



City Council

Agenda Item

Subject: Discussion and Approval of a Recruiting Firm to assist in the recruitment and hiring of a new City Manager.

Meeting: City Council - Feb 03 2025

From: Kristen Bobzien, Interim City Manager/Chief Financial Officer

BACKGROUND INFORMATION:

The Succession Planning Committee will discuss proposals vetted before the City Council and will provide a recommendation for a Recruiting Firm during the meeting.

FINANCIAL CONSIDERATIONS:

Financial Considerations to be discussed during the meeting.

STAFF RECOMMENDATION / SUGGESTED MOTION:

I move to approve the approval of a Recruiting Firm to assist in the recruitment and hiring of a new City Manager.

ATTACHMENT(S):

[City Manager Job Description 2025](#)

[RFP Response CM One](#)

[RFP Response CM Two](#)

CITY OF WATERTOWN
JOB DESCRIPTION



Title:	City Manager	Employee Group:	Non-represented
Department:	Administration	Pay Grade:	205
Reports To:	City Council	FLSA Status:	Exempt

POSITION SUMMARY

The City Manager serves as chief administrative officer for the City; provides leadership with the development and execution of the City’s strategic vision; provides policy support to the Council; directs the executive level managers and reviews overall operational performance; and exercises budgetary and contractual control over revenue and expense for the City.

ESSENTIAL FUNCTIONS

The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive.

1. Directs, manages, coordinates and expedites activities of all City departments.
2. Serves as spokesperson and representative for Watertown and represents the city in discussions and negotiations with other government entities.
3. Develops and maintains standard operating procedures relative to the City’s business affairs or exercise of governmental power and suggests changes to City ordinances where appropriate.
4. Provides recommendations for the development of policy by the City Council.
5. Develop and execute operating procedures and strategic plans aligned with the City Council’s vision.
6. Recruit, appoint, hire, discharge, and supervise city employees.
7. Directs the executive management team and provides development opportunities to lead team effectively.
8. Prepare and present annual budget and ensure fiscal responsibility.
9. Attends all City Council meetings unless excused and carries out directives of the Council.
10. Foster positive relationships with community stakeholders, organizations, and citizens.
11. Communicate city plans to the public effectively and address concerns from the citizens.
12. Must live within two miles of the city limits of Watertown.
13. Promotes and creates opportunities for economic development.
14. Manages emergency response plans and disaster recovery efforts.
15. Other duties as assigned.

KNOWLEDGE SKILLS AND ABILITIES

1. Knowledge of local government management and business theory, practice and administration of large complex organizations.
2. Knowledge of accounting and budgeting principles and practices.
3. Knowledge of leadership principles and practices, including goal setting and program budget development and implementation.

4. Experienced leader that understands how servant leadership effectively moves a large organization.
5. Ability to develop annual budgets at a departmental and city level.
6. Skill in analytics necessary in order to develop and implement department mission, goals and procedures; determine needs for capital expenditures, personnel and operating budgets; and prepare special reports or analyses for jurisdiction or outside agencies.
7. Highly collaborative, organized, and efficient. Strong work ethic and demonstrated conflict resolution skills.
8. Knowledge of principles and practices of budgeting, fiscal management, project management principles and techniques.
9. Ability to effectively utilize the principles of strategic and long and short-range planning.
10. Ability to prepare, recommend and monitor an operating budget, including line item budgeting.
11. Ability to interpret and implement local policies and procedures; written instructions, general correspondence; Federal, State, and local regulations.
12. Ability to perform detailed work accurately and independently with minimal direction and supervision.
13. Ability to effectively handle stressful situations.
14. Ability to lead and manage employees, select and supervise, train, and evaluate personnel according to policies.
15. Knowledge of office computers, software, and effective uses of such.
16. Excellent writing and communication skills, including interpersonal skills. Ability to prepare clear and concise reports; prepare and administer budgets; and research, analyze, and implement methods.
17. Ability to maintain confidentiality and avoid conflicts of interest.
18. Ability to manage time effectively to perform job duties at all times.

PHYSICAL AND WORK ENVIRONMENT

The physical and work environment characteristics described in this description are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions or as otherwise required by law. Employees needing reasonable accommodation should discuss the request with the employee's supervisor.

- This work requires the occasional exertion of up to 25 pounds of force; work regularly requires sitting, frequently requires standing, speaking or hearing, using hands to finger, handle or feel and repetitive motions and occasionally requires walking, stooping, kneeling, crouching or crawling and reaching with hands and arms.
- Work has standard vision requirements.
- Vocal communication is required for expressing or exchanging ideas by means of the spoken word.
- Hearing is required to perceive information at normal spoken word levels.
- Work requires preparing and analyzing written or computer data and observing general surroundings and activities.
- Work has no exposure to adverse environmental conditions.
- Work is generally in a moderately noisy office setting (e.g. business office, light traffic).

MINIMUM REQUIRED QUALIFICATIONS

- Bachelor's degree from an accredited college or university in Public Administration, Business, Finance, or related field.
- Minimum ten (10) years of increasingly responsible management experience, of which five (5) years is at an executive level, inclusive of executive level financial responsibilities.

PREFERRED QUALIFICATIONS

- Credentialed Manager through ICMA.
- Master's degree from an accredited college or university
- C-suite experience of a large non-profit organization or corporation

OTHER REQUIREMENTS

Nothing in this job description limits management's right to assign or reassign duties and responsibilities to this job at any time. The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

EMPLOYEE ACKNOWLEDGMENT

I have received, reviewed and fully understand this job description. I further understand that I am responsible for the satisfactory execution of the essential functions as well as skills and abilities described therein. Furthermore, I understand this document will change over time, as necessary. From time to time, I understand I may be asked to perform duties and handle responsibilities that are not specifically addressed in my job description. I understand that this does not constitute an employment agreement.

Employee Signature

Date

Employee Printed Name

January 16, 2024

Robb Peterson, Chairperson
700 Pheasant Ridge Dr.,
Watertown, SD 57201

Re: Request for Proposal -Watertown, SD City Manager

Dear Robb,

Thank you for inviting Robert Half Inc. (a Delaware corporation), through its executive search practice group ("Robert Half") to participate in City of Watertown's ("Client") Request for Proposal. Attached is our completed response (our "Proposal") to the Client's Request for Proposal (the "RFP").

Robert Half acknowledges and agrees that no legal relationship or obligation is created between Client and Robert Half by our participation in this RFP process or submission of this Proposal, until the successful negotiation and execution of an agreement by both parties. Robert Half will perform services only pursuant to a separate services agreement negotiated by the parties.

Robert Half is confident that if we are issued a notice of award, we will be able to negotiate mutually agreeable terms and conditions. Some of the contract issues for discussion would include clarification regarding background checks, payment terms, indemnification, and insurance requirements. Robert Half has successfully negotiated thousands of contracts and looks forward to negotiating a final contract, as well as a long and successful relationship with Client.

All information disclosed by Robert Half to Client regarding our candidates must be treated as confidential by Client.

This Proposal is only applicable to the executive search practice group of Robert Half Inc.

Founded in 1948, Robert Half Inc. is the world's leading provider of specialized staffing services. Our expertise lies in supplying just-in-time professionals for specialized needs in distinct markets. For more than 75 years, Robert Half Inc. has been the most respected and recognizable name in our industry. For 27 consecutive years, we have been named to FORTUNE magazine's "World's Most Admired Companies" list and are again this year listed as the top-ranked staffing firm. Executive search is committed to providing superior customer service and maintaining the high professional and ethical standards that have earned our customers' loyalty and our industry's respect.

Thank you for considering our proposal. Robert Half looks forward to developing a lasting partnership with you. Should you have any questions, please contact me at the number below.

Respectfully,

Scott Foley
Senior Managing Director
800 Nicollet Mall, Suite #2700
Minneapolis, MN 55402
Office: 612.656.0200
Mobile: 952.738.2600
scott.foley@roberthalf.com

Company Information – Robert Half Executive Search

History, Experience, and Expertise

Robert Half Executive Search (“RHES”) is particularly well qualified to conduct this search project in partnership with SCCE & HCCA. As an entity of Robert Half (NYSE: RHI), RHES provides retained search support for executive leadership positions in not-for-profit organizations, as well as private and public companies. We benefit from the strong, 72+ year history of growth and recognition of our parent company.

Robert Half has been named to FORTUNE® magazine’s list of “Most Admired Companies” for more than 15 years. Ethisphere, an international think-tank dedicated to best practices in business ethics, named Robert Half to its "World's Most Ethical Companies" list. We are very proud of this as our motto has always been “ethics first”.

While we are able to take advantage of the many resources of Robert Half, our approach in Executive Search is specifically focused on recruitment of senior and executive-level leadership. To do this effectively, we are very targeted in the way that we identify and attract qualified individuals who are successfully employed and can meet the position’s specifications. Furthermore, we focus on assessing and developing these candidates to ensure cultural fit and appropriate motivation to work in your organization.

Please do not be at all concerned that our Executive Search practice is part of such a large company. Your search will not get lost in the shuffle. Our team in the Executive Search practice in the United States is made up of only 60 employees, including Managing Directors, Principals, Associates, Research Associates and Search Coordinators, along with additional, behind-the-scenes support staff. Our ratio of Managing Directors to Principals/Associates (Recruiters) is 1:1. The ratio of Managing Directors to Research Associates is 3:1. The ratio of Managing Directors to Search Coordinators (Administrative Support) is 5:1. As such, we offer the touch and feel of a boutique search firm with the resources of a \$7 billion parent company. Our clients get the best of both worlds: customized searches, a consultative approach, and personal attention generally attributed to a boutique firm, with the proven business processes and national/global brand reputation and network to access an extraordinarily wide a pool of talented candidates.

We feel that our key differentiators include the following:

Resources & Scale: As the largest staffing company in the world, our access to resources outweighs any of our competitors.

Customized Search: We begin every search from scratch. We recruit candidates based on the key selection criteria requested by you and do not rely on a limited database and do not “recycle” previously placed candidates.

Unlimited Access: Because of our deep and wide expertise across a variety of industries and functional areas, we have few “off-limits” scenarios with clients and are able to directly recruit into nearly any organization where other firms may not or, ethically, should not.

Our Process: We employ a team of subject matter experts who are focused on your search from start to finish. Unlike other firms who use junior members for candidate development, we do not abdicate responsibilities during any point of the search. We are able to do this by limiting the number of clients with whom we work.

Flexible Fee Structures: Unlike other executive search firms, we do not have minimum fees. In addition, while our normal fee structure is consistent with what other executive search firms offer to potential clients, we are able to offer flexible structured arrangements to Robert Half clients with whom one of our other divisions has previously worked.

Our Success: The proof of our process lies in our success. We have completed a large number of search engagements since our inception across a diverse range of industries and functional disciplines. Our placement rate is 97% compared to an industry average that is considerably lower. We also have a very high rate of repeat business from clients who have previously retained us.

Commitment to Including Diversity and Equity in a Search: Robert Half seeks to identify qualified candidates, regardless of their sex, gender, race, religion or belief, pregnancy, or maternity, ethnic or national origin, marital status, disability, age or sexual orientation. The resulting size and depth of our candidate research has commensurate benefits for our clients, who can have confidence in our ability to find the right candidate for the right job as effectively, efficiently, and inclusively as possible.

Materials and strategies for conducting the search

Our approach to executive search is hands-on and collaborative. We dedicate senior professionals to every search and serve as your first point of contact with prospective candidates. From the beginning of the search to the hiring and on-boarding process, we have crafted a customized, efficient, and effective ten-step approach.

- **Step 1--Understand the Situation:** Prior to defining the role and initiating the internal search process, we will meet face-to-face with your key stakeholders in the search to better understand City of Watertown. We follow a detailed search start-up process as we explore specific responsibilities and critical success factors (critical functional competencies, leadership and management behaviors, and personal characteristics).
- **Step 2--Define the Position:** Drawing upon Step 1, our understanding of the specific requirements for the role will allow us to develop Position Profile which will serve as both the “blueprint” for the search and a document that can be shared with prospective candidates. The Position Profile will summarize the mission of the organization, the position’s scope and the desired management competencies, style, and personality for successful candidates.
- **Step 3--Identify the Potential Candidate Universe:** Guided by the Position Profile, we will identify potential candidates. Our research process, led by our dedicated Research Team, includes a comprehensive review of our network of professionals as well as a proactive outreach to functional and industry sources and selected potential candidates. Our worldwide network of recruiting and consulting services is a key to identifying the right candidates.
- **Step 4--Evaluate Potential Candidates and Provide Weekly Status Reports:** Our objective is to interview and critically evaluate the most promising professionals and introduce you to candidates who have a history of success. Once we have built a decent pipeline of candidates, we will set up a weekly client stakeholder call with you and our key search team members, whereby we will share a search status update guided by a weekly Progress Report (a sample of which is included as Appendix A). This report – a direct pull from our database – is cumulative and includes market intelligence, search strategy, and detailed information on candidates with whom we’ve interacted, including their name, company, title, and where they are in the process. The presentation of this report offers our clients complete transparency

into our process, and how the market is reacting to our outreach. With this dedicated form of communication, clients never ask us what we are doing with our time, with their investment, or who we are contacting and from whom we are hearing back.

- Step 5--Present the Candidates: We will provide a full Candidate Profile, including appraisal of fit, for every candidate we present to the search stakeholders. We will facilitate the scheduling of your interviews with prospective candidates and provide pre-briefing and debriefing meetings with all parties.
- Step 6--Facilitate Selection: We will work with you to select the final candidates who are the best fit based upon the intelligence gained through in-depth interviewing by the RHES team and by you. This is the point at which we often serve as an advisor to both you and to the prospective candidate(s).
- Step 7--Check References: Once mutual interest is assured, we conduct “360-degree” reference checks on your finalist(s), reaching out selectively to current and former superiors, subordinates, peers, and third parties. In addition, we verify postsecondary degrees, relevant certifications, and licenses. We will provide a comprehensive written Reference Report that details the fit to the Position Profile.
- Step 8--Facilitate an Offer and Acceptance: We will work with you to develop a mutually beneficial arrangement based upon the candidate’s compensation history and relocation requirements, if needed. Our frequent communication with you and the candidate will ensure everyone is well-informed about the status of the offer and that negotiations are on track.
- Step 9--Facilitate the Transition from Acceptance to Employment: The transition period is our opportunity to make sure all parties are moving forward with the same end-goal in mind: a successful onboarding and enduring relationship. We will stay in close communication with all parties to facilitate a smooth and timely transition.
- Step 10--Conclude the Search: We maintain continuous communication with all of those who have been involved to make sure they know how the search concluded, including you, your staff and finalist candidates, to foster a positive perception for your reputation and goodwill among those involved in the process.

Tools used in past searches include, but are not limited to:

- Mining subscription-based resources for candidates and market intelligence – including ZoomInfo (powered by DiscoverOrg), Pitchbook and LinkedIn Recruiter Professional Services
- Utilizing directories, associations, exhibitor/attendee lists to identify appropriate candidates
- Networking within our Robert Half platform – internally with more than 10,000 colleagues within our diversified divisions, and externally with thousands of companies and individual contacts
- Leveraging our own personal networks

Our Professional Staff and Experience

This project will be staffed by a team led by Senior Managing Director, Scott Foley. Scott has more than 18 years of leadership, search and placement experience, helping a diverse mix of his client's secure elite talent for executive positions in their respective organizations. He will hand-pick a dedicated researcher, recruiter, and search coordinator for administrative support, thus, the search team will be made of up 4 skilled individuals. This team will be intact from the start to finish of the search, barring a personal emergency with a team member, and will be present on all the weekly status calls to ensure strong communication and continuity with the search project. Scott will be involved in all aspects of the process with the team and will have personally interviewed and vetted all candidates presented to City of Watertown.

Scott Foley – Senior Managing Director

Scott Foley is a Robert Half Executive Search Managing Director and is based in Minneapolis, MN. Scott focuses on financial services, medical device manufacturers, law firms, cutting edge technology and diverse manufacturing clients. He has worked on positions at a variety of levels including C-Suite searches, Executive Vice President Searches, Vice President Searches as well as General Manager and Executive Director roles.

Scott's searches are often unique and vary across a wide variety of industries. From Fortune 500 companies to start-ups, he is highly skilled in finding and delivering the very best executive leadership candidates available for each search assignment. Scott has also worked across the United States on key roles for his clients. He is experienced at finding the "hard to find" candidates that his clients are looking for when they engage in a search.

Scott has volunteered for a large number of organizations, including the Leukemia and Lymphoma Society and the Lakeville Hockey Association – he is their current President. Scott is also active in his church in the Minneapolis area. Scott graduated from the University of Minnesota - Duluth with a Bachelors in Marketing.

Mark Rahe – Senior Managing Director

Mark Rahe is a Senior Managing Director at Robert Half Executive Search and is based in our Denver office. Mark has over 28 years of experience in the search industry and has worked with a wide variety of clients, ranging from Fortune 500 corporations to small privately held companies.

Mark has conducted searches for a diverse number of industries including healthcare, manufacturing, software, construction, and retail. His areas of search expertise include CEOs, COOs, CFOs, VPs, Directors, and other senior management roles. Mark has worked with private equity firms in executing difficult searches nationwide. With a focus on being a "solution provider", Mark has proven to be a valuable partner in the search process.

Barbara Volz – Senior Principal & Principal Development Leader

Barbara Volz is a Senior Principal & Principal Development Leader in the Executive Search Practice of Robert Half. She brings 15 plus years of executive search experience and specializes in the management of search for and identification and vetting of executive leaders and senior-level and functional management professionals in the disciplines of executive management, financial management, operations management, sales and marketing, healthcare, technology, legal and human resources. Barbara graduated with a Bachelor of Science with a focus in Public Administration.

Bob Meyer – Associate Director

Bob is an Associate Director based in our offices in Middleton, Wisconsin. Bob has over 15 years of professional experience and brings a business maturity and a foundation of diverse capabilities to the role. Bob previously managed and oversaw many successful political campaigns in competitive elections. Bob also brings 8 years of experience working in the Wisconsin State Legislature, where he provided detailed policy analysis, managed media relations, and oversaw staff. Bob graduated from the University of Wisconsin - La Crosse with a Bachelor of Science in Political Science and a minor in Public Relations and Organizational Communication.

Salome Owino – Research Associate

Salome specializes in developing targeted search parameters and providing strategic research in identifying executive level candidates that meet clients wants and needs. Salome has successfully completed searches in plethora of industries and plays an active role in every search to find the best candidates for the client. Salome is based in the Houston, Texas office of Robert Half Executive Search US. Salome graduated from Southwestern University with a B.A. in Political Science and German.

Samantha Rodriguez – Search Coordinator

As a Search Coordinator, Sam provides support to Robert Half Executive Search Managing Directors, Principals, and Associates, coordinating search execution support activity for offices nationwide. She is based in the New York office. Sam is an alumna from Manhattan College, where she earned her Bachelor of Science in Management and Global Business.

Proposed Timeline

We approach each search as a new endeavor involving unique challenges. Our experience in the nonprofit area is exceptional and would allow us to get up to speed quickly with City of Watertown.

While most executive search firms take six months or longer to complete an assignment, our firm's experience has been completing searches in much less time – typically 3 to 4 months. Timing depends significantly on the accessibility and location of hiring members, schedule and accessibility of candidates, timeliness of client feedback, and the number of steps in the client selection process.

If engaged on this search, we would work to fully understand your selection process, benchmark the candidate you wish to find, and customize the search process and timeline accordingly. Our timeline will be constructed for a search completion process over a 90-day period from initiation of the search through offer acceptance.

Target Events (12 Weeks)	1	2	3	4	5	6	7	8	9	10	11	12
Kick Off Meeting	■											
Position Profile and Target Definition	■	■	■									
Candidate Outreach			■	■	■	■	■	■				
Progress Report on Search			■	■	■	■	■	■	■			
Robert Half Interviews Assessments			■	■	■	■	■	■	■			
Short-List Presentation							■	■	■			
Client Interviews Shortlist								■	■			
Additional Interviews with Finalist Candidate									■	■		
Candidate and Client Feedback									■	■	■	
Due Diligence										■	■	
Offer Process										■	■	
Close Search											■	■

Pricing – Detailed Pricing Structure

Robert Half Executive Search works on a retainer basis by Search Project. Our fee is normally thirty-five (35%) percent of the placement’s total projected first-year cash compensation (base salary, target bonus, sign-on bonuses, and any other cash components). For this search, we will reduce the retainer fee percentage to twenty-eight (28%) percent for the City Manager position. We will base our initial retainer fee on total cash compensation of \$200,000, making the starting retainer fee \$56,000.

We also charge a Fee for Administrative Services (“FAS”), in addition to our retainer fee, equal to \$5,000.

The retainer fee will be invoiced in three installments at the following stages once you initiate the search:

- Upon the execution of this letter agreement to initiate the search, the first installment of \$23,000 (\$18,000 retainer fee plus \$5,000 FAS) will be invoiced.
- Within thirty (30) days of your execution of the letter agreement to initiate the search, the second installment of \$19,000, will be invoiced; and
- Upon candidate offer/acceptance, the third installment of \$19,000, will be invoiced.

Should the final targeted first year cash compensation be higher than \$200,000, we will “true-up” the difference on a final, or fourth payment.

We will invoice you for any direct expenses not paid by you. These expenses include, but are not limited to, Robert Half Executive Search consultant and candidate interview and travel-related costs. We would not incur any additional expenses without your prior knowledge and approval. Payment of our fee and direct expenses is not contingent upon the placement of one of our candidates with you. Our invoices will include appropriate taxes, if applicable. All invoices are due upon receipt.

Appendix A – Sample Progress Report

Appendix B – References

Our team has conducted executive-level searches across a variety of industries, including many government organizations. To respect client confidentiality, we do not directly name our clients.



DDA

Human Resources, Inc.
a David Drown Associates Company

Wayzata Office:
3620 Northome Ave
Wayzata, MN 55391
(612) 920-3320x116 | fax: (612) 605-2375
pat@daviddrown.com
www.ddahumanresources.com

January 8, 2025

Mayor and City Council
City of Watertown
23 2nd Street NE
Watertown, SD 57201

Dear Honorable Mayor Holien and Members of the Council,

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

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

- **Knowledge:** Our firm comprehensively understands local government, 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.
- **Brochure/Profile:** We develop a detailed, professional profile to present the organization in the most positive manner. A sample is attached.
- **Outreach and Advertising:** Our direct outreach and advertising 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 Council 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 Council has the needed information to make this effective. You know your organization 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 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 the scope of services we provide and laid out in the attached proposal are included. No surprises with us.
- **Two-year Guarantee:** We include a two-year guarantee because we use a proven process that you can trust.

Thank you for your consideration.

Sincerely,

Pat Melvin

Patrick Melvin
DDA Human Resources, Inc.
Enclosures



CITY OF

WATERTOWN

SOUTH DAKOTA

CITY OF WATERTOWN

City Manager Recruitment

Proposal & Scope of Work

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

January 8, 2025



DDA

Human Resources, Inc.
a David Drown Associates Company

Prepared by:

Pat Melvin

Management Consultant

CONTENTS OF THE PROPOSAL

- Description of the Firm
- Approach to the Process
- Service Team
- Process Details
- Timeline
- List of Clients
- Fee
- Assurance
- References
- Acceptance
- Addendum

DESCRIPTION OF THE FIRM

DDA Human Resources, Inc. (DDA HR) is a specialized consulting firm dedicated to serving the human resources needs of local governments in and around Minnesota. Established as an affiliate of David Drown Associates (DDA), the company was created in response to the growing demand for HR consulting services within the public sector. DDA has served hundreds of cities and counties providing fiscal and economic development services for over 25 years and human resource services for over 10 years.

Team Expertise

The team at DDA Human Resources includes 11 highly experienced professionals, many of whom are former practitioners who have served as Administrators or Human Resource Managers. This hands-on experience ensures a deep understanding of the unique challenges and needs of local government.

Client Base

DDA Human Resources serves a wide range of clients, including cities, counties, and special districts throughout the upper Midwest. The firm has built a strong reputation for its thorough understanding of local government operations and its ability to deliver tailored solutions that meet client needs.

Commitment to Service

Our company is known for its nimble, efficient, and personal approach. DDA Human Resources prides itself on providing high-quality services at fair and equitable prices, ensuring that clients receive the best value for their investment.

Network and Reach

With a vast network of contacts and a deep understanding of the local government landscape, DDA HR stays attuned to the latest trends and developments, positioning itself as a leader in the field of human resource consulting for local government organizations.

Our Services:

- Executive Recruitment
- Organizational Studies
- Classification and Compensation Studies
- Ongoing Maintenance of Classification and Compensation Systems
- Leadership Development and Mentoring

APPROACH TO THE PROCESS

Our approach focuses on finding the ideal fit for the City by understanding your goals, objectives, and desired attributes for the next City Manager.

We begin by gathering background information, then comprehensively advertise the position and engage in direct outreach and recruitment to attract both active and passive candidates. After the application period closes, we analyze the applicants and present the best matches to the City Council.

Once finalists are selected, we conduct thorough research and provide all necessary information for the Council's decision. We prioritize communication. Our consultant will be on site throughout the recruitment, provide weekly email updates, and will always be available for questions.

SERVICE TEAM

PAT MELVIN – PROJECT LEAD

Pat joined DDA HR 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 serve as the Project Lead.

Organizations/Affiliations

Pat enjoys working with public administration colleagues through his involvement in:

- AMC (Association of Minnesota Counties)
- MCMA (Minnesota City/County Managers Association)
- ICMA (International City/County Managers Association)



Contact Information:

pat@daviddrown.com

612-920-3320 x116

3620 Northome Ave

Wayzata, MN 55391

BART FISCHER

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

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

Organizations/Affiliations

Bart enjoys working with public administration colleagues through his involvement in:

- MCMA (MN City/County Managers Association)
- MCMA Annual Conference Planning Committee
- MAMA (Metro Area Managers Association)
- ICMA (International City/County Managers Association)
- League of MN Cities



Contact Information:

bart@daviddrown.com

612-920-3320 x119

7383 Hyde Ave S

Cottage Grove, MN 55016

LIZA DONABAUER

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. She is also a Certified Diversity and Inclusion Recruiter through AIRS®.



Contact Information:

liza@daviddrown.com

612-920-3320 x111
P.O. Box 534
Waconia, MN 55387

Since joining DDA HR, Liza has conducted over 70 Administrator/Manager, Department and Executive Director searches.

Liza will assist with recruitment and consulting as needed.

Organizations/Affiliations

Liza enjoys working with public administration colleagues 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)

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. As a consultant, Gary has worked with local governments ranging in size from a couple thousand residents to Minnesota's largest county. 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 and Coordinators in Minnesota. Additionally, he helped develop a Human Resource Technical Assistance Program that provides one-to-one consultation and access to a host of pertinent documents and policies to counties throughout Minnesota.



Contact Information:

gary@daviddrown.com

612-920-3320 x109
1327 Merrywood Court
Faribault, MN 55021

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

LIZ FOSTER

Since joining DDA in 2015, Liz has been involved in over 160 executive search processes and other human resource projects. With certifications as a Professional Recruiter, AI and Sourcing Recruiter, Diversity and Inclusion Recruiter, and Internet Recruiter through AIRS®, Liz performs Recruitment Only search services for clients looking for assistance hiring those hard-to-fill positions.

In addition to recruitment, Liz provides support and assistance to the Management Consultants within the Human Resources Division. While assisting our Management Consultants, some of Liz's duties include community research, creating position profiles and advertisements, posting position openings, assembling interview materials for our clients, and providing other general administrative support to our Management Consultants.

Liz will provide administrative support for this project.



Contact Information:

liz@daviddrown.com

612-920-3320 x108

605 25th Ave NW

Austin, MN 55912

PROCESS DETAILS

STEP 1: PROJECT KICK-OFF & INFORMATION GATHERING

DDA HR will gather and assemble background information pertaining to the organization and position. In addition, Pat will meet individually with all Council members to review the hiring process and 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 as needed, and 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:

- Information gathering via interviews with the Council and others as identified.
- DDA HR receives information from the City such as organizational chart, logos/images, budgets, existing job description, etc.
- Consultant will review scope of process and timeline.

STEP 2: DEVELOPMENT OF POSITION PROFILE

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

Deliverables:

- Draft profile sent to City Council approximately one week before the Council meeting.

STEP 3: REVIEW AND APPROVE PROFILE AND SCOPE OF WORK

DDA HR will meet with the City Council to review and approve the draft profile, salary range, job description, and scope of work.

Deliverables:

- Review and approval of draft profile, salary range, job description, and scope of work.

STEP 4: RECRUITMENT AND ADVERTISEMENT

DDA HR will make direct contact with possible candidates including those who are not active job seekers or traditional candidates. In addition, we comprehensively advertise the position. 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.

To address the current challenging job market, 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 offers us 100% visibility of all those members. Our job posts receive high visibility for both active and passive candidates across more than 50 million organizations and over 38,000 skills. The recruiter platform provides over 40 advanced recruiting filters, recommended matches, and up-to-date insights allowing us to directly contact individuals that possess the desired backgrounds and/or experiences. At the same time, it allows us to personally 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
- Universities of Iowa, Wisconsin, South Dakota, 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 HR online application process will be used. This 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 5: INITIAL SCREENING AND REVIEW

DDA HR will complete a comprehensive analysis of every application received and determine approximately 8-12 semifinalists based on job related criteria and desired attributes 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 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.

Each semifinalist would also complete an information disclosure (any personal or professional incidents that could be viewed as reflecting negatively on job performance, qualifications, ethics, or other factors) and a Work Personality Index Select (assesses the personal characteristics and tendencies that influences an individual’s job performance). For more information about the Work Personality Index Select, see Addendum B.

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 for final interviews. Upon reviewing this introductory material, DDA HR 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 HR.

Candidates are considered public once they are chosen as a finalist.

Deliverables:

- List of approximately 8-12 semifinalists with cover letter, resume, and video interview.
- Results of Work Personality Index Select.
- Results of information disclosure.
- Confirm interview schedule and logistics.
- DDA HR will contact candidates not selected as finalists.

STEP 6: SELECTION

After the Council selects finalists, DDA HR 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 HR will conduct character references with current and/or former employers to get a good understanding of each candidate’s role and responsibilities, performance and

strengths, leadership and management style, communication and interpersonal skills, community engagement, areas for improvement, and overall fit. In addition, DDA HR will administer an Intellect Profile which measures verbal reasoning, mathematical and logical reasoning, and overall mental aptitude. For more information about the Intellect Profile, see Addendum C.

Early in the search process, Pat will discuss interview possibilities including leadership staff participation or 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. Pat will work with City staff to coordinate all interview logistics.

Prior to interviews, Pat will prepare questions and then facilitate all interviews and other activities the Council determines appropriate. Our goal is to make the process smooth and painless so the 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.

Approximately one week prior to the final interview process, the 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.

Deliverables:

- List of 3 to 5 finalists, confirming interview schedule and logistics.
- Video Interview.
- Summary of References.
- Results of background checks.
- Work Personality Index Select report.
- Intellect Profile report.
- Information Disclosure.
- Cover letter and resume.
- Press release.

STEP 7: OFFER & AGREEMENT

After interviews are complete, Pat will assist the City Council with deliberations. After deliberations, Pat will present the offer to the recommended candidate and negotiate the terms of the agreement based on the parameters established by the Council.

Deliverables:

- Present offer to recommended candidate.
- Negotiate agreement terms.
- DDA HR will contact those not selected.

STEP 8: FOLLOW UP

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

Deliverables:

- Periodic check in with new Manager and Council representative.
- DDA HR offers follow up services including Leadership Development Mentoring, Performance Evaluation, and Strategic Planning. For more information on these additional services, see Addendum D.

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 Council to proceed		January 20, 2025
Project Kick-off & Information gathering	<ul style="list-style-type: none"> Meet with staff, stakeholders, and each member of the Council Gather all pertinent background information Gather salary information and review job description Review scope of process 	January 28, 2025
Professional position profile	Develop position profile and advertisement.	February 10, 2025
Approve position profile and scope of work	Council approves profile, job description, salary range, scope of work, and timeline.	February 17, 2025
Candidate recruitment	<ul style="list-style-type: none"> Post position upon approval of profile Comprehensively advertise Direct outreach and recruitment of prospective candidates 	February 18, 2025- March 18, 2025
Screening of applicants	DDA HR will review and rank applicants based on job related criteria & desired attributes and select semifinalists.	March 19, 2025
Personality Index	DDA HR will administer a Work Personality Index Select to all semifinalists.	April 14, 2025
Video interview	Each semifinalist will complete a video interview.	April 14, 2025
Selection of finalists	<ul style="list-style-type: none"> Council selects finalists for interviews. DDA HR will notify candidates not selected as finalists. 	April 21, 2025
Background check of all finalists	Includes: <ul style="list-style-type: none"> Criminal background: county, state, national Sex offender registry Social Security number verification Education verification Credit check 	May 5, 2025
Reference check on all finalists	DDA HR will conduct reference checks with current and/or former employers on all finalists assessing each candidate's: <ul style="list-style-type: none"> Role and responsibilities Performance and strengths Leadership and management style Communication and interpersonal skills Community engagement Areas for improvement Overall fit with organization 	May 5, 2025
Intellect profile	DDA HR will administer an intellect profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude.	May 5, 2025
Finalist packet	DDA HR will provide the Council information including: <ul style="list-style-type: none"> Summary of references Results of background checks Intellect Profile and Work Personality Index Select reports Video interview Resumes, etc. 	May 6, 2025
Interviews	DDA HR will prepare all interview materials and be present at all interviews and other functions to assist in facilitation. It is recommended that Council interviews be at a special meeting.	May 13, 2025 Special Meeting
Decision	Council will select candidate for offer.	May 13, 2025
Offer and agreement	DDA HR will present offer to and negotiate an agreement with the recommended candidate based on the parameters established by Council	May 15, 2025
Projected start date	New Manager begins.	June 2025

LIST OF SEARCH CLIENTS FROM THE PAST THREE 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

Barnesville- Administrator
Benson- Manager
Breezy Point- Administrator/Clerk/Treasurer
Chatfield- Administrator
Corcoran- Administrator
Credit River- Administrator
Crystal- Manager
East Grand Forks- Administrator
Eden Valley- Public Works Director
Fairmont- Director of Public Works/Utilities-Engineer
Faribault- Administrator
Granite Falls- Finance Director
Hawley- Administrator
Inver Grove Heights- Comm. Development Director
Lake City- Asst. Public Works Director
Lakeville- Finance Director
Maple Lake- Administrator
Maple Plain- Administrator
Mayer- Administrator
Melrose- Director of Electric Operations
Mora- Administrator/Public Utilities GM
Morris- Manager
Mound- Manager
New Hope- Manager
New London- Clerk/Treasurer
Newport- Administrator
North Mankato- Administrator
North St. Paul- Manager
Nowthen- Administrator
Olivia- Finance Director
Pelican Rapids- Administrator
Red Wing- HR Director, Finance & Accounting Manager
Richmond- Administrator/Treasurer
Rochester- Finance Director
Spring Park- Administrator/Treasurer
Staples- Economic Development Director
Stillwater- Community Development Director, Administrator
Waconia- Public Services Director
Wadena- Administrator

Watertown- Administrator
Waverly- Administrator/Clerk
Winsted- Administrator

COUNTIES

Anoka- Administrator
Becker- Administrator, Asst. County Attorney
Beltrami- Human Resources Director
Cass- Chief Financial Officer
Cottonwood- County Attorney
Dakota- Manager
Faribault- Assistant County Engineer
Hennepin- Chief Financial Officer, Chief Human Resources Officer
Mahnomen- Administrator
Roseau- County Engineer
Steele- Administrator
Swift- County Engineer

OTHER ENTITIES

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

DDA HR is currently conducting searches for the Cities of Credit River, Crosby, Jackson, Lino Lakes, Mahtomedi, and Watertown, Minnesota, Cook, Freeborn, and Wadena Counties, Minnesota, and the Minnesota Inter-County Association (MICA).

FEE

The fee for the search process is \$24,000, payable at the completion of the search. This all-inclusive fee covers professional services and all expenses including consultant's 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 HR would be available to provide input and guidance on this item.

If the course of the full-service search process is followed as put forth in the approved scope of work and no candidate is selected, we will repeat the recruitment once at no additional professional fee. The City will only be responsible for paying an expense charge of \$5,000.

ASSURANCE

Recruiting local government leaders such as City Managers can be particularly challenging these days due to several factors including demographic shifts, the perception and attractiveness of public sector jobs, compensation and benefits, the political and organizational environment, skills and experience mismatch, changing workforce expectations, and geographic and lifestyle factors.

To account for this, DDA HR has guarantees in place to reassure you that we are committed to your satisfaction and confidence in our ability to find the right candidate. Our goal has never changed – do the best job that we can and provide you the best possible candidates.

If the newly hired Manager leaves the organization for any reason within the first 24 months of employment, DDA HR will conduct one additional search without charging professional service fees. The City will only be responsible for paying an expense charge of \$5,000.

REFERENCES

Mike Dodge, Mayor
City of Mayer
City Administrator Recruitment
Phone Number: 952-215-2639

Brent Frazier, Mayor
City of Pelican Rapids
City Administrator Recruitment
Phone Number: 218-850-3770

Jeff Pilon, Mayor
City of Nowthen
City Administrator Recruitment
Phone Number: 763-639-9151

Sean Mork, Mayor
City of Hawley
City Administrator Recruitment
Phone Number: 701-866-8262

ACCEPTANCE

Your signature below indicates acceptance of the terms of the proposal stated herein. Any deviations from the scope of work must be agreed upon in writing by the City and consultant.

Client Representative Name: _____

Client Representative Signature: _____

Date: _____



Addendums

Addendum A: Sample Position Profile

Addendum B: Work Personality Index Information

Addendum C: Intellect Profile Information

Addendum D: Additional Services

Addendum A



CITY ADMINISTRATOR

Salary: \$120,000 to \$140,000





Jackson, Minnesota, is a charming small city located in the southwestern part of the state, serving as the county seat of Jackson County. With a population of around 3,000 residents, Jackson offers a blend of small-town warmth and modern amenities. The City is nestled in a picturesque area surrounded by rolling hills, farmland, and lakes, providing residents and visitors with ample opportunities for outdoor activities such as fishing, boating, hiking, and camping.

The City has a rich history, which is reflected in its historic downtown, where locally owned shops, restaurants, and businesses contribute to a close-knit community vibe. Jackson is known for its vibrant local events, including the annual Jackson County Fair, which draws visitors from across the region. These events are a testament to the strong community spirit, where neighbors come together to celebrate local culture and traditions.

Economically, Jackson's roots are in agriculture, with the surrounding region known for its farming and dairy production. However, the local economy has diversified over the years, with small businesses and manufacturing playing a vital role in sustaining the City. Jackson is also a hub for regional healthcare services, with access to clinics and nearby hospitals ensuring that residents receive quality medical care.

Education is another cornerstone of the community, with Jackson County Central Schools providing educational opportunities for children from elementary through high school, and the Minnesota West Community and Technical College for those seeking higher education.

With its blend of natural beauty, rich history, and strong sense of community, Jackson, Minnesota, is a wonderful place to live, work, and visit. Its welcoming residents and active community life make it an attractive destination for those seeking a peaceful, yet engaging environment.



EDUCATIONAL OPPORTUNITIES

Educational opportunities in Jackson, Minnesota, are provided by the Jackson County Central School District which serves students from elementary through high school. The district is comprised of Jackson County Central High School, a middle school, and elementary schools in both Jackson and the nearby town of Lakefield. The schools offer a wide-ranging curriculum that focuses on academic excellence while fostering the personal development of each student.

At the elementary level, students benefit from a solid foundation in core subjects like math, science, reading, and social studies, along with enrichment programs in music, art, and physical education. As students advance into middle and high school, the curriculum expands to include more specialized courses in areas like technology, business, agriculture, and the arts, preparing students for college, technical careers, or entry into the workforce.

In addition to K-12 education, Jackson residents have access to higher education through partnerships with regional community colleges and vocational schools. Minnesota West Community and Technical College, with a campus in Jackson, offers career-focused programs in fields like healthcare, business, and technical trades. These programs provide pathways for local students and adults seeking to advance their education and career skills.

The emphasis on both academic and extracurricular development in Jackson's schools ensures that students receive a well-rounded education, while regional higher education institutions provide further opportunities for lifelong learning and career advancement.



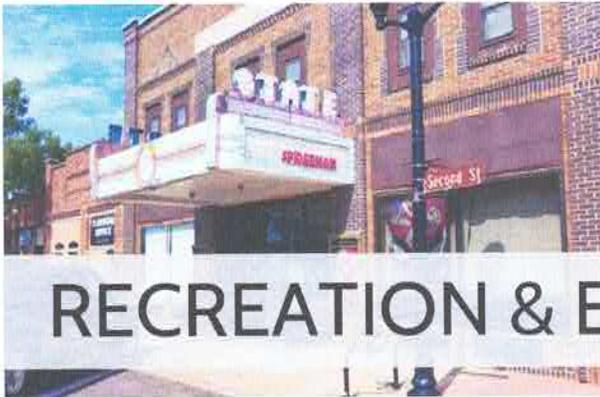
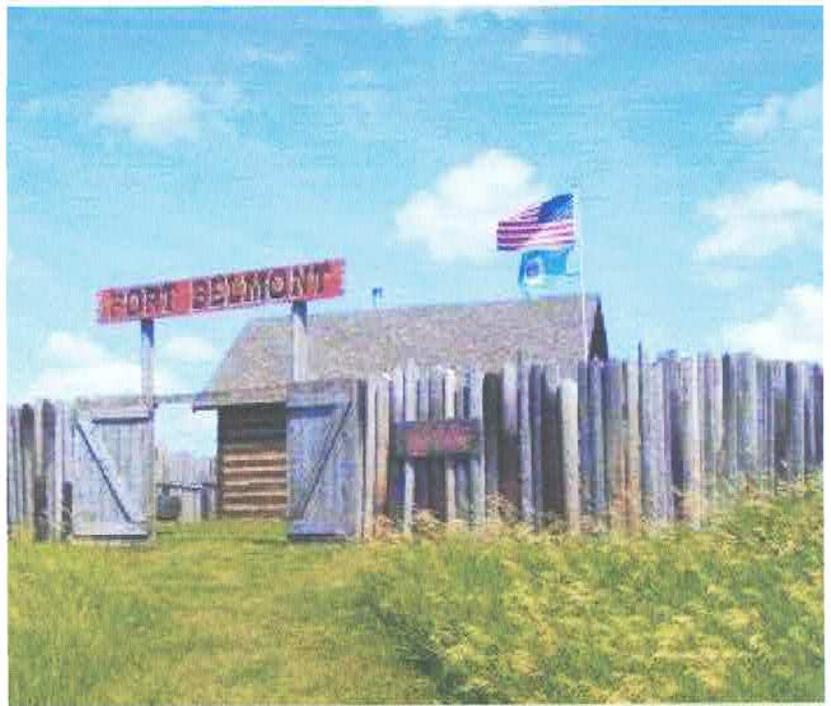
HEALTHCARE

Healthcare in Jackson is anchored by a network of local clinics and nearby hospitals that provide essential medical services to the city and surrounding areas. The community benefits from access to Sanford Jackson Medical Center, a critical healthcare facility offering a wide range of services including emergency care, inpatient and outpatient services, diagnostic imaging, rehabilitation, and primary care. As part of the larger Sanford Health system, the facility connects residents to specialized care when needed, ensuring comprehensive medical attention close to home.

In addition to the medical center, Jackson has local clinics and family practice providers that focus on primary care, preventative health services, and chronic disease management. These clinics often serve as the first point of contact for residents seeking healthcare, offering routine check-ups, vaccinations, and minor procedures.

For more specialized or advanced treatments, Jackson residents also have access to larger hospitals and healthcare systems in the nearby cities of Worthington or Mankato, where they can find specialists in fields such as cardiology, oncology, and orthopedics.

Overall, healthcare in Jackson is designed to meet the needs of its residents through a combination of local services and regional access, ensuring that quality care is available both in the community and through larger medical networks when necessary.



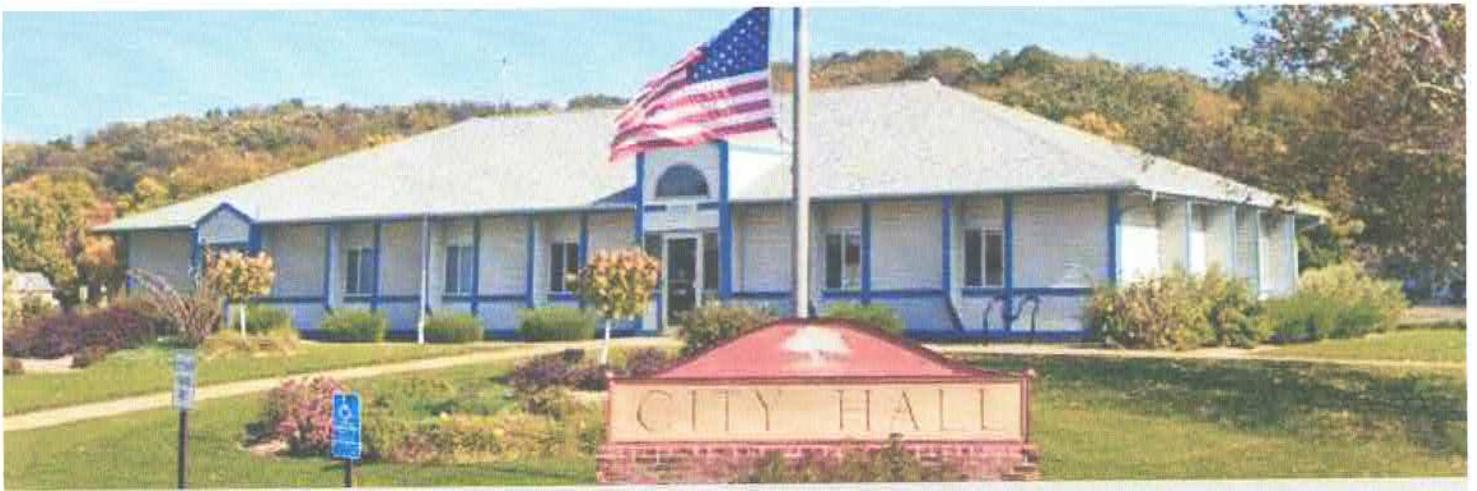
RECREATION & EVENTS

Jackson offers a variety of community events and recreational activities that reflect its strong sense of local pride and love for outdoor living. Throughout the year, residents and visitors can enjoy several annual events that bring the community together. One of the highlights is the Jackson County Fair which is held each summer. This event features agricultural exhibits, carnival rides, games, food vendors, and live entertainment. It's a family-friendly gathering that showcases the area's rural heritage while offering something for all ages. Jackson also hosts Rhythm of the River, Fort Belmont Pioneer Days, and Prairie Winds Kite Fly throughout the year, fostering community involvement and interaction. The City's downtown area often serves as a hub for these gatherings, promoting local businesses and artisans.

When it comes to recreation, Jackson is surrounded by natural beauty, offering a variety of outdoor activities. The Des Moines River, which flows through the City, provides opportunities for fishing, canoeing, and kayaking. Nearby lakes and parks are ideal for camping, hiking, and picnicking. Ashley Park and the City's network of walking and biking trails are popular spots for residents to stay active and enjoy the outdoors. For sports enthusiasts, Jackson offers community sports leagues including youth and adult programs for baseball, softball, and soccer. There are also recreational facilities including swimming pools and golf courses, making it easy for people of all ages to stay active year-round.

The Historic State Theatre in Jackson is a beautifully restored cinema with deep roots in the community. Originally opened in 1930, it has undergone several renovations over the years to maintain its vintage charm while upgrading its facilities for modern audiences. The theatre features Art Deco architecture and has served as a hub for entertainment, offering both movies and live performances. It is a cherished landmark in Jackson, representing the town's cultural heritage. Today, it continues to operate as a beloved venue for family-friendly events, movie screenings, and community gatherings.

These events and activities highlight Jackson's strong community spirit and its appreciation for both social gatherings and the great outdoors.

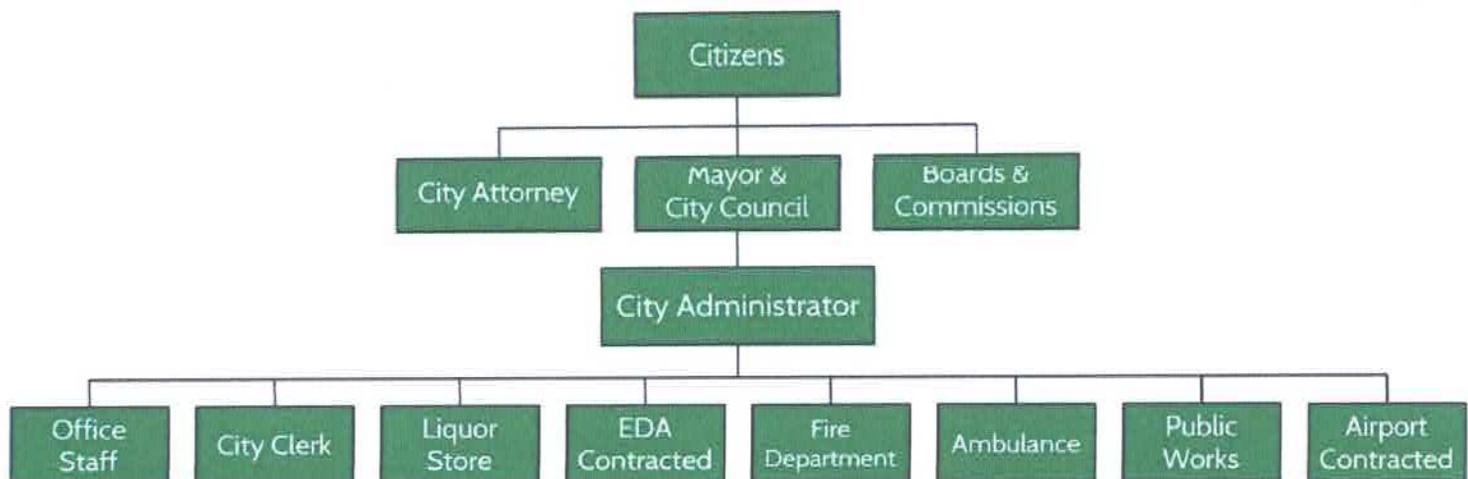


THE ORGANIZATION

The City of Jackson operates under a Mayor-Council form of governance. The City Council is made up of the Mayor and a group of elected Council members who are responsible for making decisions on local policies, ordinances, and the overall governance of the City. The Council consists of six Council members and the Mayor. The Mayor serves as the presiding officer and votes only in the case of a tie.

In addition to the Mayor and Council, Jackson's government includes several departments and commissions that oversee specific aspects of City operations including Airport, Ambulance, Fire Department, Public Works, and others. The City also employs a City Administrator, who is responsible for managing the day-to-day operations of the City, implementing Council decisions, and coordinating between different departments. The City Administrator plays a key role in ensuring that city services run efficiently and that the City's strategic goals are met.

Public services such as Police and Fire Protection, Street Maintenance, and Water Utilities are managed by the city government to ensure residents receive essential services. The City also focuses on community and economic development, working to support local businesses, attract new investments, and improve the quality of life for residents.



BUDGET SUMMARY

	2023	2024
City Council	73,206	85,953
Administration	533,664	512,010
Elections	3,500	10,650
Audit	11,500	13,000
Assessing	24,500	24,000
Attorney/Legal	120,000	125,000
Economic Development	123,335	207,459
Data Processing	48,488	46,954
City Hall Building	26,168	42,775
Law Enforcement	904,163	960,279
Fire Department	289,252	285,863
Building Inspector	15,250	15,000
Civil Defense/Sirens	3,500	3,500
Civil Defense/Floods	3,000	3,000
Animal Control	4,100	109,483
Streets & Alleys	587,792	741,816
Road Equipment	141,445	231,445
Sidewalks & Crosswalks	18,500	21,000
Ice & Snow Removal	69,371	73,371
Street Cleaning	18,048	18,048
Weeds & Spraying	9,300	15,100
Garbage Service	155,708	177,493
Summer Rec	4,312	8,312
Parks & Playgrounds	206,996	246,462
Splashpad	18,044	21,544
Pool	92,400	92,746
Ice Skating Rink	6,732	8,732
Senior Citizens	24,770	25,523
Downtown Environment	9,000	11,284
Council Unallocated	1,162,100	198,000
Total Expenditures	\$4,708,144	\$4,335,802

CORE DUTIES OF THE POSITION



Serves as the chief administrative officer of the City and performs such duties as:

- Implements City Council actions, policies, ordinances, resolutions, goals, and objectives, and directs the administration and operations of the City as provided by City Council actions.
- Ensures that the City operates in accordance with all federal, state, and local laws.
- Follows accepted standards and practices of public administration.
- Evaluates projects, programs, and services and the impact they may have on the community and the City.
- Attends City meetings, committee meetings, staff meetings, or meetings with other governmental entities. Prepares meeting agendas and supporting information.
- Provides direction, supervision, and oversight to department managers/supervisors on administrative matters and personnel-related matters of the hiring, firing, performance evaluation, etc., of City employees; coordination of services and collaboration between departments; and the sustainment of an organizational culture that supports and enhances the City's values.
- Conducts performance reviews on all direct reports, prepares letters of expectations for employees requiring follow-up evaluations, coaches and counsels staff, when necessary, and determines and issues discipline, as directed.
- Supervises administrative office staff directly and oversees daily operations and activities.

Advises the Council and its committees regarding operational issues, items, concerns, and recommendations

- Advises committees of any operational issues as they arise and before presentation to the City Council.
- Advises the Council on proposed legislation that can affect City operations.
- Represents the City at various meetings as directed by the Council.
- Coordinates, collaborates, and works with departments to identify innovative opportunities.
- Plans, researches, formulates, and recommends policies, procedures, and proposals for the Council's consideration.
- Oversees, manages, and implements special projects as delegated by the Mayor or City Council.
- Provides the Mayor and City Council with reports regarding the impact of potential actions under review by the City Council.

Oversees and plans the budgetary process and fiscal operations of the City

- Presents the proposed budget to the Finance Committee and City Council.
- Monitors City expenditures and financial reporting. Reviews and approves all invoices.
- Assists with audit processes and investment decisions.
- Researches alternative funding sources. Writes and prepares grant applications and administers City grants.

CORE DUTIES OF THE POSITION - CONT'D



Conducts and performs activities involved in public relations and public information services for the City

- Prepares quarterly newsletters and monthly Administrator's memos to keep the public informed of City projects and news.
- Prepares news releases when appropriate.
- Works with local news media to best represent the interests of the City.
- Works with a variety of different groups representing various sectors of the community to identify or discuss their issues and concerns and to represent the City or serve as a liaison between the community, citizens, and the Council.

Oversees the human resources functions, policies, and procedures of the City

- Oversees the recruitment, selection, and hiring process of the City.
- Oversees and coordinates the labor negotiations process and labor agreements of the City.
- Recommends changes in personnel policies and procedures.

Oversees and manages contracted services and consultants working on special City projects

- Collaborates and works closely with various consultants, engineers, attorneys, architects, or others engaged in various street, utility, airport, or management projects required of the City.
- Oversees the hiring and bidding process.
- Attends mediation, as necessary, for City projects.
- Coordinates any legal issues involving matters impacting the City.

DESIRED ATTRIBUTES



Leadership & Vision

- Proven government leader with experience as a City Administrator (required).
- Visionary capable of uniting and assisting Council and staff in achieving shared goals.
- Strategic thinker, skilled in setting annual goals, planning projects, and allocating resources.

Communication & Collaboration

- Exceptional communicator, ensuring Council and staff remain informed and focused on their roles.
- Personable and approachable, fostering trust and collaboration with staff and Council.
- Skilled in working effectively with diverse Councils or Boards, promoting inclusivity and cooperation.
- Active in maintaining relationships with community and business leaders, other local government administrators, and legislators.

Financial & Policy Expertise

- Demonstrated expertise in finance and budgeting, with a proven track record of financial stewardship.
- Experienced in creating and adhering to policies, ordinances, and state statutes.
- Consistent and transparent in applying policies and ordinances to both staff and the public.

Problem-Solving & Innovation

- Proficient problem-solver, involving stakeholders in decision-making and exploring viable solutions.
- Innovative leader, encouraging creativity and efficiency within the organization.
- Technologically savvy, leveraging advancements to enhance city operations.

Specialized Knowledge

- Knowledgeable in economic development, committed to fostering city growth.
- Familiarity with electrical systems and city ambulance services (preferred).

Professionalism & Crisis Management

- Calm and professional in stressful situations, emergencies, and interactions with the public.
- Adept at handling critical situations with composure and diplomacy.



POSITION ANNOUNCEMENT

City: Jackson, Minnesota

Position: City Administrator

Salary: \$120,000 to \$140,000

Application Deadline: November 13, 2024

Job Summary: Under the direction of the Mayor and City Council, the City Administrator serves as the chief administrative officer responsible for overseeing and directing the overall operations, goals, and objectives of the City, its departments, and its staff directly or through designated department supervisors.

Minimum Qualifications: Bachelor's degree in Business, Public Administration, or closely related field, and three (3) to five (5) years of experience in management/leadership in finance, personnel administration, government, and public administration, or an equivalent combination of education and experience.

Apply: Visit <https://daviddrown.hiringplatform.com/267461-jackson-city-administrator/1034005-application-form/en> and complete the application process by November 13, 2024. Finalists will be selected on December 3, 2024, and final interviews will be held on January 6, 2025.

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

Psychometrics

Assessment Description

The Work Personality Index®-Second Edition, an updated version of the Work Personality Index®, is a work-oriented personality inventory that assesses the personal characteristics and tendencies that influence an individual's job performance. Comprised of 198 items rated on 5-point scales, the Work Personality Index®-Second Edition takes approximately 25 minutes to complete. It identifies behaviors that predict work success as well as individual strengths and weaknesses. The assessment is well-suited for use in selection as well as coaching and development.

What the WPI Measures

The WPI assesses 21 personality traits that directly relate to work performance

- Energy
- Ambition
- Leadership
- Social Confidence
- Persuasion
- Initiative
- Flexibility
- Multi-Tasking
- Outgoing
- Teamwork
- Concern for Others
- Democratic
- Dependability
- Persistence
- Rule Following
- Attention to Detail
- Planning
- Innovation
- Analytical Thinking
- Self-Control
- Stress Tolerance
- Management and Leadership Potential (*Select Report Only*)
- Sales Potential (*Select Report Only*)

WPI Reports

Select Report

- Provides results on each scale and supplemented with a narrative explaining the individual's results and their implications for the workplace.

The results on the WPI scales are presented as Sten Scores, which range from 1 to 10 with an average of 5.5. These scores compare the responses on the WPI items to those of a large sample of working adults. The number in the middle of the circle indicates the candidate's score on the scale. The range of scores is shown below.





Assessment Description

The Elite Intellect Profile is an assessment of cognitive ability and measures the ability to be trained, solve problems, and comprehend complex relationships. Designed for selection, it is comprised of 40 multiple-choice items and has a 12-minute time limit.

Research from the testing literature regarding intelligence consistently shows that cognitive ability is a valid predictor of job performance, learning ability and training success, across most, if not all, jobs. The Elite Intellect Profile (EIP) helps employers accurately test a candidate's level of general cognitive ability. More specifically, the test measures the individual's potential to be trained, to effectively and efficiently solve problems, to communicate clearly and to comprehend complex relationships.

What the Elite Intellect Profile Measures

- Verbal Reasoning
 - Verbal Reasoning measures the degree to which the individual is likely to understand logical relationships among written or spoken words, including word comprehension and associations. This ability is especially important for jobs requiring quick and fluid thinking and jobs requiring that conclusions be drawn from moderate to complex verbal or written communications.
- Mathematical and Logical Reasoning
 - Mathematical and Logical Reasoning measures the degree to which the individual is likely to reason logically and to understand and solve basic to more complex mathematical, logical and abstract problems. While research has shown that logical reasoning is important for most jobs, this ability is especially critical for jobs requiring analytical problem solving
- Overall Mental Aptitude

Elite Intellect Profile Report

The candidate's raw and norm-based percentile score on each scale is reported and supplemented with extensive interpretive information. Also included in the report are the IQ equivalency scores for the Total Score and the degree of fit between the Total Score and the job the individual is applying for with respect to the intellectual requirements of the job.

Elite Intellect Profile is a copyright and mark owned solely by PsyMetrics, Inc.

Goal Setting/Strategic Planning - cost varies based on scope of work

Many organizations, and especially those with new leadership, will find it beneficial to bring their leadership team together to discuss and set goals and strategies for the organization's future. Bart Fischer, a DDA HR Management Consultant, can assist in providing this service for your organization. The objective of this process is to have a clear direction and action steps for the leadership team to work towards over the next several years.

Areas of discussion and focus for a goal and strategies setting process/session include:

- Team Building
- The opportunity for individuals to express their desires and goals for the organization and community
- The opportunity for others to listen and hear the desires and goals of each individual participant
- Focused discussion and prioritization of individual goals and strategies into a clear direction and action steps for the community's future
- A list of prioritized goals and strategies for the organization that is fluid, useable, and does not sit on the shelf



For more information on a goal and strategy setting session for your leadership team and organization, please contact your assigned Management Consultant or Bart Fischer at 612-920-3320 x119 or bart@daviddrown.com.

Leadership Development Mentoring - \$5,000/year

DDA HR is committed to helping foster a successful relationship between an organization and their newly appointed City Administrator. Our Leadership Development Mentoring service offers the opportunity for DDA HR to work with the new Administrator to navigate through issues or challenges that arise and share valuable knowledge, help them develop and/or refine skills, and guide them toward their purpose to succeed as a public administrator.

- | | |
|---------------------------------------|---|
| • Trusted Advice and Mentorship | • Shared Experiences |
| • Professional & Personal Development | • Alignment with Council Goals |
| • Networking & Valuable Connections | • Refocus & Reenergize |
| • Clarity of Purpose | • Developing Leadership Skills and Emotional Intelligence |



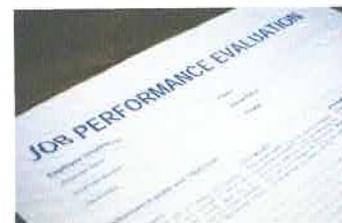
For more information on our Leadership Development Mentoring service, please contact your assigned Management Consultant or Bart Fischer at 612-920-3320 x119 or bart@daviddrown.com.

Performance Evaluations - cost varies based on scope of work

A successful community is often built on good leadership. This leadership is not the achievement of a single person but rather a strong team of leaders working and communicating with staff and residents to deliver effective and efficient services that provide value to residents. Utilizing communication to build trusting relationships between the Administrator/Manager and Board/Council is more critical than ever to a community's success.

DDA HR can assist your organization with performance evaluations in any of the following ways:

- Create a new performance evaluation process based on a thorough review of the needs of the organization
- Reviewing and improve an existing performance evaluation process with specific goals in mind, i.e. retention of employees, succession planning, gaining additional input, identifying more relevant criteria, etc.
- Conducting the performance evaluation process
- Providing training for supervisors and managers on how to effectively evaluate performance and establish upcoming goals



For more information on our Performance Evaluation service, please contact your assigned Management Consultant or Pat Melvin at 612-920-3320 x116 or pat@daviddrown.com.