



Our Vision

Red Wing thrives as a vibrant, creative river town that values its natural environment, welcomes all people, and unlocks opportunity for everyone.

Our Mission

We strive to create a sustainable, healthy, accessible, resilient, and equitable community where every person feels at home.

Meeting Announcement and Agenda Personnel Committee Regular Meeting

**Jordan River Room, City Hall Second Floor, 315 West 4th Street, Red Wing, MN
Monday, September 18, 2023, at 11:00 AM**

- 1. Call to Order**
- 2. Approval of Minutes**
 - 2.A. Motion to Approve Monday, August 14, 2023, Minutes.
- 3. Old Business**
 - 3.A. City Council Administrator Hiring Process
The Personnel Committee requested staff provide quotes from hiring firms for the CA hiring process. Two quotes are attached. Council President Beise has asked that this issue be on the October 10 City Council meeting for discussion and possible action.
- 4. New Business**
 - 4.A. Pay and Compensation Study Discussion
Staff will share ideas on how to address the pay chart inequity based on the Police Department pay chart increases. No action will be requested at this time. Staff anticipates bringing a recommendation back to the the Personnel Committee and then the City Council in the next three months.
 - 4.B. Update On Preliminary Insurance Rates
Staff has a meeting scheduled with our insurance professionals on Monday, September 18, in the afternoon. We will not have information for the Personnel Committee at the 11 a.m. meeting. However, we have an indication of what the rate increases might be. Staff will provide a verbal update on information to date and address the timeframe for getting the final quotes.
 - 4.C. Labor Management Committee Training
Staff will provide the Personnel Committee with a brief update on the September 14 Labor Management Training between the City and the AFSCME unions.
 - 4.D. Engineering Department Hiring Process
City Engineer Jay Owens will provide the Personnel Committee with an update on the Assistant Chief hiring process.

5. Communication Items

5.A. Personnel Updates (Verbal)

5.B. Next Meeting Date:

6. Adjournment

Accommodations for signing interpreter, Braille, large print, etc. can be made. Call City Hall at 385.3600 seven days prior to the need. Hearing assistance devices are available during meetings.

PERSONNEL COMMITTEE MINUTES
Monday, August 14, 2023

City Hall, Jordan River Room

Members Present: Don Kliewer, Janie Farrar, Kim Beise

Members Absent: None

Staff Present: City Council Administrator Kay Kuhlmann, Administrative Services Director Laura Blair, Public Works Director Shawn Blaney, Fire Chief Mike Warner, and Engineering Director Jay Owens

Others Present: None

Call to Order: Farrar called the meeting to order at 5:00 p.m.

Approve Minutes: Beise made a motion and Kliewer seconded the motion. Motion to approve minutes approved unanimously.

Old Business: Consider a Motion to Reaffirm the April 17, 2023, Personnel Committee recommendation on the City Council Administrator hiring process.

- Discussion: Farrar and Kliewer expressed an executive search firm is important to hiring the next City Council Administrator. Beise commented that the City has a qualified internal candidate interested in the position. Staff was directed to obtain three proposals with executive search firms for consideration.

Next Meeting Date: Monday, September 18, 2023 at 11:00 a.m.

Adjourn: Farrar adjourned the meeting at 5:42 p.m.



September 12, 2023

City of Red Wing, Minnesota

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

September 12, 2023

Laura Blair Johnson, Administrative Services Director
 Administrative Services Department
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Delivered electronically to laura.blair@ci.red-wing.mn.us

Dear Laura:

This proposal continues the valuable relationship we have built with the City of Red Wing (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 Council Administrator with forward-thinking executive recruitment services so you can keep your focus where it belongs: serving your community. Our proposal 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>Red Wing 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 Council Administrator. We strive to understand how the City of Red Wing’s 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 Red Wing, Minnesota
September 12, 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 Red Wing.

As your Value Architects™, we are determined to support you in achieving your mission to identify your next Council Administrator. 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



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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



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Executive summary

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

Understanding your needs to help achieve your objectives and mission

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

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 Red Wing as a thriving municipal organization that exceeds the expectations of its residents and visitors. The goal of the City, as stated in the Red Wing 2040 Community Plan, is to be the most healthy, vibrant town in the Midwest— economically, socially, physically, and mentally through its five key principles: Sustainability, Health, Accessibility, Resiliency, and Equity (SHARE). This naturally beautiful, family-friendly, vibrant, creative river town values its natural environment, welcomes all people, and unlocks opportunity for everyone.

We recognize there is significant competition for experienced local government administrators, 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.

Our highly regarded executive recruitment process

State and local government clients like the City of Red Wing 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
<p>1. Recruitment brochure development and advertising</p>	<ul style="list-style-type: none"> We schedule and meet with the City Council and key stakeholders, 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.
<p>2. Execution of recruitment strategy and identification of quality candidates</p>	<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.
<p>3. Screening of applications, review of semi-finalists and selection of finalists</p>	<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 8 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.
<p>4. Background report checks, reference checks, social media presence, academic verifications</p>	<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 8 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.

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.

Why Baker Tilly is ideally suited to serve Red Wing

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 Red Wing 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
Carefully structured process supported by technology	<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.
Public sector recruiting specialization and experience	<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.
Thorough candidate evaluation	<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.

WHAT WE UNDERSTAND THE CITY NEEDS	HOW WE WILL DELIVER
<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. 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 Council Administrator 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 stay focused on their primary and assigned functions while Baker Tilly manages the search process.

BAKER TILLY DIFFERENTIATES ITSELF FROM OTHER EXECUTIVE RECRUITMENT FIRMS

The City of Red Wing will benefit from our understanding of best practices within the executive recruitment space.

Meeting your needs with our resources

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 Red Wing will receive an exceptional executive recruitment experience. Below are some key facts about our firm.



1,700+
recruitments
since 2000



50+
office locations
across the U.S.



250+
workplace and
culture awards

COMPREHENSIVE EXPERIENCE TO SERVE YOU

The City of Red Wing 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.

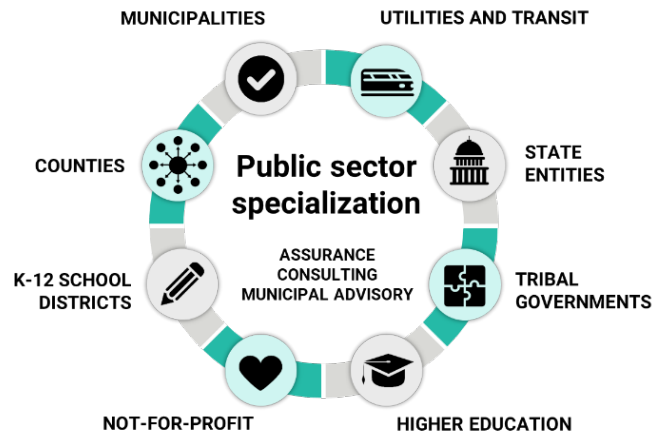
Project contacts and locations

AUTHORIZED REPRESENTATIVE	ENGAGEMENT TEAM LEADER
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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 Red Wing? 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.



COMMITMENT TO THE PUBLIC SECTOR
 Baker Tilly has been in business for more than 90 years and public sector entities were some of our first clients.

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

 <p>4,000+ public sector clients</p>	 <p>90+ years of industry experience</p>	 <p>Serving clients nationwide</p>
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SUPPORTING STATE AND LOCAL GOVERNMENTS WITH SPECIALIZED EXPERTISE
 The City of Red Wing will benefit from the insight Baker Tilly has gained from serving thousands of public sector clients across the United States

Sharing a culture of values with the City of Red Wing 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 Red Wing. 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	COLLABORATION	INTEGRITY	PASSION	STEWARDSHIP
<p>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.</p>	<p>We are at our best when we work together. We build on our collective strength to achieve more than we can as individuals.</p>	<p>We do the right thing, for the right reason, every day. Honesty, trust and keeping our promises are paramount to our success.</p>	<p>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.</p>	<p>We invest for the future with the intention of leaving everything better. We strive to make a positive difference and leave a proud legacy.</p>

SHARED CULTURES, VALUES, PHILOSOPHIES AND GOALS

The City of Red Wing 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 A** for more information on our firm’s commitment to diversity, inclusion and belonging.

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:

- | | |
|------------------------------------|--|
| • Executive recruitment | • Process improvement |
| • Executive coaching | • Strategic and business planning |
| • Executive performance assessment | • Service sharing and service consolidation |
| • Organization assessments | • Management services |
| • Organization development | • Financial planning, budgeting and analysis |
| • Performance management | |

MEETING THE CITY OF RED WING'S 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.

Serving the City of Red Wing 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 area office based on a similar experience serving organizations like Red Wing.

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.

Providing executive recruitment services

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

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 position of Council Administrator. The recruitment brochure will also include a profile that captures the essence of the City of Red Wing 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 other designated stakeholders to discuss the required background, professional experience, and management and leadership characteristics for your Council Administrator. 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 Council Administrator.

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 B.**]

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 Council Administrator position further.

PROVIDING EXECUTIVE RECRUITMENT SERVICES

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

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 Council Administrator. 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 Council Administrator 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 Council Administrator 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 C.**]

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
Execution of recruitment strategy and candidate outreach	<ul style="list-style-type: none"> • Online data collection and profile development • Development of an interactive, searchable applicant database for recruitment of your Council Administrator • 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 	4-5 weeks

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 15 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 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
<p>Applicant screening and recommendation of semi-finalists</p>	<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 	<p>2-3 weeks</p>

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.

PROVIDING EXECUTIVE RECRUITMENT SERVICES

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

The City of Red Wing will receive a report that thoroughly verifies each finalist's background.

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

PROVIDING EXECUTIVE RECRUITMENT SERVICES

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 Red Wing 	1-2 days

Providing optional post-placement activities

A successful executive search creates an opportunity to solidify the leadership bond between Red Wing’s City Council and the new Council Administrator. 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 Council Administrator 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/administrator 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 council administrators 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 Red Wing

Baker Tilly’s recruiting strategy for Red Wing 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 Council Administrator 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 Red Wing’s 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.

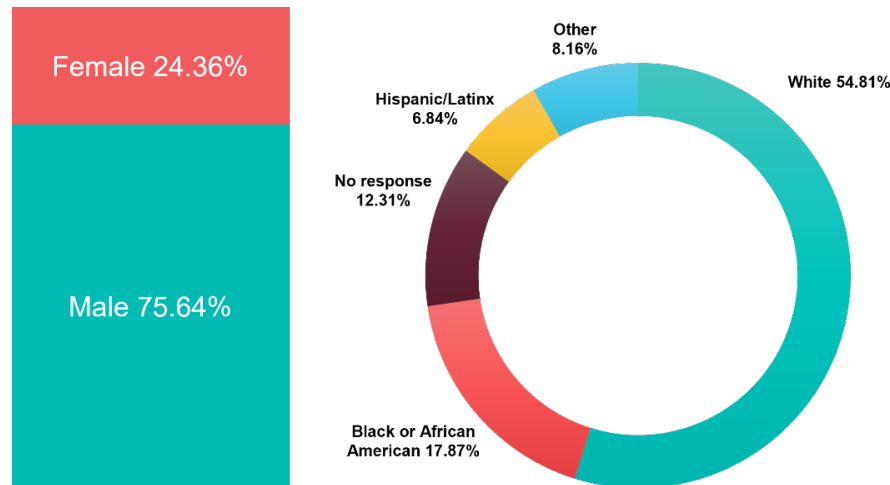
PROVIDING EXECUTIVE RECRUITMENT SERVICES

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
- 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.

Triple Guarantee

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

PROVIDING EXECUTIVE RECRUITMENT SERVICES

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.

Co-developing a timeline to meet Red Wing’s deadlines

A typical timeline is 100-120 days from project kickoff to extending an offer of employment. The Baker Tilly project team leader will discuss your anticipated or desired timeline during the initial kickoff meeting. We intend to conduct your recruitment expeditiously, but not at the expense of finding qualified applicants to present to you. For this proposal, target dates are to be determined. Once you approve, and based on mutual agreement, we will provide actual dates in our service agreement. The following is an example of a timeline for an executive recruitment process.

Your time is valuable, and one significant way we will add value to Red Wing is by delivering our services on time.

PROJECT MILESTONE	DELIVERABLES
Profile development, advertising and candidate outreach	<ul style="list-style-type: none"> Baker Tilly meets with City officials to develop candidate profile and recruitment brochure; City approves ad placement schedule and timeline Baker Tilly sends draft recruitment brochure to the City The City returns draft brochure (with edits) to Baker Tilly Baker Tilly begins recruitment advertising and marketing Online data collection and profile development
Applicant screening and assessment and recommendation of semi-finalists	<ul style="list-style-type: none"> Baker Tilly commences formal review of applications, and the most promising candidates will be asked to complete questionnaires Candidates complete recorded interviews online Baker Tilly completes a formal review of applications and sends selected resumes to the City Council for review Candidates’ recorded interviews are presented Baker Tilly meets with the City Council and recommends semi-finalists; City Council selects finalists for on-site interviews Finalists complete candidate management style assessment, responses are reviewed, and interview questions are developed
Comprehensive background, academic and reference checks	<ul style="list-style-type: none"> Baker Tilly completes reference checks/background checks/academic verification on finalists
On-site Interviews with finalists	<ul style="list-style-type: none"> Baker Tilly sends documentation for finalists to the City Council The City Council conducts on-site interviews with finalists
Employment offer made/accepted	<ul style="list-style-type: none"> The City Council extends employment offer to the selected candidate

COMMITMENT TO SUCCESSFULLY DELIVER RECRUITMENT SERVICES TO MEET YOUR REQUIREMENTS

The City of Red Wing’s time is valuable. We will co-develop a timeline to provide the City’s executive recruitment services on time.

Your Value Architects™

Red Wing 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.

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 Red Wing 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 Council Administrator.

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 Red Wing from some of our most experienced team members.

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

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR RED WING

Engagement leadership**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.

Consulting team**Art Davis — Director**

5440 West 110th Street, Suite 300, Overland Park, KS 66211
 +1 (816) 868 7042 | art.davis@bakertilly.com

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.

**Nancy Hetrick — Managing director**

267 East Campbell Ave, Suite 200, Campbell, CA 95008
 +1 (408) 385 3412 | nancy.hetrick@bakertilly.com

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 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.

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR RED WING

**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.

**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

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR RED WING

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 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

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR RED WING

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.

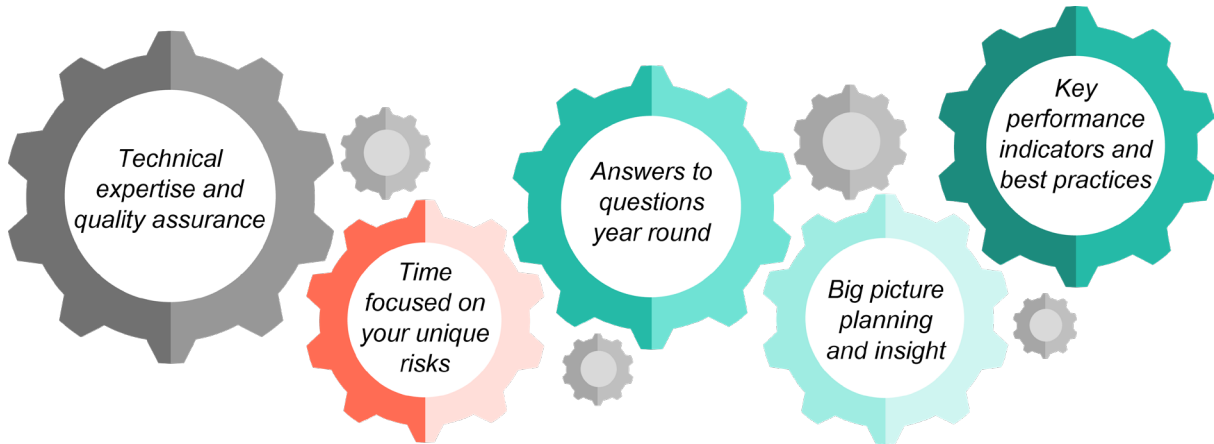
THE CITY OF RED WING WILL RECEIVE TANGIBLE RESULTS WITH BAKER TILLY

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

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 Red Wing.



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 Red Wing 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 Red Wing. 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 the City of Red Wing through engaged team members and staff continuity.

Valuable perspectives

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 Red Wing.

Demonstrating successful relationships with similar clients

Patty Heminover is the designated project leader for your Council Administrator 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 WILLMAR, MN			
Name	Leslie Valiant	Title	City Administrator
Phone	+1 (320) 214 5160	Email	lvaliant@willmarmn.gov

LEAGUE OF MINNESOTA CITIES			
Name	Donyelle Mikacevich	Title	Human Resources
Phone	+1 (651) 281 1202	Email	mikacevich@lmc.org

SOUTHWEST TRANSIT, MINNESOTA			
Name	Maria Mancilla-Diaz	Title	Chief Administrative Officer
Phone	+1 (952) 974 3112	Email	mmancilladiaz@swtransit.org

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 Red Wing.

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	Population
Current	Bemidji	MN	City Manager	14,570
Current	Canfield	OH	City Manager	7,605
Current	Fernley	NV	City Manager	22,343
Current	Freeport	ME	Town Manager	8,737

LIST OF RELEVANT PROJECTS: 2018 — PRESENT

Year	Client	State	Project	Population
Current	Huber Heights	OH	City Manager	43,439
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	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
2022	Minnetrissa	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

LIST OF RELEVANT PROJECTS: 2018 — PRESENT

Year	Client	State	Project	Population
2022	Staunton	VA	City Manager	25,750
2022	Westminster	CO	City Manager	116,317
2022	Willmar	MN	Assistant City Administrator	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	192,294
2021	Greeley	CO	City Manager	105,888
2021	Huntington Beach	CA	Interim Admin Services Director	200,259
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	Windsor	CA	Interim Town Manager	27,447
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 Dir	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
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

LIST OF RELEVANT PROJECTS: 2018 — PRESENT

Year	Client	State	Project	Population
2019	Cloquet	MN	City Administrator	11,938
2019	Cupertino	CA	Interim Assistant City Manager	85,302
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	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

Value for fees

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 Red Wing's mission.

Delivering a professional fee estimate for the City of Red Wing

We are excited about the opportunity to work with Red Wing 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	
Phase I	
Task 1 — Candidate profile development/advertising/marketing	
Task 2 — Identify quality candidates	
Phase II	
Task 3 — Screening of applications and submission of recommended semi-finalists to the client	
Task 4 — Reference checks, background checks and academic verifications	
Phase III	
Task 5 — Final process/on-site interviews with finalists	
Conclusion	
Assistance and technical support for total rewards (salary and benefits), employment offer negotiation, offer and acceptance by finalist	
TOTAL ALL-INCLUSIVE FEE*	\$26,100

OPTIONAL SERVICES FOR CONSIDERATION	FEE
<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 Red Wing 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

The City of Red Wing 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 Red Wing 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 Red Wing 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

The City of Red Wing can expect exceptional service paired with a fair, competitive fee arrangement that allows us to deliver continuous value throughout our relationship.

Appendix A: 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 head of diversity, inclusion, belonging and societal impact 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 the City of Red Wing. We hire people who bring new perspectives and experiences, including Shane Lloyd, who joined Baker Tilly as our 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 working of our business. Our DIBS ecosystem includes an array of groups, initiatives and deep networks of committed team members. [Learn more here.](#)

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.

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.

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.

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 B: Sample brochure



CITY ADMINISTRATOR
CITY OF SHOREWOOD, MINNESOTA



PUBLIC SECTOR EXECUTIVE RECRUITMENT



THE COMMUNITY

Nestled on the southern shore of Lake Minnetonka, the city of Shorewood, Minnesota is a predominantly residential community known for its rolling hills and picturesque lakes and creeks. Its 2021 estimated population is 7,827. The city covers a land area of 5.31 square miles, which includes several islands, the largest of which are –Enchanted, Shady and Spray.

The city of Shorewood is conveniently located in the southwest Minneapolis-St. Paul metropolitan area. Its convenient location and easy access to a comprehensive system of highways, connect the city to Minneapolis, St. Paul and the MSP International airport.

Shorewood is fully developed with 2,902 households, ranging from homes built at the turn of the 20th century to new homes under construction. The city is home to two commercial neighborhood shopping centers.

The City of Shorewood prides itself on its lakes and beautiful wooded surroundings. Park programs and recreational sports are overseen and managed by the city with coordination amongst a variety of local athletic associations

Most of Shorewood is located within the Minnetonka School District with island residents part of the Westonka School District. Both districts are recognized for the success of their educational programs.

THE ORGANIZATION

Shorewood was first incorporated as a village in 1956 and later became a city in 1974, operating under the Council Administrator, Plan A form of government. The City Council consists of the Mayor and four council members, all elected at-large on a nonpartisan basis. Council members serve four-year staggered terms, with two council members elected every two years. The Mayor is also elected to a four-year term. The City Council serves as the policy-making and legislative authority for the city and acts as its Economic Development Authority. The City Council is also responsible for hiring a City Administrator to oversee daily operations and supervise staff.

The City of Shorewood provides residents and businesses with a broad range of municipal services including street maintenance, recreation programs, park maintenance, community and economic development, and administrative services such as building inspections. The city operates four enterprise operations: water utility, sanitary sewer utility, storm water utility, and a recycling program. The City also operates a community and events center.

Police protection is provided by the South Lake Minnetonka Police Department (SLMPD) with offices in Shorewood. The SLMPD was created in 1973 through a joint powers agreement between the cities of Shorewood, Excelsior, Greenwood, and Tonka Bay. Excelsior Fire District covers fire and medical calls for mainland Shorewood, serving the cities of Excelsior, Deephaven, Greenwood, and Tonka Bay; Mound Fire District serves the islands.

The City of Shorewood has a 2022 budget of \$9.2 million and employs a staff of 22 full-time equivalents.



THE POSITION

The City Administrator position is open because the former administrator accepted a new position with another city after serving the City of Shorewood for over five and a half years.

The City Administrator is responsible for planning, organizing, directing, and coordinating, the daily operations of all city departments and functions including administration, finance, planning, engineering, public works/utilities, parks, and city facilities; provides information and support to the City Council and advisory commissions; and serves as Executive Director of the Economic Development Authority. Positions reporting directly to the City Administrator include the Finance Director, the Planning Director, the Public Works Director, the City Clerk/HR Director, and the Parks and Recreation Director. The City Administrator reports to the City Council.



THE POSITION *(CONTINUED)*

MAJOR RESPONSIBILITIES INCLUDE:

- Plans and directs the general administration of City services, including contracts for services.
- Plans, organizes, and directs city affairs to ensure a coordinated and efficient effort to achieve city goals and objectives.
- Monitors operations to ensure compliance with applicable laws, regulations, rules, policies, and ordinances.
- Plans, develops, and implements administrative policies, rules, regulations, and procedures.
- Implements, interprets, and applies City Council actions, directives, and policies.
- Ensures that public services are efficiently provided and that all outside requests and complaints are effectively handled.
- Directs communication activities to keep the public informed of City plans and operations.
- Provides effective support to the City Council, prepares reports to the City Council, and recommends the establishment of goals, programs, and objectives.
- Attends and participates in all City Council meetings, and meetings of other City groups as appropriate.
- Represents the City in local, regional, and state meetings, and in community group functions.
- Works cooperatively with other governmental units and municipalities on matters of mutual interest.
- Serves as City's representative and liaison to public safety organizations as designated by the City Council.
- Plans, directs, and coordinates the administration of the Economic Development Authority.
- Oversees the preparation of operations and capital budgets, including recommendations for tax levies and utility rates and submits to City Council for consideration.
- Oversees all fund management and investment activities per Council directives.
- Oversees the expenditures of established budgets and reports to Council on budget status at least quarterly.
- Works with Finance Director to ensure that financial assets are properly controlled and provides accurate information for financial planning.
- Plans, develops, and directs personnel programs, policies, and procedures, including administration of the position classification and compensation plan.
- Recommends employee benefits and personnel policy programs and coordinates all phases of personnel administration.
- Represents management in negotiating collective bargaining agreements.





LEADERSHIP OPPORTUNITIES

Environmental policy. With the proximity of Lake Minnetonka, many residents are interested in the environment. The City Administrator will assist the City Council in developing and implementing environmental policy in areas such as storm water management and integrated pest management plans.

Managing citizen requests. The City Administrator will assist staff in responding to citizen requests for service, working with citizens to solve problems while adhering to operating policies.

Joint powers administration. The City Administrator will actively represent the City of Shorewood in joint power organization, demonstrating the ability to work collaboratively and distinguishing when to cooperate with others and when to advocate for the city.

Financial resources. The City Administrator will pursue available Federal, State, and County grants, as appropriate, to facilitate community improvements and programs.

Comprehensive planning. The City Administrator will assist the City Council in the preservation of the City's environmental features and natural amenities, encouragement of land uses which are compatible with the residential and natural character of the City and provision of quality public services in a cost-effective manner through long-term financial planning.

Short and long-term goals. The City Administrator in partnership with the City Council, will assess the City's current priorities and develop a vision and strategic set of short and long-term goals for the organization and community.

DESIRED CAPABILITIES

- Understands the importance of maintaining a small-town feel and close-knit community while pursuing opportunities.
- Guides the city in developing, articulating, and working together to accomplish shared goals.
- Maintains objectivity and neutrality; navigates the political environment without taking sides.
- Positive and forward looking; anticipates trends and issues that will impact the City.
- Has the self-confidence and courage to present recommendations that may not be popular.
- Values a culture that embraces exemplary customer service.
- Brings a high-level understanding of municipal finance and short- and long-range budgets and financial plans.
- Innovative, willing to think outside of the box to resolve community challenges.
- Approachable, seeks and demonstrates a genuine interest in other points of view; treats others with respect.
- Self-assured, confident, and even-tempered, calm under pressure.
- Provides professional guidance, counsel, and learning opportunities to city staff with an open-door policy; shows care and compassion; celebrates success.
- Diplomatic, honest, confident and with strength of character and ability to stimulate trust in government.
- Apolitical and the ability to build relationships with the City Council, employees, and the residents.
- Effective communicator who believes in an open and transparent approach.



EDUCATION AND EXPERIENCE

The City Administrator position requires a Bachelor's degree in public or business administration or a related field and four years' of progressively responsible experience working for local governments or comparable organizations. A Master's degree in public administration is desired. Consideration will be given to candidates with an equivalent combination of education and experience sufficient to perform the essential duties of the position. The ideal candidate will have strong financial, communication, and administrative management skills and demonstrate the ability to support council policymaking and provide leadership to the city team. Experience achieving results through participation in joint powers organizations is a plus.

COMPENSATION AND BENEFITS

A starting salary based on the successful candidate's qualifications and experience will be offered, with a range extending from \$130,000–\$155,000. The city offers competitive benefits and participation in the Public Employees Retirement Association retirement program. Residency is not required.

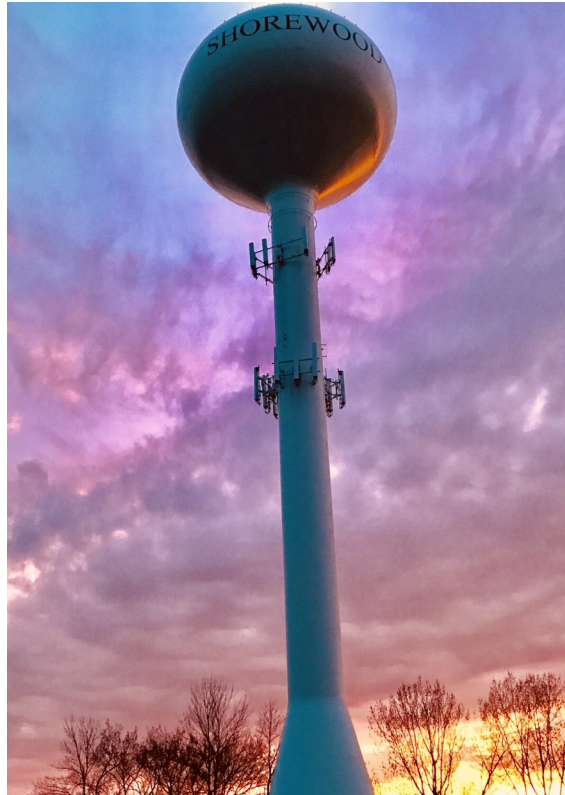
APPLICATION AND SELECTION PROCESS

Qualified candidates please submit your cover letter and resume online at

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

This position is open until filled. For more information, please contact Patty Heminover at patty.heminover@bakertilly.com or by calling 651-223-3058.

For more information about the City of Shorewood, visit [ci.shorewood.org](https://www.ci.shorewood.org)
The City of Shorewood is an Equal Opportunity Employer.



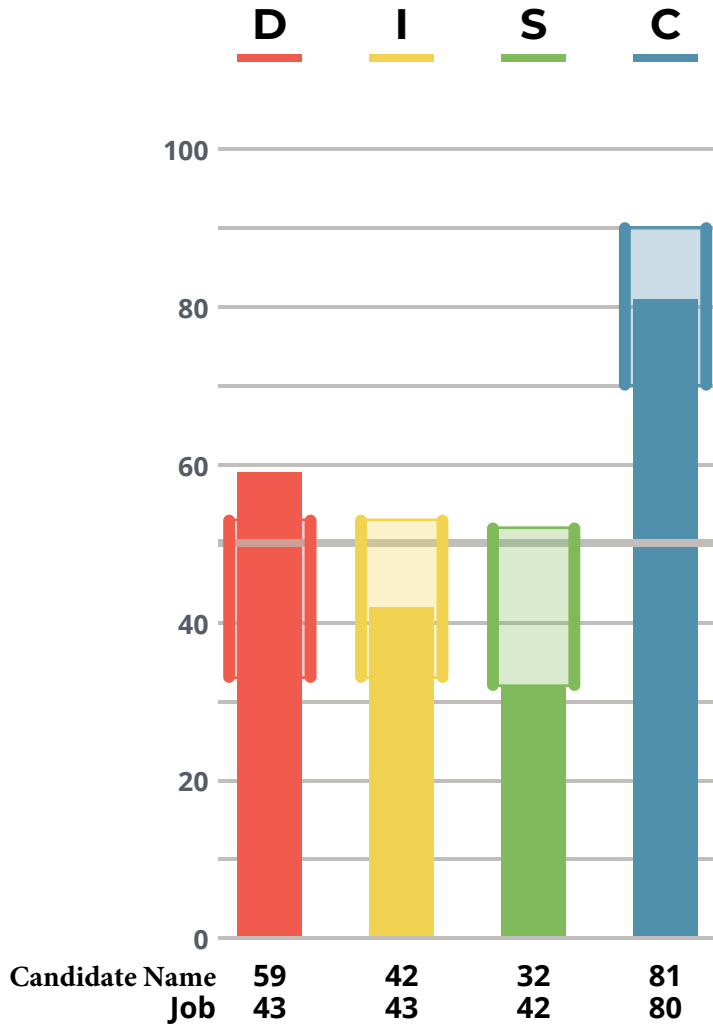
Appendix C: Sample TTI report


Workplace Behaviors®



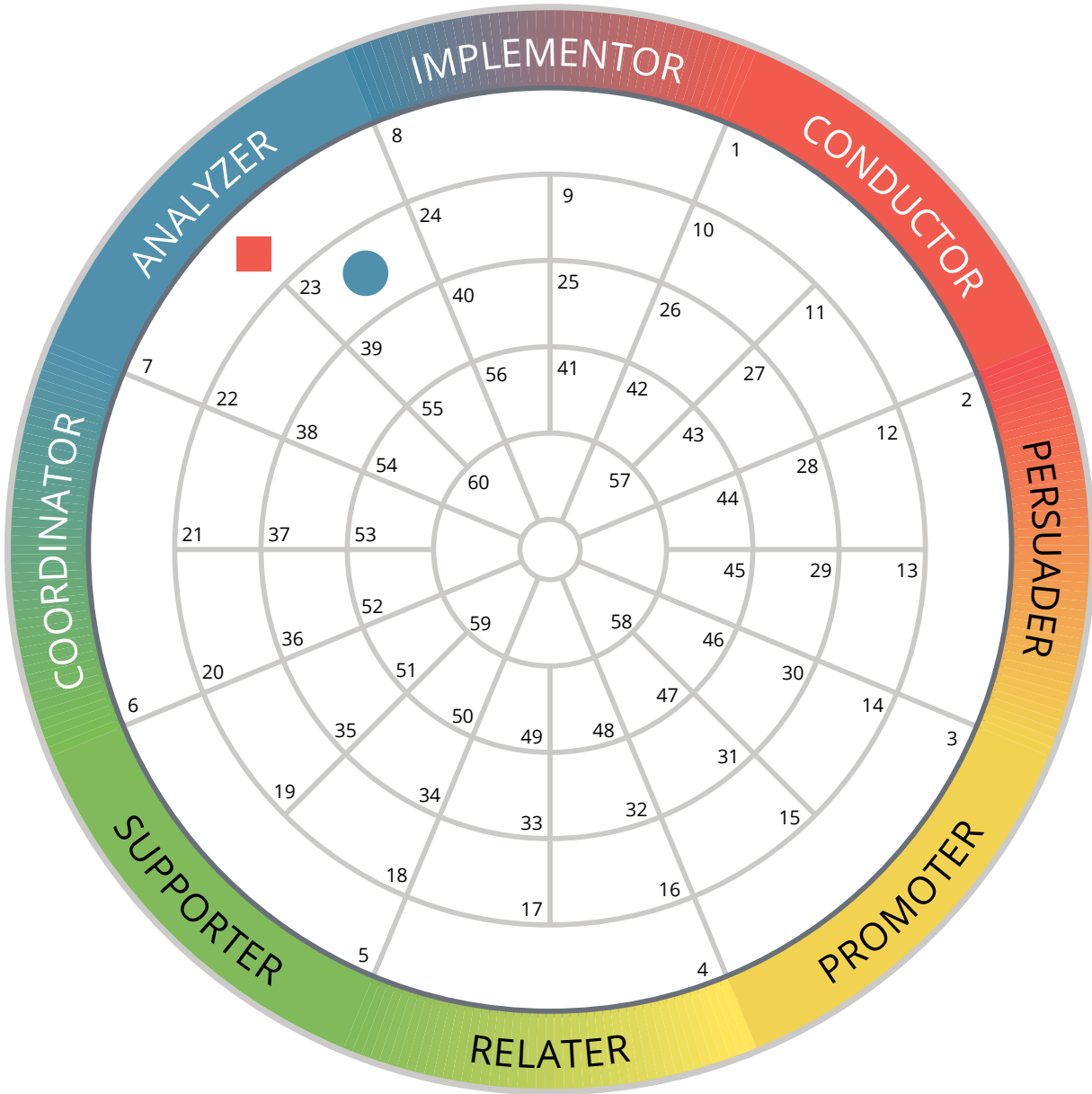
Candidate Name

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 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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bakertilly.com

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.



Baker Tilly US, LLP

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Suite 300
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T: +1 (214) 842 6478

edward.williams@bakertilly.com

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



Baker Tilly US, LLP

8626 N Himes Ave
Tampa, FL 33614
United States

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

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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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Suite 3025
St. Paul, MN 55101
United States

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michelle.lopez@bakertilly.com

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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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St. Paul, MN 55101
United States

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diane.segulia@bakertilly.com

bakertilly.com

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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8219 Leesburg Pike
Suite 800
Tysons, VA 22182
United States

T: +1 (703) 923 8040

carrie.thompson@bakertilly.com

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

September 18, 2023

Sent via email only

Kay Kuhlmann and Laura Blair
City of Red Wing
315 West 4th Street
Red Wing, MN 55066

Dear Council Administrator Kuhlmann and Administrative Services Director Blair;

Thank you for the opportunity to submit a proposal to assist the City of Red Wing with a search for the City's next Council Administrator. 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. I would be happy to answer any questions the City Council may have.

Sincerely,



Liza Donabauer
DDA Human Resources, Inc.

Enclosures



CITY OF RED WING

Council Administrator Search Proposal

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

September 18, 2023



Prepared by:
Liza Donabauer
Management Consultant

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 nine 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 Red Wing. 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 Consultant Liza Donabauer being on site regularly, the City Council will receive weekly email updates, and she will always be available for questions.

SERVICE TEAM

LIZA DONABAUER – 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.



Since joining DDA, Liza has conducted over 45 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)

Contact Information:

liza@daviddrown.com

612-920-3320 x111

P.O. Box 534

Waconia, MN 55387

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.

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



Contact Information:

gary@daviddrown.com

612-920-3320 x109

1327 Merrywood Court
Faribault, MN 55021

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.

Pat will assist with recruitment and reference checking as needed.



Contact Information:

pat@daviddrown.com

612-920-3320 x116

3620 Northome Ave

Wayzata, MN 55391

LIZ FOSTER

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

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



Contact Information:

liz@daviddrown.com

612-920-3320 x108

704 10th Ave SE

Austin, MN 55912

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		September 11, 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 	August 19, 2024
Professional position profile	Develop position profile and advertisement	September 16, 2024
Approve position profile	City Council approves profile, job description, salary range, and hiring process	September 23, 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 	September 24, 2024- October 21, 2024
Screening of applicants	DDA will review and rank applicants based on job related criteria and select semifinalists	October 22, 2024
Personality Index	DDA will administer a work-related personality index to all semifinalists	November 3, 2024
Video interview	Each semifinalist will complete a video interview	November 3, 2024
Selection of finalists	<ul style="list-style-type: none"> City Council selects finalists for interviews DDA will notify candidates not selected as finalists 	Meeting week of November 11, 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 	November 24, 2024
Reference check on all finalists	DDA will conduct reference checks with current and former employers on all finalists	November 24, 2024
Intellect profile	DDA will administer an intellect profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude.	November 24, 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. 	November 26, 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 December 3, 2024
Decision	City Council will select candidate for offer	December 3, 2024
Offer and agreement	DDA will negotiate agreement with selected candidate	December 6, 2024
Projected start date	New Administrator begins	January 6, 2025

PROCESS DETAILS

STEP 1: INFORMATION GATHERING

DDA will gather and assemble background information pertaining to the City and position. In addition, Liza 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 Red Wing 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 on the candidate's education, experience, personality, as well as their ability to think on their feet, all of which has been said to help lay the foundation for the final interview process. Access to, and viewing of, this information is as simple as clicking on a link from the individual client's laptop, phone, or smart device in a location and at a time that is convenient for them. Candidate confidentiality 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 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 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 will assist the City Council with deliberations, and she will facilitate the offer to the selected candidate. Liza 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 Administrator for at least the first year of employment.

Deliverables:

- Periodic check in with new Administrator and Council representative

LIST OF SEARCH CLIENTS FROM THE PAST TWO YEARS

In addition to the specific references listed on the following page, the City 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
Mahnomen- Administrator
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
Redwood Falls- Finance Director
Richmond- Administrator/Treasurer
Spring Park- Administrator/Treasurer
Stillwater- Administrator
Wadena- Administrator
Watertown- Administrator
White Bear Lake- Manager
Winsted- Administrator
Winthrop- Administrator

COUNTIES

Kittson- Administrator
Morrison- Administrator
Nicollet- Administrator
Roseau- Engineer

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
Metro-INET- 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, and Red Wing, Minnesota, Hennepin County, Minnesota, the Arrowhead Library System, the Metropolitan Mosquito Control District, and Ramsey/Washington Recycling and Energy.

FEES

The fee will not exceed \$25,000 for the service provided in 2024, payable at the completion of the search. This all-inclusive fee covers professional services and all expenses including travel, advertising, personality index, intellectual profile, background checks on all finalists, etc.

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

ASSURANCE

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

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



CITY OF CORCORAN

CITY ADMINISTRATOR POSITION

CITY OF CORCORAN, MINNESOTA

Salary Range: \$125,673 to \$162,240





CITY OF CORCORAN



WELCOME TO CORCORAN, MINNESOTA!

Corcoran is a picturesque community with a balance of local businesses and a mix of residential neighborhoods, rural homesteads, and farms. With rolling hills and attractive wooded countryside with wildlife enriched wetlands, the City maintains a rural atmosphere nestled on the western edge of Hennepin County, approximately 20 miles northwest of Minneapolis. Other communities surrounding Corcoran include Maple Grove, Medina, Greenfield, Hanover, Rogers, Plymouth, and Independence Minnesota. Corcoran continues to be recognized for safety. Corcoran was ranked as the safest City in Minnesota in 2022 and holds the second safest City in Minnesota in 2023, according to Safewise. The average household income is above average at \$145,900, according to the American Community Survey.

Corcoran commercial and industrial commerce is poised for growth. Business owners are preparing for growth and opportunity with the future plans for the Corcoran Southeast Downtown District. To balance this future growth, the City of Corcoran staff and City Council will focus on community vision, environmental impacts, and economic responsibility to support and guide sustainable growth while preserving rural character. A significant portion of Corcoran is agricultural land. With thousands of acres of undeveloped land, including portions along the Hwy 55 corridor and easy access to 94/494/694 interstate system, Corcoran is an attractive location for business investment. With just under 36 square miles, Corcoran is slightly larger in land size than nearby Maple Grove and Plymouth.

With planning stages underway for future roadways, pedestrian and bicycle trails, and the future business growth in the Corcoran Southeast Downtown District, the City is full of potential. Many of its assets are still being built or are yet to be realized, making Corcoran the ideal place to put down roots.



CITY OF CORCORAN

COMMUNITY SCHOOLS

Corcoran is served by five school districts: Buffalo-Hanover-Montrose Schools, Delano Public Schools, Osseo Area Schools, Rockford Area Schools, and Wayzata Public Schools. Approximately 1,900 children from Corcoran attend preschool age programs, elementary, middle, and high school within the five school districts. Though there are no public schools located in the City of Corcoran, there is one private school available, St. John's Lutheran School, which offers PreK-8th grade education.



RECREATION & COMMUNITY EVENTS

Corcoran has many great places to explore. Golf is a very popular activity in Corcoran. Shamrock Golf Course is a beautiful course, and Pheasant Acres Golf Course is another course that is perfect for families. If golf isn't your sport, Corcoran is also home to Snyder Field, a large, open baseball field.

Corcoran offers many different services to residents and visitors. Its Memorial Garden is a special area where families can preserve a loved one's memory. Corcoran City Park also has ballfields and skating rinks that are popular attractions. The City is undergoing a master planning project for the City Park and will be planning new parks when different areas develop.

Corcoran hosts several community events including tractor pulls and demolition derbies, the Hamel Rodeo and Bull Riding Bonanza, and the City's local summer festival Country Daze. From sports and events to bull rides and businesses, the Corcoran community offers a variety of opportunities for families to work and play together.



CITY OF CORCORAN

In 2015, the City of Corcoran, in partnership with Hennepin County, began work to update the existing design guidelines and master plan for the Southeast District. The area is home to the existing City Hall, St. Thomas Catholic Church, and an existing industrial and commercial business. The Southeast District has seen the residential development with “Ravinia” and “Tavera” and M/I Homes “Bass Lake Crossing” and “Bass Lake Crossing South.” “Cook Lake Highlands” is a new mixed-use development in the Southeast district that will provide a senior apartment, villa homes, a day care, and a memory care facility.



DEVELOPMENT

The Town Center has been planned to be a walkable traditional neighborhood supporting the Downtown Core. The Town Center is intended to support the Downtown Core through walkable blocks, a variety of housing types and densities, and a unified public realm aesthetic. All development within the Southeast District will be based on an integrated transportation network that connects residential neighborhoods with the existing business park on the west side of County Road 116 and the Downtown Core on the east side of County Road 116. A combination of off-road and on-street bike and pedestrian facilities will be included with a town square park and two small Neighborhood Parks for physical activity and social connectedness. The entire Town Center is guided Mixed Use in the 2040 Comprehensive Plan. Saint Therese is developing a new senior community on 13-acres in the Town Center with a complete continuum of living: independent & assisted living apartments, memory care, rehabilitative care, and skilled nursing care all on one campus.

In 2022, the City of Corcoran, in partnership with Hennepin County, began work to update the existing design guidelines and master plan for the Northeast District. In the Northeast District, the City is developing its first water supply system. The City has secured \$13 million in state and federal funding for continued improvements to the City’s water supply system. The new water supply system construction and the updated master plan have set up this business creation district for success.



CITY OF CORCORAN



THE ORGANIZATION

The City of Corcoran is a community legally established under the laws of Minnesota. It is governed by a Mayor who serves a two-year term (currently considering changing to four-year term), and four Council members who serve four-year terms. City council members serve at large.



The City boasts an exceptional leadership team. The organization currently staffs 32 full-time and several part-time positions, and it contracts for fire, building inspections, IT, planning services, engineering services, and legal services. The City organization has two main facilities. These include City Hall, which is shared by Administration and Police Departments. The City also has two Public Works facility and park and storage facilities. The City has committed to technological improvements including document digitization and is currently working on implementing agenda parsing software. The organization seeks to continue its mission with the help of a new Administrator who is excited to find great ideas to implement the vision of the City as it changes and grows.

The City of Corcoran's bond rating is Aa3.

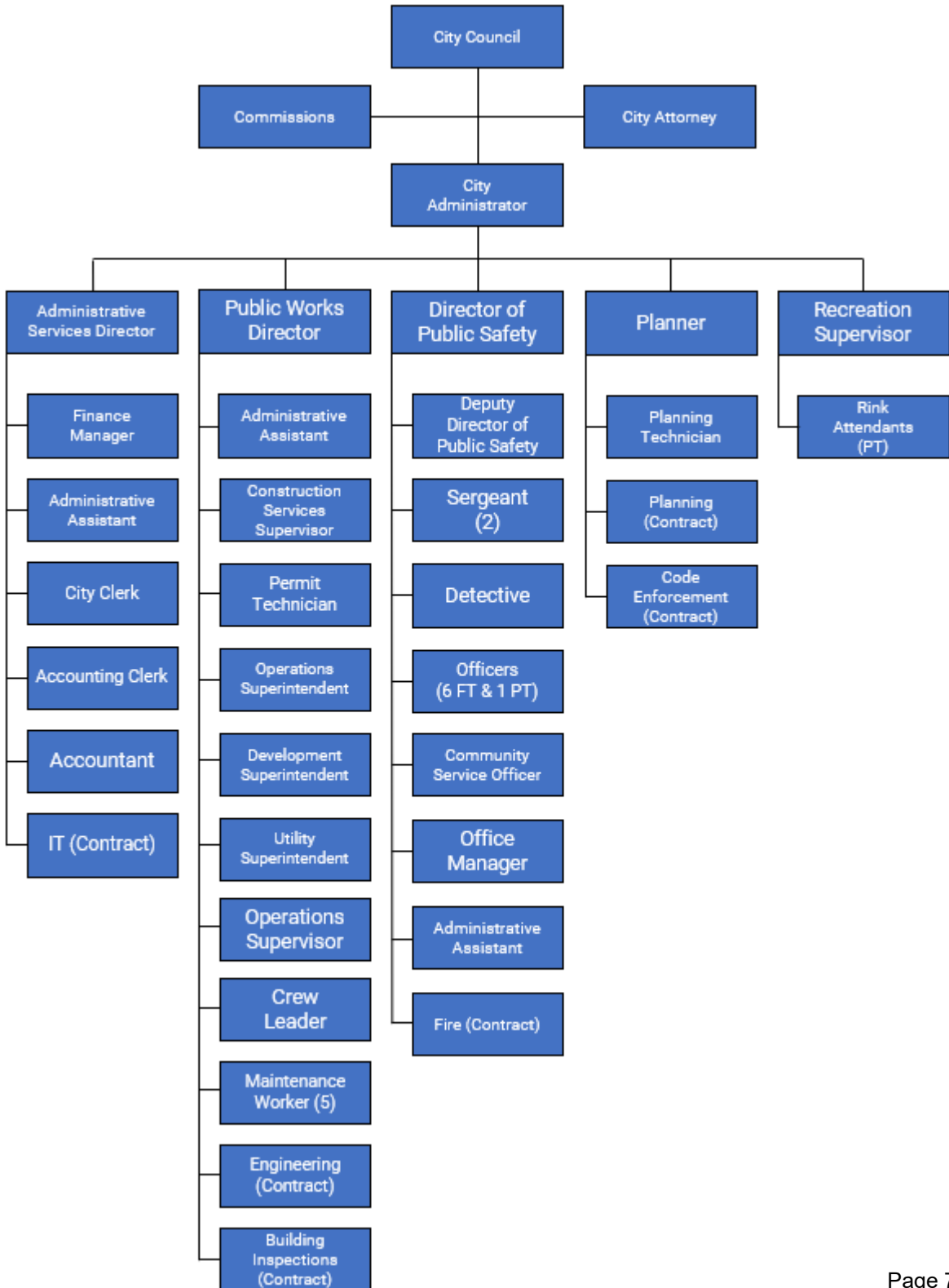
BUDGET SUMMARY

	2021 Actual	2022 Budget	2023 Budget
General Fund			
General Government	1,422,993	1,988,749	2,313,140
Public Safety	2,842,593	3,093,919	3,824,330
Public Works & Parks	2,037,722	2,490,116	2,815,210
Total General Fund	6,303,307	7,572,784	8,952,680
Combined Debt Service	555,815	559,718	804,303
Total Expenses	6,859,122	8,132,502	9,756,983



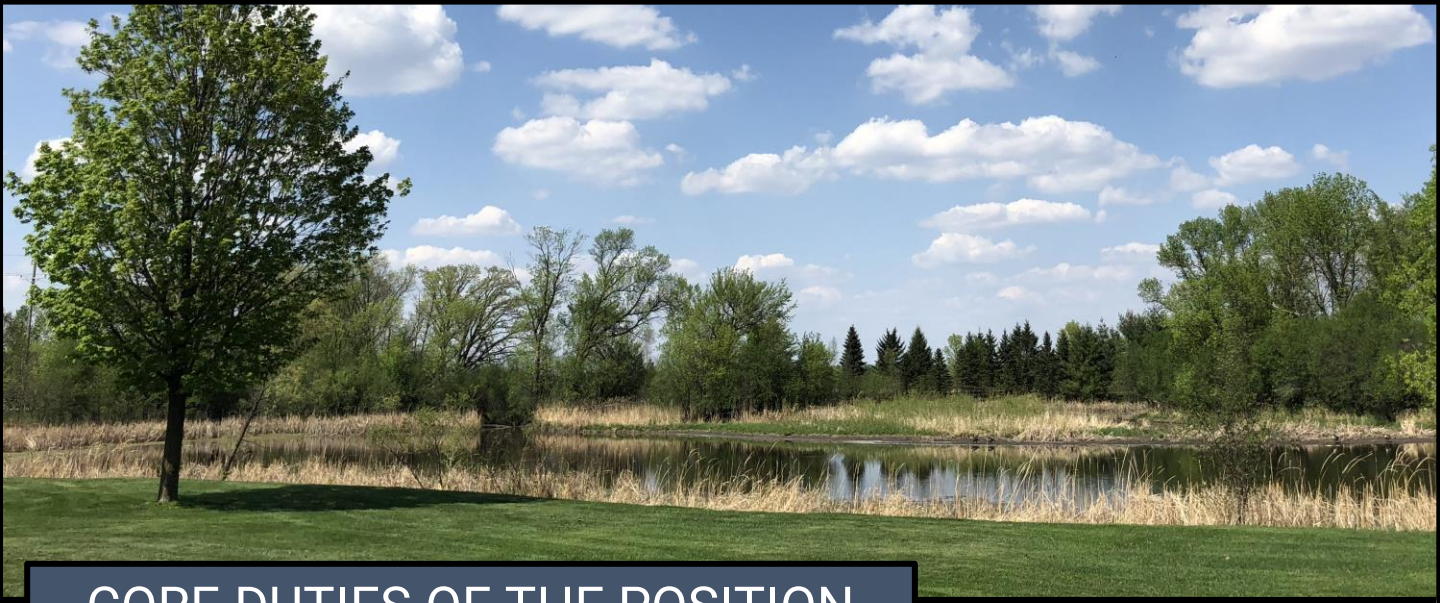
CITY OF CORCORAN

ORGANIZATIONAL CHART





CITY OF CORCORAN



CORE DUTIES OF THE POSITION

- Serve as the Chief Administrative Officer of the City overseeing the proper administration of all policies of the City, develops and issues all administrative policies, rules, regulations, and procedures necessary to ensure the proper functioning of all City departments, offices, and divisions as permitted by law and City Council approval.
- Supervise the administration of all departments, offices, and divisions of the City except as is otherwise provided by law; carry out any other responsibilities as provided for by ordinance or by subsequent City Council action.
- Work closely with department heads to plan and coordinate activities and follow up to ensure effective service to the public and efficient conduct of all municipal affairs.
- Ensure all City laws, ordinances, and resolutions are enforced and make recommendations for changes or additions to ordinances and policies, when necessary.
- Evaluate services provided by the City and develop information for the Council about options for improving efficiency or matching services more closely to citizen needs.
- Direct the development and implementation of appropriate budgeting including capital improvements and administrative planning and control procedures and creation of annual fiscal budget for the City Council's review and approval. Responsibility includes that proper control reports are developed and used; supervise the effective operation of purchasing procedures, etc.
- Act as the purchasing authority for the City as outlined in the financial policy in accordance with the approved municipal budget; use authority to sign purchase orders for routine services, equipment, and supplies in accordance with the City's purchase procedures.



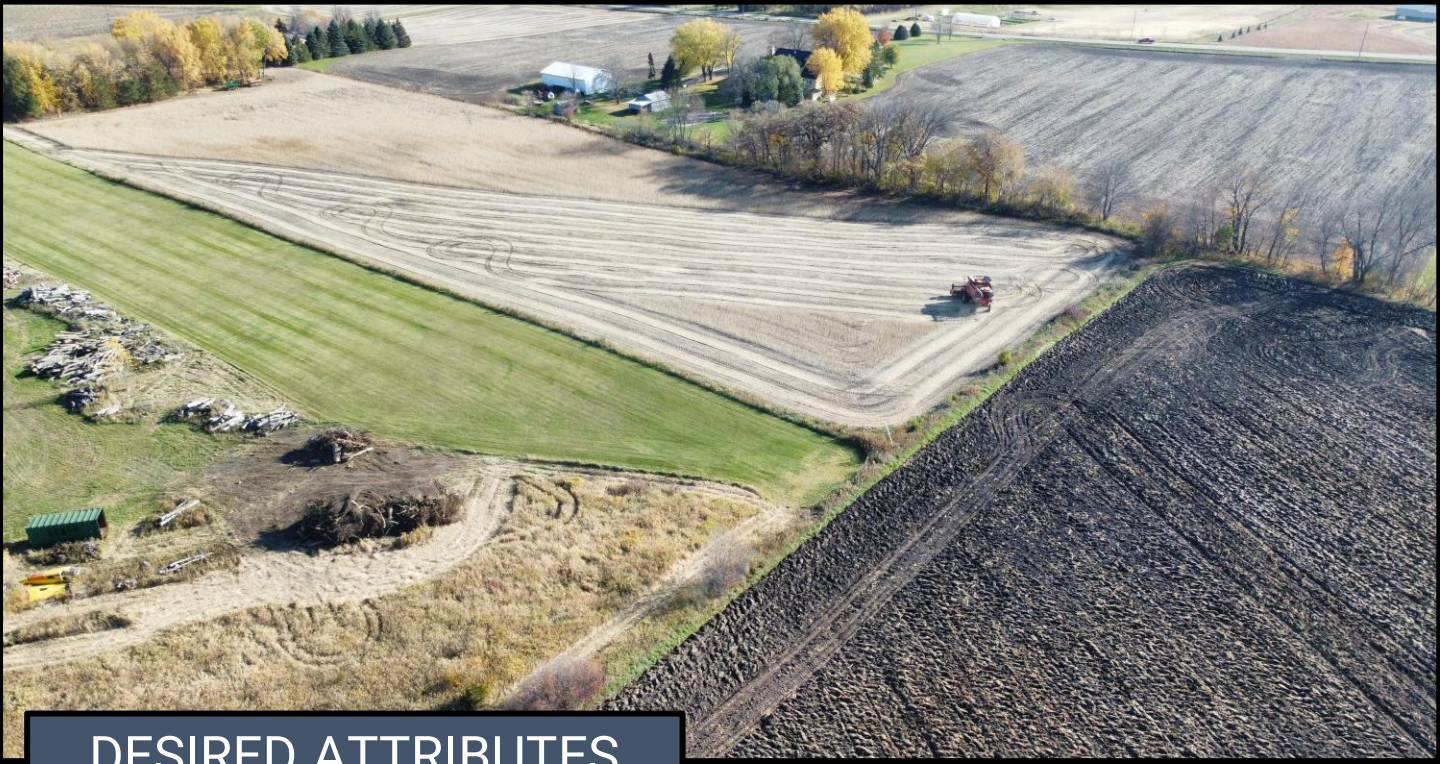
CITY OF CORCORAN

CORE DUTIES OF THE POSITION – CONT'D

- Prepare or oversee the preparation of Council agendas and packets. Make recommendations to the City Council on measures they may deem necessary for the welfare of the residents and efficient administration of the City.
- Attend and participate in meetings of the City Council and ensure meeting minutes are recorded and maintained. Attend, at their discretion or as directed by the Council, other committee, board, and commission meetings.
- Follow all legal communications requirements including those relating to public access to information and open meetings and guides others regarding appropriate procedure and content.
- Negotiate and administer contracts for City services with outside agencies.
- Represent the City at official functions as directed by the City Council and maintain good public relations with citizens of the community. Serve as the City's information representative and confer with the media, civic groups, developers, and other organizations. Prepare public relations material as deemed necessary or at the discretion of the Council.
- Inform the City Council of matters dealing with the major activities and operations which have policy or community-wide exposure implications.
- Keep informed regarding federal, state, and county programs which affect the City; consult with officials of both public and private agencies, as required.
- Maintain familiarity with alternative and supplemental sources of revenue and submit recommendations to the City Council for actions necessary to take advantage of such sources.
- Ensure that staff in all departments follow appropriate City policies and procedures and general government requirements.
- Under authority granted by the City Council and subject to Council approval, direct hiring of qualified staff and administer human resource functions, involving department heads as appropriate.
- Administer the staffing process by recommending staffing levels and then seeking to fill approved positions with the involvement of Council and department heads.
- Manage performance of staff directly and through department heads.
- Oversee the technical operations of City government and comply with all legal and financial requirements.
- Perform other related duties as may be required by City Council, prescribed by law, or apparent.



CITY OF CORCORAN



DESIRED ATTRIBUTES

The capacity to create and sustain a strong, cohesive team

- Cultivate a positive, empowering work environment
- Communicate vision and expectations clearly and effectively
- Give guidance when necessary and provide constructive feedback
- Encourage and support professional development
- Strategically grow the workforce in alignment with the Council's vision

The ability to build and maintain a strong relationship with the Council

- Communicate clearly, directly, and diplomatically
- Work collaboratively to ensure a shared mission and vision for the City
- Educate Council on process, legislation, and best practice
- Use data to propose, analyze, and review policy
- Develop policy recommendations based on sound reasoning and evidence
- Maintain impartiality; be apolitical

The aptitude to foster collaboration with stakeholders

- Engage with the community with integrity, professionalism, and responsiveness
- Develop alliances with the community, local, regional, state, and national stakeholders that add effectiveness, resources, and perspective
- Manage occasional competing needs of staff, residents, and interest groups
- Be actively involved in relevant professional organizations and networks and stay current of trends, opportunities, and resources in order to develop legislative acumen and seek innovative solutions



CITY OF CORCORAN

ADMINISTRATOR GOALS & PRIORITIES

Together with the Council, update and enhance a shared vision, strategic plan, and actionable goals for the City

Continue to develop a cohesive, integrated, and synergistic team of City staff

- Work with Council to ensure appropriate staffing levels, adding additional positions, and reorganizing the structure as needed
- Delegate duties accordingly
- Communicate a shared vision and clarity of purpose
- Maintain high ethical standards including respectful, honest interactions and communications
- Focus on effectiveness, not only efficiency

Coordinate existing projects/plans

- Comprehensive Plan
 - Implement
- Infrastructure Planning
 - Storm Water Program Creation
 - Street Plan Program Creation
- Water Supply System Construction and Planning
- Capital Improvement Plan (CIP) – comprehensive, showing levy impact and identifying other sources of revenues – long-range financial management plan
- St. Therese/Town Center development
- Other developments already identified
- Park and Trail development
 - Collaborate with Three Rivers Park District on Diamond Lake Trail
 - Complete the City Park Remaster and begin development of other owned park land
 - Connect and expand park's trail system
- Fire services plan
 - Refine and implement
- Broadband Expansion Program

Assess needs and opportunities; plan for the future

- Integrate and include all residents with City services
 - Long-range City campus planning
 - Parks and trails
- Create a framework to analyze future development proposals
 - Residential
 - Commercial
 - Industrial
- Facilitate annual goal setting
- Evaluate staffing needs
 - Contracted vs. in-house
 - Compensation review
- Stay educated on trends and best practices
- Build and maintain relationships with local, regional, and statewide stakeholders

Build and foster relationships within Corcoran and with local, county, regional, and state organizations through proactive outreach and outgoing communications



CITY OF CORCORAN

POSITION ANNOUNCEMENT

City: Corcoran, Minnesota

Position: City Administrator

Salary Range: \$125,673 to \$162,240

Application Deadline: September 11, 2023

Job Summary: As the Chief Operating Officer of the City, the City Administrator provides leadership to City staff and helps the City Council to define, establish, and attain overall goals and objectives of local government. The City Administrator is responsible for the quality of service provided to citizens by staff and consultants and is responsible for compliance with all legislative, judicial, and administrative obligations.

Minimum Qualifications: Bachelor's degree in Public Administration, Urban Studies, or related field, and six or more progressively responsible years of related experience, or equivalent. Key characteristics are knowledge of government, knowledge of financial management in a government setting, and leadership, interpersonal relationship, and problem-solving skills.

Desired Qualifications: Master's degree in Business or Public Administration, experience in a full-service municipal or government setting with public utilities, and knowledge of planning and zoning and economic development.

Apply: Visit <https://daviddrown.hiringplatform.com/176640-corcoran-city-administrator/683031-application-form/en> and complete the application process by September 11, 2023. Finalists will be selected on October 12, 2023, and final interviews are scheduled for November 6, 2023.

Please direct any questions to Pat Melvin at pat@daviddrown.com or 612-920-3320 x116.



DDA Human Resources, Inc.
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Phone: 612-920-3320 x116
Fax: 612-605-2375
pat@daviddrown.com
www.ddahumanresources.com



PERSONNEL COMMITTEE MEETING STAFF REPORT

To: Personnel Committee

From: Laura Blair Johnson, Administrative Services Director

Meeting Date: September 18, 2023

Agenda Item Number: 4.A.

Title

Pay and Compensation Study Discussion

Staff will share ideas on how to address the pay chart inequity based on the Police Department pay chart increases. No action will be requested at this time. Staff anticipates bringing a recommendation back to the the Personnel Committee and then the City Council in the next three months.

Purpose

Recommended Action

Attachments

None

Strategic Plan Alignment

Background

Discussion

Financial Plan and Impact

Alternatives

Recommended Action



PERSONNEL COMMITTEE MEETING STAFF REPORT

To: Personnel Committee
From: Kay Kuhlmann, Council Administrator
Meeting Date: September 18, 2023
Agenda Item Number: 4.C.

Title

Labor Management Committee Training

Staff will provide the Personnel Committee with a brief update on the September 14 Labor Management Training between the City and the AFSCME unions.

Purpose

Recommended Action

Attachments

None

Strategic Plan Alignment

Background

Discussion

Financial Plan and Impact

Alternatives

Recommended Action



PERSONNEL COMMITTEE MEETING STAFF REPORT

To: Personnel Committee
From: Jay Owens, Engineering Director
Meeting Date: September 18, 2023
Agenda Item Number: 4.D.

Title

Engineering Department Hiring Process

City Engineer Jay Owens will provide the Personnel Committee with an update on the Assistant Chief hiring process.

Purpose

Recommended Action

Attachments

None

Strategic Plan Alignment

Background

Discussion

Financial Plan and Impact

Alternatives

Recommended Action