

January 4, 2018

*Sent via email only*

Mayor Mike Nelson  
City of Mountain Lake  
930 Third Avenue  
Mountain Lake, MN 56159

Dear Mayor Nelson,

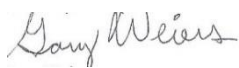
Thank you for the opportunity to submit a proposal to assist the City of Mountain Lake with a search for your next City Administrator. Our firm has extensive experience with local governments, and we thoroughly understand the complexities faced by City Councils in Minnesota, especially in greater Minnesota where we do the vast majority of our work.

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 in Minnesota.
- Communication: We will be on site multiple times throughout the search process, and will provide weekly email updates to the City Council throughout the process.
- Adherence to deadlines: When a deadline is established, we will meet it.
- Video Interview: DDA uses video interviews in the screening process to get quality data that may not be apparent on resumes. These videos are made available to the Council prior to selecting candidates for final interviews.
- Work Personality Index: Prior to deciding on final candidates, the Council will also receive a personality index report on 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. This is all included in the price.
- Intellectual Profile: Each finalist will complete an intellectual profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude.
- Our approach is fresh and uniquely focused on meeting your individual needs.

Thank you for your consideration.

Sincerely,



Gary Weiers  
DDA Human Resources, Inc.

Enclosure

# DDA HUMAN RESOURCES, INC.



## PROPOSAL FOR THE CITY OF MOUNTAIN LAKE

### **CITY ADMINISTRATOR SEARCH**

JANUARY 4, 2018



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## DESCRIPTION OF THE FIRM

For 20 years, David Drown Associates (DDA) has provided Financial Solutions, Tax Increment Financing, Economic Development, Strategic Planning, Executive Searches, and other services to cities and counties throughout Minnesota. In addition to finance work, DDA has developed a strong executive search service. DDA recently completed searches for the Cities of Redwood Falls, Faribault, Brainerd, Marshall, Arlington, and Staples, Minnesota, as well as the City of Amery, Wisconsin. A list of completed searches from the past two years is included later in the proposal. We are currently conducting searches for the Cities of Lake City, Plainview, and Breezy Point, as well as Rice County, Minnesota.

## APPROACH TO THE PROCESS

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

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

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

During her four years in Arlington as a City Administrator, she completed a reorganization of the administration department, developed an orientation and capital planning process for two new councils, conducted compensation studies for several departments, engaged in a strategic planning session, and took part in developing a leadership curriculum for up and coming leaders in Sibley County. Her work has centered on human resource management, strong community participation, and leadership development.

Since joining DDA, Liza has assisted with several Administrator searches as well as assisting with Compensation and Classification Studies.

Liza will be the lead Consultant on this project.

## Gary Weiers

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Gary joined DDA in 2013 and has conducted nearly 50 executive searches and numerous organizational studies. Prior to joining DDA, 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.

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 will assist Liza throughout the search process.

## Liz Judd

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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.

# TENTATIVE TIMELINE

*This timeline is tentative. The final timeline will be set after the City Council's decision to proceed.*

ITEM	TASK	COMPLETION DATE
Decision by City Council to proceed		January 9, 2018
Information gathering	<ul style="list-style-type: none"> <li>◆ Gather all pertinent background information</li> <li>◆ Gather salary information and review job description</li> <li>◆ Meet individually with each member of the City Council</li> </ul>	January 19, 2018
Professional profile	<ul style="list-style-type: none"> <li>◆ Develop position profile and advertisement</li> </ul>	January 23, 2018
Approve position profile	<ul style="list-style-type: none"> <li>◆ City Council approves profile, job description, salary range, and hiring process</li> </ul>	January 29, 2018 Special Meeting
Candidate recruitment	<ul style="list-style-type: none"> <li>◆ Post position immediately upon approval of profile</li> <li>◆ Comprehensively advertise</li> <li>◆ Email and phone calls to prospective candidates</li> </ul>	January 30, 2018- February 27, 2018
Screening of applicants	DDA will review and rank applicants based on job related criteria and select semifinalists	February 28, 2018
Video Interview	Each semifinalist will complete a video interview	March 12, 2018
Personality Index	DDA will administer a work-related personality index to all semifinalists.	March 12, 2018
Selection of finalists	<ul style="list-style-type: none"> <li>◆ City Council selects finalists for interviews</li> <li>◆ DDA will notify candidates not selected as finalists</li> </ul>	March 19, 2018
Background check of all finalists selected for interviews	<ul style="list-style-type: none"> <li>◆ Includes: <ul style="list-style-type: none"> <li>• Criminal background: county, state, national</li> <li>• Sex offender registry</li> <li>• Social Security number verification</li> <li>• Employment and education verification</li> <li>• Credit Check</li> </ul> </li> </ul>	March 30, 2018
Reference check on all finalists	DDA will conduct reference checks with current and former employers on all finalists	March 30, 2018
Intellectual profile	DDA will administer an intellectual profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude	March 30, 2018
Finalist Packet	DDA will provide the Council information including: <ul style="list-style-type: none"> <li>• Summary of references</li> <li>• Results of background checks</li> <li>• Personality index reports</li> <li>• Video interview</li> <li>• Resumes, etc.</li> </ul>	March 30, 2018
Interviews	DDA will prepare all interview materials and be present at all interviews and other functions. It is recommended that interviews be at a special meeting	April 5, 2018
Decision	City Council will select candidate for offer	April 5, 2018
Offer and agreement	DDA will negotiate agreement with selected person	April 6, 2018
Projected start date	New Administrator begins	April 30, 2018
Follow up	DDA will follow up periodically with the new Administrator	May 2019

# PROCESS DETAILS

## ***Step 1: Information Gathering***

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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. A group meeting with senior staff will also take place if requested. At the same time, the job description will be reviewed and, if needed, we will gather relevant comparative salary information for consideration by the Council.

## ***Step 2: Development of Position Profile***

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Based on the information received from the City Council, DDA will develop a professional position profile that is customized to present the City of Mountain Lake 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.

## ***Step 3: Advertisement and Recruitment***

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DDA will comprehensively advertise the position and make direct contact with possible candidates who are not active job seekers. Some of the places the position will be advertised include: League of Minnesota Cities, International City/County Management Association, Minnesota Association of City/County Managers, Association of Minnesota Counties, and municipal associations in Iowa, Wisconsin, North Dakota, and South Dakota. In addition, the posting will be shared with professional networks through Minnesota State University Mankato, Hamline University, and the University of Minnesota. Other local advertising will be done as per direction from the City. Regular communication with candidates will occur throughout the process.

The simple DDA online application process will be used unless the City prefers to use an existing City methodology.

## ***Step 4: Initial Screening and Review***

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DDA will complete a comprehensive analysis of every application received and determine approximately 10-12 semifinalists based on job related criteria. Each semifinalist will complete a video interview and a work related personality index. About one week prior to the selecting finalists for interview, the video interview, personality index, cover letter, and resume from each of the 10-12 semifinalists will be made available to the Council for viewing. This will allow the Council ample time to review candidates prior to determining who to bring in for the final interviews. After the Council selects finalists, those not selected as finalists will be notified by DDA.



### ***Step 5: Selection***

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After the City Council selects finalists, DDA will complete comprehensive background screenings including criminal history, civil court history, verification of employment, verification of education, driver's license review, credit check, and other items. Along with background checking all finalists, DDA will check employment references on each person.

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

Prior to the final interview process, the City Council will have access to each candidates application materials, video interview, background check results, reference information, a work personality report, and an intellectual profile on each person.

Early in the search process, Liza will discuss interview possibilities including department head participation options and possibilities for community involvement through a meet and greet event or other function.

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.

### ***Step 6: Offer***

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

### ***Step 7: Follow Up***

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

# LIST OF SEARCH CLIENTS FROM THE PAST TWO YEARS

Entity	Type of Search	Entity	Type of Search
City of Redwood Falls, MN	Chief of Police	City of Faribault, MN	Administrator
City of Brainerd, MN	Administrator	City of Fairfax, MN	Clerk/Treasurer/Administrator
City of Amery, WI	Administrator	City of Marshall, MN	Administrator
City of Arlington, MN	Administrator	City of Staples, MN	Clerk/Finance Director
City of Warroad, MN	Public Works/Utility Director	City of Mayer	Administrator
City of Nisswa, MN	Administrator/Clerk	City of Granite Falls, MN	Finance Director
City of Lake City, MN	Ambulance Director	Goodhue County, MN	Finance Controller
Pope County, MN	Coordinator	City of Isanti, MN	Finance Director
City of Baxter, MN	Administrator	City of Willmar, MN	Administrator
City of St.. James, MN	Administrator	Three Rivers Community Action	Executive Director
City of Isanti, MN	Finance Director	City of Motley, MN	Clerk/Treasurer
Willmar Municipal Utilities	General Manager	City of Lake City, MN	Finance Director/Treasurer
Dodge County, MN	Administrator	City of Olivia, MN	Finance Director
Rice County, MN	Administrator	City of Marshall, MN	Administrator
Pope County, MN	Coordinator	City of Fergus Falls, MN	Administrator
City of Northfield, MN	Administrator	City of Winona, MN	Manager

In addition to the specific references listed on the following page, the City of Mountain Lake is encouraged to speak with any of the entities listed above.

DDA is currently conducting searches for the Cities of Lake City, Plainview, and Breezy Point, as well as Rice County, Minnesota.

## FEES

The fee for the search process is \$17,000. This all-inclusive fee covers professional services and all expenses including travel, advertising, personality index, intellectual profile, background checks on all finalists, etc.



# 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

**Greg Zylka**

Mayor, City of Little Falls

*Administrator Search*

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HR Manager, City of Northfield

*Administrator Search*

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**Mike Hartwell**

HR Director, City of Fergus Falls

*Administrator Search*

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Email: [mike.hartwell@ci.fergus-falls.mn.us](mailto:mike.hartwell@ci.fergus-falls.mn.us)

**Mark Sievert**

City Administrator, City of Lake City

*Administrator Search, Finance Director Search*

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Email: [msievert@ci.lake-city.us](mailto:msievert@ci.lake-city.us)

**Steve Stotko**

Mayor, City of Winsted

*Administrator Search*

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**Gordy Erickson**

Mayor, City of Cokato

*Administrator & City Clerk Search*

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**Erica Zweifel**

Council Member, City of Northfield

*Administrator Search*

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**Denelle DelZoppo**

Human Resources Director, Pope County

*Coordinator Search*

Phone Number: 320-634-7700

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"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