candidates. The second round interviews will include two or three candidates. GovHR will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- Tour of Client facilities
- Interviews with senior staff

Phase VI: Appointment of Candidate

- GovHR will assist you as much as you request with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- GovHR will notify all applicants of the final appointment, providing professional background information on the successful candidate.

Project Timeline

Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week
1	2	3	4	5	6	7	8	9	10	11	12	13	14
Phase I		Phase II				Phase III			Phase IV	Phase V		Phase VI	

- Weeks 1 & 2 Phase 1: Interviews & Brochure Development
- Weeks 3 thru 6 Phase 2: Advertising, Candidate Recruitment & Outreach
- Weeks 7 thru 9 Phase 3: Candidate Evaluation & Background Screening
- Week 10 Phase 4: Presentation of Recommended Candidates
- Week 11 & 12 Phase 5: Interview Process & Additional Background Screening
- Weeks 13 & 14 Phase 6: Appointment of Candidate

Commitment to Diversity, Equity & Inclusion in Recruitments

GovHR has a long-standing commitment to Equity, Diversity and Inclusion. Since our firm’s inception we have supported, with our time and financial resources, organizations that advance underrepresented populations in local government. These include the National Forum for Black Public Administrators, the Local Government Hispanic Network, The League of Women in Government and CivicPride.

GovHR Team Members have moderated and spoken on DEI topics at the International City and County Management Association conference and state conferences. Our employees and consultants have undergone Implicit Bias Training and we are frequent speakers on incorporating equity and inclusion into all levels of local government. Additionally, we provide a list of DEI resources on the homepage of our website at GovHRusa.com.

GovHR has formally partnered with the National Forum for Black Public Administrators' consulting arm, i4x, in several recruitment and selection processes throughout the country including Toledo, OH, Fort Collins, CO, Ann Arbor, MI, Oakland, MI and Arlington, TX. Our partnership reflects our mutual commitment to advancing DEI values and increasing the diversity of local government leaders at the highest levels of local government organizations.

Recruiting in Today's Candidate Market

The GovHR team is aware of the lasting impact that the Great Resignation has had on nearly all local government positions. Data shows annual quit rates have been at record highs the past two years. Additionally, there is a growing trend of public workers accelerating retirement plans, a drastic change from when workers were *postponing* retirement.

Our team of consultants work diligently to ensure the success of each recruitment and will be transparent upfront and throughout the process regarding any obstacles or delays they anticipate. Despite these challenging times, we have still seen a tremendous amount of success in our recruitments largely due to our consultants' outreach methods and our team's marketing strategies.

GOVHR'S RECOMMENDATIONS TO RECRUIT AND RETAIN TOP TALENT

Responsive: Roll out the Welcome Mat! Candidates may struggle with relocating for a new position as well as be concerned about the "fit" with a new team. It is important to include costs for your top candidate(s) to travel to your location for the final interview process. Our team will work with you to create a welcoming, informative experience for both you and the candidate(s).

Encouraging: Employee development is a must-have in today's market. Candidates appreciate their employer investing in them as much as they are investing themselves in the job. Consider "up and coming" candidates who may lack one or two preferred skills and assign a mentor or invest in a course to encourage their professional development. A mentor/training program will also help establish a peer-to-peer connection and make them feel more comfortable about the transition to a new job.

Competitive: Our team will guide you in offering a competitive market rate compensation and competitive benefits package attractive to today's candidates. Competitive employers must include relocation expenses and should consider signing bonuses and temporary housing.

Resourceful: Review your job description – do you need public sector experience? Are the years' experience you list essential, or can that be preferred? Consider a more resourceful approach when reviewing candidates' experience. Carefully consider requirements such as CPA, Professional Engineer and others that will limit your talent pool – consider using the word "ideally" or "preferably."

Understanding: These past few years have, without a doubt, changed the work environment. Competitive employers have recognized this and are offering flexible/hybrid/remote work options. Those positions that offer this type of flexibility consistently receive a better candidate response rate.

Innovative: Think about what is unique and attractive about your community and organization and highlight that in your recruitment efforts. Talk about organizational culture and what your values are with respect to your employees. GovHR will assist you in being as innovative as possible in your outreach.

Transparent: Some states now mandate listing salary ranges in any job advertisements or postings. More and more companies are now showing at least a salary range in their postings to promote pay transparency and equity. Post the salary range you will use for hiring – it is public information if we make it too difficult for candidates to find out the salary, they will move on to the next opportunity.

Full Scope Recruitment – Price Proposal

Summary of Costs: Full Scope	Price
Recruitment Fee:	\$20,500
Recruitment Expenses: (not to exceed) <ul style="list-style-type: none"> ➤ Expenses include candidate due diligence efforts 	\$1,500
Advertising: <i>*Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.</i>	\$2,500*
Total:	\$24,500**

**Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, travel costs will be estimated at time of request. Only actual expenses will be billed to the client for reimbursement to GovHR.

Possible in-person meetings could include:

1. Recruitment brochure interview process
2. Presentation of recommended candidates
3. Interview Process

Any additional consultant visits requested by the Client (beyond the three visits listed above) will be billed at \$150/hour. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

This fee does not include travel and accommodations for candidates interviewed.

Payment for Fees & Services:

1st Invoice: Contract Award (40% of the Recruitment Fee)

2nd Invoice: Presentation of Candidates (40% of the Recruitment Fee & expenses incurred to date)

Final Invoice: Completion of Recruitment (20% of the Recruitment Fee plus all remaining expenses)

Payment of invoices is due within thirty (30) days of receipt.

The GovHR Guarantee – Full Scope Recruitment

GovHR is committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not make a selection from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. If additional advertising beyond the Phase I advertising is requested, client will be billed for actual advertising charges. Reimbursable expenses may be incurred should the recruitment process require consultant travel to the Client.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the Client or the employee's own determination, leave the employ of the Client within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only. This request must be made within 6 months of the employee's departure.

Contract Signature Page

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

City of Columbia Heights, Minnesota agrees to retain GovHR USA, LLC (“GovHR”) to conduct a City Manager Recruitment in accordance with its proposal dated October 6, 2023. The terms of the proposal are incorporated herein and shall become a part of this contract.

ACCEPTED:

City of Columbia Heights, Minnesota

By: _____

Title: _____

Date: _____

Billing Contact: _____

Billing Contact Email: _____

GovHR USA, LLC

By: _____

Title: _____

Date: _____

Optional Services

GovTemps USA

Need an Interim? GovTempsUSA, a subsidiary of GovHR USA, specializes in the temporary placement of positions in local government. The firm offers short-term assignments, in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their career.

Recorded One-Way Video Interview of Candidates

Candidates we recommend for your consideration can complete a one-way video interview with 3 to 5 questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview. Cost \$100 per candidate.

Leadership/Personality Testing

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC and others. Depending on the evaluation type selected fees can range between \$100 to \$500 per candidate.

360° Evaluation

As a service to the Client, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed position at six months into his or her employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the Client feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR will prepare a proposal for this service.



PAM DMYTRENKO

Item 5.



Pam Dmytrenko has 22 years of local government management and leadership experience.

Pam Dmytrenko is a Vice President with GovHR USA. She spent her local government career with the City of Richfield MN, a first ring suburb of Minneapolis that shares a border with the Minneapolis/St. Paul International Airport (MSP). During her 22 years in Richfield, Pam progressed into higher-level management positions, most recently serving as the Assistant City Manager/Administrative Services Director where she oversaw the divisions of human resources, communications, information technologies, city clerk, deputy registrar and government buildings.

Pam brings a depth of experience in administration, operations and all aspects of human resources. She has a strong record of success in talent acquisition and retention, on-boarding, employee relations, labor relations, organizational development, policy development, process improvement, project management, strategic planning and community engagement.

During her tenure, Pam led many complex projects, including serving as project manager for the planning and construction of the city's \$21 million municipal center. She served as the city's expert on airport matters, forging partnerships and building coalitions with the aviation community to reduce noise mitigation impacts on residents.

Pam is a transformational leader known for her ability to foster collaborative relationships by building trust and seeking all perspectives to reach consensus, creating and designing initiatives around recruitment, retention, and engagement, and working with teams to deliver meaningful and measurable results.

Pam is passionate about helping organizations identify and implement ways to improve and expand their processes and creating cultures of innovation, engagement and connectedness that are inspirational and aspirational for local government professionals and the communities they serve.

Pam lives in the Twin Cities metro area.

PROFESSIONAL EDUCATION

- Bachelor of Arts in Political Science, St. Olaf College MN

MEMBERSHIPS AND AFFILIATIONS

- International City/County Managers Association (ICMA)
- Minnesota City/County Managers Association (MCMA)
- Association of Public Management Professionals (APMP)
Assistant Manager of the Year, recipient 2015
- International Public Management Association for Human Resources (IPMA-HR)
- National Public Employee Labor Relations Association (NPELRA)
- Noise Oversight Committee to the Minneapolis/St. Paul International Airport (MSP), board member
- Richfield Board of Education, elected member

PROFESSIONAL BACKGROUND

Over 22 Years of Local Government Experience

- City of Richfield, MN (1999- 2021)
 - Assistant City Manager/Administrative Services Director
 - Assistant City Manager/Human Resources Manager
 - Assistant to the City Manager/Human Resources Manager
 - Community Development Specialist





CHARLENE STEVENS

Item 5.



Ms. Stevens has over twenty years of experience in municipal management. Ms. Stevens has worked in both county and city government and her career covers work in urban, suburban and rural communities. Her career has spanned three states: Minnesota, Kansas and Pennsylvania.

Ms. Stevens has expertise in community and civic engagement, having started her career in neighborhood services and led community wide visioning and strategic planning efforts for two different communities. Ms. Stevens' strength is her ability to develop strong partnerships with multiple and diverse stakeholders. Through those partnerships, Ms. Stevens helps communities develop consensus and achievable plans.

Ms. Stevens' results-oriented management has included projects that have expanded parks and preserved greenspace in rapidly developing communities, developed a workforce training center for a large urban county, led downtown development plans for two communities and created mentoring and training programs for city staff. Ms. Stevens has appreciated the opportunity to mentor many young professionals, including helping to establish women's mentoring groups in three different communities.

PROFESSIONAL EDUCATION

- Master of Public Administration, University of Kansas, Lawrence, Kansas
- Bachelor of Arts, International Relations, Pomona College, Claremont, California
- Leadership Wichita Graduate

PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- Instructor, International City and County Management Association (ICMA), Emerging Leaders Development Program
- Instructor, ICMA Mid-Career Institute

MEMBERSHIPS AND AFFILIATIONS

- International City and County Management Association (ICMA) – Current Member
- ICMA Task Force on Welcoming New Members - Chair, 2009 - 2015
- ICMA Task Force on Women in the Profession - Member 2012-2014
- ICMA Regional Vice President - ICMA Executive Board Member, 2003 - 2006
- ICMA Committee of Professional Conduct - Chair, 2006
- ICMA Conference Host Committee - Co Chair, 2002
- ICMA Conference Planning Committee - Member, 2001 and 2002

- ICMA Task Force on Small Communities - Member, 1999-2001
- League of Minnesota Cities (LMC) - Board Member, 2013 - 2015
- Coalition of Greater Minnesota Cities (CGMC) - Board Member, 2011 - 2015
- Minnesota City and County Management Association (MCMA) - Current Member
- MCMA Task Force on Women in the Profession - Current Member
- YMCA of Woodbury Community Board - Current Member and Board Vice Chair
- KUCIMAT President - University of Kansas, 2013 - 2014
- Willmar Area Rotary, 2011 - 2015
- Kansas Association of City and County Managers (KACM) - Member, 2006 - 2011
- Association of Pennsylvania Municipal Managers (APMM) - Member, 1997 - 2006

PROFESSIONAL BACKGROUND

Over 20 Years of Local Government Leadership and Management Experience

- City Administrator, Cottage Grove, MN 2015-2018
- City Administrator, Willmar, MN 2011-2015
- Assistant County Manager, Sedgwick County, KS 2006-2011
- Assistant Township Manager, Lower Gwynedd, PA 1999-2006
- Assistant Township Manager, Buckingham, PA 1997-1999
- Neighborhood Assistant, City of Wichita, KS 1995-1996





City Management Client List

State	Client	Position Title	Year	Population
Alaska	Bethel	City Manager	2019	6,500
	Bethel	City Manager	2023	6,500
	Homer	City Manager (Professional Outreach)	2019	5,300
	Seward	City Manager	2019	2,693
	Unalaska	City Manager	2017	4,768
Arizona	Buckeye	City Manager	2021	69,744
Colorado	Eagle	Town Manager	2017	6,739
	Englewood	City Manager	2019	34,957
Connecticut	Cheshire	Town Manager	2017	29,261
	East Hampton	Town Manager	2019	13,000
	Enfield	Town Manager	2015	45,246
	Enfield	Town Manager	2018	45,246
	Enfield	Town Manager	2022	45,246
	Manchester	General Manager	2021	59,710
	Meriden	City Manager	2018	60,838
	Simsbury	Town Manager	2023	25,517
Delaware	Newark	City Manager	2018	33,398
Florida	Lakeland	City Manager	2020	110,000
	Ponce Inlet	Town Manager	2022	3,411
Georgia	Albany	City Manager	2021	77,434
	Decatur	City Manager	2018	25,000
Illinois	Algonquin	Village Manager	2012	30,947
	Arlington Heights	Village Manager	2014	75,500
	Barrington	Village Manager	2018	10,455
	Bensenville	Village Manager	2015	20,703
	Bloomington	City Manager	2018	78,005
	Buffalo Grove	Village Manager	2010	42,909
	Carbondale	City Manager	2011	25,092
	Cary	Village Administrator	2011	17,840
	Centralia	City Manager	2020	13,000
	Clarendon Hills	Village Administrator	2014	8,653
	Clarendon Hills	Village Manager	2010	8,653
	Crest Hill	City Administrator	2015	21,169
	Crest Hill	City Administrator	2021	21,169
	Decatur	City Manager	2014	76,178
Decatur	City Manager	2018	76,178	
Decatur	Deputy City Manager	2019	76,178	
DeKalb	City Manager	2013	44,862	
DeKalb	City Manager	2018	43,849	
Dixon	City Manager	2015	18,601	

East Moline	City Administrator	2011	21,300
East Moline	City Administrator	2016	21,300
East Peoria	City Administrator	2016	23,503
Effingham	City Administrator	2010	12,384
Effingham	City Administrator	2018	12,577
Elmhurst	City Manager	2010	46,387
Forsyth	Village Administrator	2021	3,490
Fox Lake	Village Administrator	2013	10,550
Fox Lake	Village Administrator	2021	10,550
Freeport	City Manager	2017	25,000
Galesburg	City Manager	2010	33,706
Galesburg	City Manager	2022	33,706
Galesburg	City Manager	2023	33,706
Geneseo	City Administrator (Virtual)	2019	6,500
Glen Ellyn	Village Manager	2010	27,000
Glencoe	Village Manager	2013	8,900
Greenville	City Manager	2021	7,000
Hanover Park	Village Manager	2012	38,510
Highland Park	City Manager	2011	31,365
Hinsdale	Village Manager	2013	17,631
Homer Glen	Village Manager	2011	24,220
Inverness	Village Administrator	2013	7,400
Joliet	City Manager	2013	147,500
Joliet	City Manager	2017	147,500
Kenilworth	Village Manager	2012	2,562
La Grange	Village Manager	2022	15,610
La Grange	Village Manager	2017	15,610
Lake Barrington	Village Administrator	2022	4,879
Lake Forest	City Manager	2018	19,375
Lake Villa	Village Administrator	2013	8,774
Lake Zurich	Village Manager	2015	19,631
Libertyville	Village Manager	2016	20,431
Lincoln	City Administrator	2014	14,500
Lincolnshire	Village Manager	2012	7,500
Lindenhurst	Village Administrator	2017	14,468
Lombard	Village Manager	2013	43,815
Marengo	City Administrator	2011	7,614
McHenry	City Administrator	2023	27,135
Mettawa	Part-time Village Administrator	2010	500
Mokena	Village Administrator	2015	19,042
Moline	City Administrator	2017	43,100
Monmouth	City Administrator	2014	9,444
Morton Grove	Village Administrator	2011	23,500
Mt. Prospect	Village Manager	2015	54,771
Mundelein	Village Administrator	2020	31,385
New Lenox	Village Administrator	2011	25,000
Niles	Village Manager	2021	30,001
Normal	City Manager	2017	54,264

	North Chicago	Chief of Staff	2021	30,020
	Northbrook	Village Manager	2021	35,000
	Oak Brook	Village Manager	2014	8,058
	Oak Brook	Village Manager	2021	8,058
	Oak Park	Village Manager	2021	52,000
	Oak Park Township	Township Manager	2023	51,774
	Orland Park	Village Manager	2016	60,000
	Orland Park	Village Manager	2019	60,000
	Palos Heights	City Administrator (Virtual)	2021	12,480
	Pekin	City Manager	2016	33,223
	Pingree Grove	Village Manager	2020	10,000
	Pingree Grove	Village Manager	2023	10,000
	Plainfield	Village Administrator	2021	41,734
	Princeton	City Manager	2011	7,700
	Princeton	City Manager	2019	7,700
	River Forest	Village Administrator	2010	11,635
	River Forest	Village Administrator	2021	11,635
	Rock Island	City Manager	2011	39,684
	Rock Island	City Manager	2021	39,684
	Savoy	Village Administrator (Virtual)	2020	8,607
	Schaumburg Township	Township Administrator (Virtual)	2021	140,000
	Schiller Park	Village Manager	2015	11,692
	Shorewood	Village Administrator	2018	17,495
	Skokie	Village Manager	2013	67,824
	Sycamore	City Manager (Professional Outreach)	2021	18,557
	Tinley Park	Village Manager	2013	56,831
	Vernon Hills	Village Manager	2021	25,911
	Villa Park	Village Manager	2022	22,038
	Volo	Village Administrator	2013	6,283
	Washington	City Administrator	2015	15,700
	Washington	City Administrator	2021	15,700
	Wauconda	Village Administrator	2013	14,125
	Wauconda	Village Administrator	2017	14,125
	Wauconda	Village Administrator	2021	14,125
	Willowbrook	Village Administrator	2019	8,967
	Woodridge	Village Administrator	2017	33,256
Indiana	Munster	Town Manager	2014	23,603
	St. John	Town Manager (Professional Outreach)	2020	18,047
Iowa	Bondurant	City Administrator	2017	5,493
	Burlington	City Manager	2011	25,663
	Indianola	City Manager	2022	15,833
	Knoxville	City Manager	2021	7,300
	Muscatine	City Administrator	2020	23,819
	Newton	City Administrator	2016	15,000
	Washington	City Administrator	2011	7,266
	Webster City	City Manager	2016	8,000
	West Liberty	City Manager	2013	3,736
	Windsor Heights	City Administrator	2023	4,860

	Windsor Heights	City Administrator	2019	4,860
Kentucky	Paducah	City Manager	2021	24,850
	Paris	City Manager	2021	9,846
Maine	Bangor	City Manager	2021	33,039
Maryland	Greenbelt	City Manager	2016	23,753
	Hagerstown	City Administrator	2015	40,612
	Sykesville	Town Manager	2019	3,941
	Westminster	City Administrator	2021	18,522
Massachusetts	Cambridge	City Manager	2016	110,000
	Eastham	Town Administrator	2016	4,956
	Provincetown	Town Manager	2015	2,990
	Wayland	Town Manager	2022	13,882
	Williamstown	Town Manager	2015	8,400
	Williamstown	Town Manager	2021	8,400
Michigan	Adrian	City Administrator	2018	20,676
	Adrian	City Administrator	2020	20,676
	Albany	City Manager	2018	8,337
	Alpena	City Manager	2012	10,410
	Caro	City Manager	2012	4,208
	Charlotte	City Manager	2020	9,100
	Clawson	City Manager	2021	11,946
	Delta Charter Township	Township Manager	2014	32,400
	Eastpointe	City Manager	2019	32,673
	Ferndale	City Manager	2019	20,428
	Hamtramck	City Manager	2017	21,752
	Kalamazoo	City Manager	2013	75,000
	Lincoln Park	City Manager	2019	36,665
	Oakland Township	Township Manager	2013	16,779
	Oakland Township	Township Manager	2018	19,132
	Rochester	City Manager	2022	13,017
	Rochester	City Manager	2015	13,017
	Royal Oak	City Manager	2020	59,112
	Troy	City Manager	2018	83,181
Minnesota	Becker	City Administrator	2021	4,874
	Fairmont	City Administrator	2023	10,477
	Hibbing	City Administrator	2021	15,855
	Lindström	City Administrator	2023	4,888
	Minnetonka	City Manager	2022	53,953
	Scandia	City Administrator	2023	4,149
	St. Joseph	City Administrator	2022	7,342
	St. Louis Park	City Manager	2021	48,662
	Waconia	City Administrator	2021	13,500
Missouri	Ballwin	City Administrator	2020	30,181
	Cape Girardeau	City Manager	2020	38,000
	Ferguson	City Manager	2015	21,111
	Maryland Heights	City Administrator	2015	27,436
	Republic	City Administrator	2016	15,590
	South Lyon	City Manager	2018	11,327

	University City	City Manager	2017	35,172
	Warrensburg	City Manager	2021	20,200
	Webster Groves	City Manager	2020	22,800
	Wildwood	City Administrator	2014	35,517
	Wildwood	City Manager	2019	35,524
Nebraska	Nebraska City	City Administrator	2022	7,200
Nevada	Boulder City	City Manager	2021	16,207
New Hampshire	Portsmouth	City Manager	2019	21,796
New Jersey	Waldwick	Borough Administrator	2015	9,800
New York	Mamaroneck (Town)	Town Administrator	2021	29,156
	Mamaroneck (Village)	Village Manager	2018	19,426
	New Rochelle	City Manager	2022	79,067
	Scarsdale	Village Manager	2021	17,837
North Carolina	Ayden	Town Manager	2023	5,000
North Dakota	Minot	City Manager	2020	45,700
Ohio	Oberlin	City Manager	2016	8,390
Pennsylvania	Ferguson Township	Township Manager	2017	18,300
	Ferguson Township	Township Manager	2022	18,300
	Mt. Lebanon	Municipal Manager	2015	33,137
	Patton Township	Township Manager	2022	15,801
	South Fayette Township	Township Manager	2018	14,416
Rhode Island	North Kingstown	Town Manager	2015	26,326
Tennessee	Oak Ridge	City Manager	2023	31,402
Texas	Burleson	City Manager	2011	36,990
	Burleson	City Manager	2018	43,960
	Missouri City	City Manager	2022	74,139
Vermont	Winooski	City Manager	2022	7,997
Virginia	Chesapeake	City Manager	2019	245,000
	Portsmouth	City Manager	2020	96,000
	Salem	City Manager	2019	25,643
	Virginia Beach	City Manager	2019	442,707
Washington	Burien	City Manager	2022	52,066
	Duvall	City Administrator (Professional Outreach)	2021	8,090
West Virginia	Bridgeport	City Manager	2019	8,582
	Bridgeport	City Manager	2021	8,582
	Morgantown	City Manager	2016	31,000
Wisconsin	Baraboo	City Administrator	2019	12,048
	Beaver Dam	City Administrator	2021	16,291
	Bellevue	Village Administrator	2018	15,524
	Beloit (City)	City Manager	2015	36,966
	Beloit (Town)	Town Administrator	2016	7,083
	Beloit (Town)	Town Administrator	2020	7,083
	Brown Deer	Village Manager	2012	12,000
	Burlington	City Administrator	2014	10,511
	Cedarburg	Town Administrator	2015	11,475
	Fond du Lac	City Manager	2012	43,021
	Fort Atkinson	City Manager	2012	12,300
	Franklin	Director of Administration	2019	36,155

Glendale	City Administrator	2016	12,920
Harrison	Village Manager	2021	13,185
Hartford	City Administrator	2015	14,251
Hobart	Village Administrator	2016	8,500
Janesville	City Manager	2013	63,480
Lake Geneva	City Administrator	2015	7,710
Lisbon	Town Administrator/Clerk	2014	2,521
Monroe	City Administrator	2020	10,827
Oak Creek	City Administrator	2016	35,243
Plymouth	City Administrator/Utilities Manager	2020	8,540
Plymouth	Director of City Services	2010	8,540
Prairie du Chien	City Administrator	2017	5,900
Princeton	City Administrator	2010	1,504
Rhineland	City Administrator	2018	7,800
Richfield	Village Administrator	2009	11,500
Rome	Town Administrator	2016	2,720
Sheboygan	City Administrator	2023	48,327
Shorewood	Village Manager	2017	13,331
Waukesha	City Administrator	2012	71,158
Waukesha	City Administrator	2014	71,158
Waukesha	City Administrator	2023	71,158
West Bend	City Administrator	2016	31,000
Whitewater	City Manager	2012	14,300
Whitewater	City Manager	2022	14,300



CITY ADMINISTRATOR

WAUKESHA, WISCONSIN



EXECUTIVE RECRUITMENT



POSITION IN BRIEF

The City Administrator is the chief administrative officer in charge of the City's day-to-day operations and manages a budget of approximately \$100 million and a five-year CIP of \$218 million. The City Administrator oversees a workforce of approximately 570 FTEs in a financially stable organization. The City is looking for a forward-thinking, collaborative, and transparent professional with strong communication skills.

THE COMMUNITY

The City of Waukesha, with a population of 71,158, is an award-winning and growing community located west of Milwaukee. The City has experienced considerable residential, commercial and employment growth. Nationally recognized as one of the "100 Best Places to Live" in the U.S., and in 2020 and 2021, the City was named as one of the "Top Workplaces" by the Milwaukee Journal Sentinel.

Waukesha is the seventh largest city in the state with a daytime population of approximately 100,000 people. It is located in one of the fastest growing and wealthiest counties in Wisconsin and its commercial and residential boom is expected to continue.

The City has a thriving historic downtown boasting concerts, a farmer's market, scenic Riverwalk, and festivals. The location on the river, historic buildings, and strong artist culture all contribute to the unique character of the City. Waukesha also includes great neighborhoods, excellent schools, and an award-winning park system with recreation programs for the whole family.

There are 31,280 households in Waukesha. A wide variety of housing sizes, styles and price ranges are available throughout the community from older structures to new construction home sites. The median household income is \$65,688; median home values, per market reports, are approximately \$310,000. Waukesha's population is approximately 84% white, 12% Hispanic and 4% African American. The

neighboring City of Milwaukee has more than 600,000 residents, and the Milwaukee Metropolitan Statistical Area has a population of more than 1.5 million.

Education is a top priority for the Waukesha community. There are excellent public and private schools from K through 12 in the City. The City is home to the state's oldest college, Carroll University (est. 1848), and the University of Wisconsin-Waukesha, a two-year university. The City is also served by Waukesha Technical College immediately adjacent to the City. The greater Milwaukee area offers a wide variety of higher education opportunities. Chief among them include the University of Wisconsin – Milwaukee and Marquette University.

Diverse recreational opportunities abound in Waukesha and the surrounding area. The City manages 45 parks and 1,100 acres of open land. There are hundreds of miles of biking and hiking trails in and around the City. Waukesha is within minutes of the Kettle Moraine State Forest. There are 12 golf courses and 77 lakes within the County. Waukesha hosts a lively arts community ranging from the Wisconsin Philharmonic and Waukesha Civic Theatre to the Waukesha Choral Union and free summer concerts at the Les Paul Band shell.

For more about activities and events, see [Visit Waukesha](#).

For more about the city's organization, [see this link](#).

CITY GOVERNMENT

The City of Waukesha is an independent, full-service municipality governed by a [Mayor](#) elected at large and a 15-member [Common Council](#), each elected by district. The Mayor serves as the City's chief executive officer. The Common Council, through standing committees, provides policy oversight of City activities, services, and programs.

The City Administrator is responsible for administering the day-to-day operations of the City, providing leadership and direction to the City's management staff which include the Police Chief, Fire Chief, Assessor, City Clerk/Treasurer, Public Works Director, Community Development Director, Finance Director, Library Director, Director of Information Services, Cemetery Director, Parks, Recreation and Forestry Director and Human Resources Director. The City also has an elected City Attorney and Municipal Judge.

The last City Administrator had been in his position for more than seven years, and recently became the City Manager of Janesville, Wisconsin. The city's elected officials and management team enjoy strong and mutually respectful work relationships.



CHALLENGES & OPPORTUNITIES

The next City Administrator can expect to work closely with the elected officials, community stakeholders, and the City's senior staff on the following:

- **Financial Condition and Budget Management.** The City is in excellent financial condition with a AA2 bond rating and a fund balance exceeding 28%, and the City Administrator takes a lead role in developing and managing the City's budget. Like all Wisconsin municipalities, however, the City's finances are significantly challenged by various parameters guiding the generation of new sources of revenues, as well as State of Wisconsin tax levy limits. The next City Administrator can expect to work closely with the elected officials and key management staff on seeking out new sources of revenue as well as continuing to find ways to deliver City services most efficiently.
- **Capital Improvements.** The City has made significant strides in the last few years in upgrading its facilities and infrastructure, including a new City Hall, police headquarters, and an aggressive road maintenance program. The City's water utility, governed by an independent Commission, is nearing completion of its pipeline to receive Lake Michigan water. An assessment of the public works facility is underway. With these projects in the background, and more to be accomplished, the next City Administrator can expect to continue advancing a robust five-year [Community Investment Plan \(CIP\)](#) that is supported by the community and Common Council. Still, containing costs on capital projects as prices increase and interest rates rise will be an ongoing challenge.
- **Organizational development.** The new City Administrator is encouraged to look at the municipal organization and over time, evaluate service delivery processes, procedures and methods, departmental and division organization, collaboration, and resource-sharing. The City is dedicated to continuous improvement. The next City Administrator will be encouraged to nurture and foster what is, by many accounts, already a collegial and high-output organizational culture.
- **Workforce Recruitment and Retention.** Working with a collaborative and professional executive staff that works together to solve complex problems, the next City Administrator will find a cohesive and energetic team that enjoys working with one another. Many on the management team identified challenges for themselves, and chief among them is retaining and recruiting City staff. In 2023's workforce environment, staying up on wages and benefits can be a moving target when competition from other public and private sector organizations is intense, and the City's ability to raise revenues is limited. Finding the right recipe to recruit and retain employees can be elusive even for an organization like Waukesha which has been recognized as a workplace of choice, and the next City Administrator can expect to be at the forefront when taking on this challenge.
- **Strategic Planning.** In late 2018, the Common Council adopted a [Strategic Plan](#). As a road map for the future, the Plan has helped establish goals, objectives, and strategies to help make significant and measurable improvements for the City. It has been a successful and respected guide, as it has been reflected in the various policies adopted by the Common Council and embodied in the City's budget, Community Investment Plan (CIP), the Master Plan, and department level strategic initiatives. It is due for an update, and the process is underway. Thus, the next City Administrator's work will be enhanced with a new strategic plan now under development.
- **Intergovernmental and Community Relationships.** The City's desire for strong intergovernmental relationships within the region is keenly important. As Waukesha is one of the largest communities in the state, it plays a significant role in helping craft state legislation that affects all Wisconsin communities, and its leaders have cultivated important relationships and persuasive messaging on a regional and state level. The next City Administrator can expect to play a leading role in developing close working alliances within the community, and with state, county and municipal partners and neighbors.





CANDIDATE QUALIFICATION CRITERIA

The following education, experience, management, and leadership criteria have been identified by the City's management team as important skills and abilities for candidates to possess and demonstrate:

EDUCATION AND EXPERIENCE

- A Bachelor's degree in business or public administration, or related field, with a Master's degree in public administration or closely related field preferred.
- Proven executive-level municipal management experience as either a chief administrative officer or assistant CAO, preferably in an independent, freestanding community of similar size and complexity, or an equivalent combination of education and experience.
- A team-oriented, strategic-thinking approach toward staff leadership with supervisory skills compatible with a high-functioning team.
- Exceptional interpersonal and communication skills.
- Strong financial, analytical, and budget management expertise.
- Have management experience in creating an environment of trust, integrity, and mentorship where employees respect one another and where the Department consistently functions at a high level of customer service.
- Have a demonstrated ability to provide strategic leadership and long-range planning practices.
- Have a history of assessing the skills and abilities of existing personnel in an effort to maximize their talent and expertise, including opportunities for employees to take on new challenges as professionals.
- Excellent communication skills and significant career success in building collaborative, effective relationships across departments.

MANAGEMENT STYLE/PERSONAL TRAITS

- Have complete personal and professional integrity, gaining respect and inspiring the trust and confidence of subordinates, co-workers, and elected and appointed officials, as well as the general public.
- Be a clear and concise communicator, including the ability to actively listen.
- Be a collaborative and decisive leader, one who has the ability to distill information and ideas from a variety of sources and make timely decisions.
- Be able to present complex technical information to any audience in a manner that is understandable and jargon-free.
- Have a genuine passion for public service from both an internal, department standpoint and for service to the community; be devoted to customer, community and departmental service.
- Be creative in solving problems, encouraging and empowering employees to find new and better ways to get work done, while also applying, maintaining and respecting the regulatory framework that guides the delivery of municipal services.
- Be a positive and flexible team builder who is committed to the well-being of the staff; be a manager who both defends his/her staff when appropriate, and holds the team accountable.
- Have an open, friendly personality and communication style and a calm demeanor; be one who can establish trust quickly with others. Have a sense of humor when appropriate to the circumstances.
- Be proactive and willing to keep the City Administrator and Common Council apprised of the state of the City's finances, major activities and/or operations of the Department in a consistent and timely manner, passing on both good news and bad news in a tactful, self-confident and professional manner.





COMPENSATION AND BENEFITS

The starting salary is \$170,000 – \$195,000 +/- DOQ, plus an excellent benefit package. The City offers a competitive benefits package including health, dental, and vision insurance, HSA, PTO, cell phone, and participation in the Wisconsin Retirement System.

The Mayor and Common Council possess a strong respect for City staff’s work. Among themselves, elected officials are collegial and respectful of differing perspectives and points of view.

The City is an Equal Opportunity Employer. The City seeks to attract the most talented people from a diverse candidate pool, and strongly encourages women, people of color, LGBTQ individuals, people with disabilities, and veterans to apply.

HOW TO APPLY

Candidates should apply by June 26, 2023 with resume, cover letter and contact information for five work-related references to www.GovHRjobs.com to the attention of Lee Szymborski, Senior Vice President, GovHR USA, 630 Dundee Road, #225, Northbrook, IL 60062. Tel: 847-380-3197

The City of Waukesha is an Equal Opportunity Employer.





CITY COUNCIL WORK SESSION MEETING

AGENDA SECTION	WORK SESSION ITEM
MEETING DATE	NOVEMBER 6, 2023

ITEM:	Review and Approve Economic Development Advisory (EDA) Commission Interview Questions. (10 Minutes)							
DEPARTMENT:	Administration	BY/DATE: Kevin Hansen / October 31, 2023						
CORE CITY STRATEGIES: <i>(please indicate areas that apply by adding an "X" in front of the selected text below)</i>								
<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">X Healthy and Safe Community</td> <td style="width: 50%;">X Thriving and Vibrant Destination Community</td> </tr> <tr> <td>X Equitable, Diverse, Inclusive, and Friendly</td> <td>X Strong Infrastructure and Public Services</td> </tr> <tr> <td>X Trusted and Engaged Leadership</td> <td>X Sustainable</td> </tr> </table>			X Healthy and Safe Community	X Thriving and Vibrant Destination Community	X Equitable, Diverse, Inclusive, and Friendly	X Strong Infrastructure and Public Services	X Trusted and Engaged Leadership	X Sustainable
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X Equitable, Diverse, Inclusive, and Friendly	X Strong Infrastructure and Public Services							
X Trusted and Engaged Leadership	X Sustainable							

BACKGROUND:

Council is being asked to review and approve EDA Commission interview questions to be used for the two open commission appointments that will begin on 1/1/2024.

SUMMARY OF CURRENT STATUS:

Staff needs recommendations for suitable interview questions for the three candidates interviewing on November 13, 2023, from 4:30 to 5:30pm.

ATTACHMENT(S):

Proposed EDA Commission interview questions

Economic Development Advisory (EDA) Commission Example Questions

1. Please describe your understanding of the role of the Economic Development Commission and the responsibilities/duties of its members.
2. Can you briefly share what you know about economic development in Columbia Heights? Describe what you see as successes and what you see as primary challenges.
3. One of the roles of the Economic Development Commission is to aid the City Council and Planning Commission in the proper strategic development of areas suitable for real estate development. What experience do you have with developing long and short range plans and strategies?
4. Have you ever been a member of a board of directors for a private, non-profit or public corporation?
5. What do you believe the EDA should do to improve economic development in Columbia Heights?
6. Are you familiar, generally, with the statutory tools available to foster economic development?
7. Are you familiar with the EDA enabling resolutions and EDA bylaws?
8. Are you familiar with redevelopment and redevelopment financing?
9. If you were to be appointed to the EDA, what is the single most important accomplishment for it to achieve?
10. Explain your vision/ideas for the core commercial area of the City?

RATING	<u>Least</u>					<u>Most</u>					
Knowledge of community	1	2	3	4	5						
Involvement with community	1	2	3	4	5						
Ability to present information orally	1	2	3	4	5						
Experience/training/interest beneficial to this board or commission	1	2	3	4	5						
Knowledge of assigned commission	1	2	3	4	5						
Overall Impression		1	2	3	4	5	6	7	8	9	10

Overall Rating _____ Board or Commission recommended for: _____