



**REPORT TO CITY COUNCIL**

**Report Prepared by: Nancy Malecha**

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**Date:** July 7, 2020

**Subject:** City Administrator's Resignation & Proposal for City Administrator Search

**Report:** I have submitted my resignation as City Administrator and my last day with the City will be on July 24, 2020. I am honored and grateful to have served the Pequot Lakes community for the past 18 years and it has been a privilege to work alongside all of you during my tenure. Thank you for everything!

Attached please find a cover letter, proposal, and profile sample from David Drown Associates to conduct a City Administrator search for the City. Liza Donabauer from David Drown Associates will be present at the Council Meeting to review this information and address any questions the Council may have.

**Council Action Requested:**

1. Council acknowledgement of Nancy Malecha's resignation as City Administrator.
2. Council motion accepting the City Administrator search proposal from David Drown Associates in the amount of \$21,000 with the potential to receive \$7,500 to be paid by Sourcewell.

June 25, 2020

Pequot Lakes City Council  
City of Pequot Lakes  
4638 Main Street  
Pequot Lakes, Minnesota 56472

Dear Mayor and City Council,

Please accept this letter as my 30 day notice of resignation as City Administrator for the City of Pequot Lakes. I have accepted a job opportunity with Crow Wing County and my last day with the City will be on July 24, 2020.

I am honored and grateful to have served the Pequot Lakes community for the past 18 years. Thank you for providing me with the opportunities to strengthen my career with the City and I wish you all nothing but the very best!

Sincerely,

A handwritten signature in cursive script that reads "Nancy Malecha".

Nancy Malecha

June 29, 2020

*Sent via email only*

Pequot Lakes City Council  
Pequot Lakes City Hall  
4638 Main Street  
Pequot Lakes, MN 56472

Dear Honorable Mayor and Members of the Council,

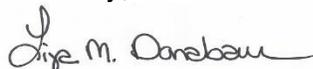
Thank you for the opportunity to submit a proposal to assist the City of Pequot Lakes with the search for your next City Administrator. Our firm has extensive experience with local governments, and we thoroughly understand the complexities faced by City Councils in Minnesota.

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. Due to our broad experience, we have better connections to potential candidates.
- **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.
- **Brochure/Profile:** We develop a detailed, professional profile to present the City in the most positive manner. A sample is attached.
- **Experience:** DDA has conducted more Minnesota City Manager/Administrator searches in the last five years than any other firm by a wide margin.
- **National and local outreach:** We advertise nationally, regionally, and locally to attract a greater pool of candidates.
- **Adherence to deadlines:** When a deadline is established, we will meet it.
- **Video Interview:** DDA uses video interviews in the screening process to get quality data that may not be apparent on resumes. These videos are made available to the 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 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 conduct a personal reference check on all finalists interviewed by the City Council. This is all included in the search fee.
- **Intellectual Profile:** Each finalist will complete an intellectual profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude.
- **More service for the money:** Our rate is lower than our competitors, and our service is better. We all work in home offices and do not have a large corporate structure to support meaning you receive more service for the money.

I look forward to discussing our process with you. Thank you for your consideration.

Sincerely,



Liza Donabauer  
DDA Human Resources, Inc.  
Enclosures

DDA HUMAN RESOURCES, INC.



PROPOSAL FOR THE CITY OF PEQUOT LAKES

**CITY ADMINISTRATOR SEARCH**

JUNE 29, 2020



# CONTENTS OF THE PROPOSAL

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

## DESCRIPTION OF THE FIRM

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

In 2013, we expanded our scope to provide human resources services — we started with executive recruitment and organizational studies and more recently added classification and compensation studies. Because of growth in our human resource service area, a new Human Resource affiliate company was created in 2017. DDA Human Resources Inc. currently employs seven individuals serving cities, counties, and special districts throughout Minnesota. The vast majority of our consultants are recent practitioners having served as Administrators or Human Resource Managers. In addition, the scope and breadth of experience levels we bring to this project is second to none.

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

## APPROACH TO THE PROCESS

Our approach to this search will be to focus on finding the best fit for the City of Pequot Lakes. 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

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 (MN) providing administrative support to the Commissioners, Coordinator, and Human Resources Dept. This path lead her into city management for Clearwater, Kansas, and Arlington, Minnesota. Throughout the years, her work has centered on human resource management, budget and long-term capital planning, strong community participation, and leadership development. She received her MBA with an emphasis in public administration from St. Scholastica.

Since joining DDA, Liza has conducted several Administrator/Manager searches as well as worked with cities on their Pay Equity and Compensation and Classification Studies. Liza will be the lead consultant on this project.

*“The commission especially appreciates the support of the Interim City Manager and City Council to engage DDA Human Resources as our external professional search firm. Liza Donabauer and her team provided invaluable guidance, process framework, facilitation, and innovative ideas for this search process which maximized stakeholder participation, citizen involvement, market access, and best practices from the field.”*

**-Scott Marquardt, Chair, Montevideo Police Civil Service Commission**

## Gary Weiers

Gary joined DDA in 2013 and has conducted over 65 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.

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

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

Gary will assist Liza on this project as needed.

## Liz Foster

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

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		July 7, 2020
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 with staff, stakeholders and each member of the City Council</li> </ul>	July 20, 2020
Professional profile	<ul style="list-style-type: none"> <li>◆ Develop position profile and advertisement</li> </ul>	July 28, 2020
Approve position profile	<ul style="list-style-type: none"> <li>◆ City Council approves profile, job description, salary range, and hiring process</li> </ul>	August 4, 2020
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>	August 5, 2020- September 2, 2020
Screening of applicants	DDA will review and rank applicants based on job related criteria and select semifinalists	September 3, 2020
Video Interview	Each semifinalist will complete a video interview	September 25, 2020
Personality Index	DDA will administer a work-related personality index to all semifinalists.	September 25, 2020
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>	Special Meeting: October 5, 2020
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>	October 20, 2020
Reference check on all finalists	DDA will conduct reference checks with current and former employers on all finalists	October 20, 2020
Intellectual profile	DDA will administer an intellectual profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude	October 20, 2020
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>	October 21, 2020
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	October 28 & 29, 2020
Decision	City Council will select candidate for offer	October 29, 2020
Offer and agreement	DDA will negotiate agreement with selected person	October 30 2020
Projected start date	New Administrator begins	November 30, 2020
Follow up	DDA will follow up periodically with the new Administrator	November 2021

# 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. Others will be interviewed as per the direction of the City. At the same time, the job description will be reviewed and, if needed, we will gather relevant comparative salary information for consideration by the Council. We will quickly develop a comprehensive understanding of the organization, community, and position.

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

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

## ***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, GovernmentJobs.com, and municipal associations in Iowa, Wisconsin, North Dakota, and South Dakota. In addition, the posting will be shared with professional networks through the Universities of Minnesota, Iowa, Wisconsin, South Dakota, and Nebraska, as well as the MN Private Colleges Consortium, MN State Universities, and other colleges and universities. 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 8-12 semifinalists based on job related criteria. Each semifinalist will complete an information disclosure, a video interview, and a work related personality index. About one week prior to selecting finalists for interviews, the information disclosure, video interview, personality index, cover letter, and resume from each of the 8-12 semifinalists will be made available to the Council for viewing. This will allow the Council ample time to comprehensively review candidates prior to determining who to bring in the 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 recent employment, verification of education, driver's license review, credit check, and other items. Along with background checking all finalists, DDA will conduct personal reference checking with former and current supervisors and colleagues on each person. A narrative of those conversations will be available for the Council to review.

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

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

Early in the search process, Liza will discuss interview possibilities including leadership staff participation, options for community involvement through a meet and greet event, stakeholder interviews, individual and/or full Council panel interviews, and other functions.

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

### ***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 New Brighton, MN	Manager	City of Lake City, MN	Finance Director
City of St. James, MN	Manager	City of Brainerd, MN	Administrator
Waseca County, MN	Administrator	Isanti County, MN	Administrator
City of Kasson, MN	Administrator	City of Staples, MN	Public Works Director
City of Scandia, MN	Administrator	Mahnomen County, MN	Administrator
City of Sleepy Eye, MN	Manager	Albert Lea HRA, MN	Executive Director
City of Albert Lea, MN	Manager	Sherburne County, MN	Administrator
City of Waseca, MN	Finance Director	Murray County, MN	Administrator
Murray County, MN	Administrator	City of Plainview, MN	Public Works Director
City of Montevideo, MN	Police Chief	City of Montevideo, MN	Manager
Kitchigami Regional Library System	Director	City of Melrose, MN	Administrator
City of Melrose, MN	Administrator	City of Dundas, MN	Administrator
City of Maple Lake, MN	Administrator/Clerk/Treasurer	Brown County, MN	Administrator
City of New Ulm, MN	Manager	City of Olivia, MN	Police Chief
City of Sleepy Eye, MN	Manager	City of Blooming Prairie, MN	Administrator
Albert Lea Econ. Dev. Agency	Executive Director	City of Prior Lake, MN	Manager
Yellow Medicine County, MN	Administrator	Mower County, MN	Administrator
City of Dodge Center, MN	Administrator	City of Brainerd, MN	Comm. Development Director
City of Winsted, MN	Administrator	City of Springfield, MN	Manager
Todd County, MN	Coordinator	Houston County, MN	Administrator
City of Waseca, MN	Manager	Crow Wing County, MN	Human Resource Director

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

DDA is currently conducting searches for the Cities of Aitkin, Albert Lea, Crookston, Crosby, Monticello, Paynesville, Plainview, and Waseca, Minnesota, as well as Chippewa, Cook, and Kittson Counties.

## FEES

The fee for the search process is \$21,000. This all-inclusive fee covers professional services and all expenses including travel, advertising, personality index, intellectual profile, background checks on all finalists, etc.

Because of the exclusive partnership between Sourcewell and DDA Human Resources, Inc., the City of Pequot Lakes may be eligible to receive \$7,500 to be paid by Sourcewell towards the cost of the search.

# 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

## **Valerie Johnson**

Mayor, City of New Brighton

*City Manager Search*

Phone Number: 651-491-3364

Email: [valjohnson87@comcast.net](mailto:valjohnson87@comcast.net)

## **Vern Rasmussen, Jr.**

Mayor, City of Albert Lea

*Econ. Dev. Executive Director (ALEDA) & HRA*

*Executive Director Searches*

Phone Number: 507-377-4330

Email: [mayor@ci.albertlea.mn.us](mailto:mayor@ci.albertlea.mn.us)

## **Dave Borchert**

Board Chair, Brown County Commissioner

*Administrator Search*

Phone Number: 507-354-3295

Email: [CommissionerDistrict1@co.brown.mn.us](mailto:CommissionerDistrict1@co.brown.mn.us)

## **Roy Srp**

Mayor, City of Waseca

*City Manager Search*

Phone Number: 507-521-1185

Email: [roy.srp@pinnaclefoods.com](mailto:roy.srp@pinnaclefoods.com)

“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**

“We hired David Drown Associates to facilitate our search and subsequent hire of our new City Administrator. They did an outstanding job of walking our City Council through all stages of the hiring process. Liza Donabauer was in constant contact with me and able to quickly answer any question that came up. I would highly recommend DDA Human Resources, Inc. to any city.”

**-Mike Nelson, Mayor  
City of Mountain Lake, MN**

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

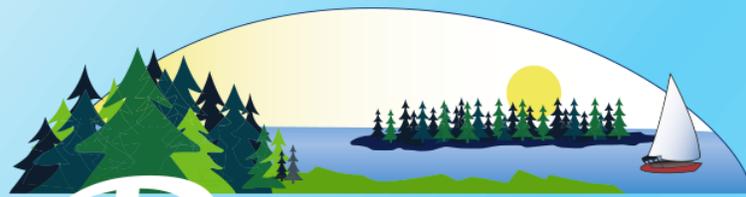
**-Val Johnson, Mayor  
City of New Brighton, MN**

# DDA HUMAN RESOURCES, INC.

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## SAMPLE PROFILE





*the City of*  
**Paynesville**  
*A Lifetime Opportunity*



## **City Administrator/Economic Development Director**

**City of Paynesville, Minnesota**

**Population: 2,517**

**2020 Salary Range: \$73,278—\$92,829**

## WELCOME TO PAYNESVILLE - a lifetime of adventure



**A BEAUTIFUL CITY** with rolling hills, scenic drives, and well-maintained neighborhoods awaits residents and visitors to Paynesville. Comprising 2.32 square miles between the north fork of the Crow River and Lake Koronis, Paynesville has a quaint, small-town feel, but thriving amenities including strong health care, diverse and healthy businesses, excellent schools, a healthy variety of

housing options, and enticing recreational opportunities. Platted in 1857 by Edwin Payne, Paynesville is well positioned as a regional crossroads served by Minnesota State Highways 4, 23, and 55, connecting this small community, loaded with family friendly amenities, to big city culture in St. Cloud, Willmar, and the Twin Cities. The City is located in Stearns County, 35 miles west and south of St. Cloud and 90 miles northwest of the Twin Cities.

Community members are vested in the community as evidenced through the efforts of the Paynesville Area Community Foundation (PACF), Chamber of Commerce, and many service organizations. PACF is an active group of community members whose mission is to foster a spirit of innovation and collaboration, contributing to a real sense of community pride. Through the collaboration and the contributions of these vested community members, many large projects have been realized in the community, including a baseball field, the Paynesville Police K-9 Program, Bulldog (high school) Innovation Center, STEM programming, and the Green Roof Area Center. The history of the area is conserved by the Paynesville Historical Society Museum, which is considered one of the best museums in the area.



## HOUSING

**OVER 2,500** people call Paynesville “home,” with its residents comprising 1,065 households with 635 families. Of the 1,065 total housing units, 749 are owner-occupied and 316 are rentals. Approximately 2% of owner-occupied housing is currently vacant, and just over 7% of rental units are available. The City currently has 47 units of rental housing classified as “affordable.” The median listing price of for-sale housing is almost \$180,000.

Paynesville actively encourages home ownership. Housing incentives in new construction include deferred loans, free hookup to water and sewer, and a boulevard tree.

Job opportunities in Paynesville draw workers from many neighboring communities. With the City’s many amenities and its housing incentives, Paynesville is hopeful that many of these employees can be attracted to reside in the city in which they work – Paynesville.



## HEALTH CARE

**ACCESS** to healthcare is a strong asset for the City of Paynesville. CentraCare—Paynesville is a Level IV trauma center and critical access hospital. CentraCare includes three family medicine clinics, long-term care, assisted living, and senior housing facilities for Paynesville and surrounding communities. Among the specialties offered are emergency, heart care, surgery, obstetrics, orthopedics, and rehabilitation services. Koronis Manor Care Center recently received the Champion of Care Award from Heartland Hospice,

a national provider of senior and home care services.

Plans are underway for the construction of a privately owned 46-bed, assisted living, and multi-faceted service care facility in 2020.



## RECREATIONAL OPPORTUNITIES

**LOCATED** on the cusp of Minnesota's lake country, Paynesville lies between Lake Koronis and the North Fork of the Crow River, and is approximately five miles from Rice Lake.

Lake Koronis is a 3,000 acre gem that offers a variety of outdoor opportunities including a campground, a beach, shelters, and a lake-encircling 16 mile walking/biking trail. Fishing is year-round recreation for those in pursuit of walleye, sunfish, bass, and other varieties of fish. A summer music series utilizes the shelter at Veteran's Park. The Crow River Nature Park receives special attention by the volunteers at the Crow River Trail Guards, a non-profit youth organization that connects youth to the outdoors. Every Saturday throughout the summer months, the Guards are hard at work maintaining the 12-acre park.

Eight city parks provide outdoor fun for Paynesville residents. Veteran's Park on Lake Koronis, Gazebo Park, Nature Trail Park, South Street Park, Maple Street Park, Ampe Park, Community Park, and Veteran's Memorial Park are maintained by the City, along with numerous athletic field facilities. Nearby Koronis Hills Golf Club is a privately-owned,



public course offering a driving range, men's and women's leagues, and 18 holes of golf for all skill levels.

City parks also house a splash pad and soccer fields.

Koronis Civic Arena provides indoor and outdoor ice for the community. With a thriving hockey community, from mini-Mites, Squirt, and Bantam to varsity high school programs, the ice is used daily. Green Roof Area Center houses a community center and provides many opportunities for seniors including Meals on Wheels, quilting, cards, games and noon dining.

Exhibiting the collaborative method so prevalent in Paynesville, private citizens, FEMA, the School District and City worked together to construct a state-of-the art baseball stadium and emergency shelter. Local businesses provided donations for the installation of state-of-the art electronic scoreboards.



## BUSINESS



**BOASTING** a well-occupied Industrial Park, a quaint and historic downtown business district, and expanding opportunities along the MN Hwy 23 bypass, Paynesville is home to a vibrant business community. A variety of manufacturers represent industries including metal, laser, plastic, corrugated, thermal forming, fiberglass, blow molding, and screw machines. Paynesville is the proud home of many global industries, including one of eight American Milk Producers, Inc. (AMPI) manufacturing plants.

The City operates a Municipal Liquor Store.

Paynesville supports its entrepreneurial spirited community members. The community supports the opportunity for the establishment of locally owned incubator and family businesses.

The Economic Development Authority of Paynesville (EDAP) works to assist existing businesses and industry in the community as well as to promote the continued growth and development

of the community of Paynesville. EDAP administers two revolving loan fund programs and is a member of the Minnesota Community Capital Fund. They also work in conjunction with local financial institutions to help get new businesses off the ground.

Paynesville opened the Municipal Airport in 2003. Its 3,300 foot paved runway supports planes up to 12,500 pounds and has pilot-controlled lights. Amenities include two 10-unit Tee Hangars, and the construction of a third is in progress.



## COMMUNITY



**HAVING FUN** and providing care for one another serve to create community in Paynesville. Every June, the City hosts Town & Country Days, organized by the Chamber of Commerce. This week-long bash brings people together for a variety of events, including a carnival, a parade, a kids' fun run, street dance, kiddie tractor pull, and a pet show.

The Chamber also coordinates the "From the Heart Art & Craft Fair" each August, and "Spirit of the Season," welcoming Santa to town in December.



The Paynesville Airport Board hosts a fly-in filled with an airshow, food, and fun.

The community boasts a vast and active education and recreation program. Participants can select from a variety of activities including Pickle Ball, Water Ski Camp, Nerf Adventures, Robotics and STEM programs, and others. The number of active participants continues to grow each year. In 2020, the City contributed \$6,200 toward quality program offerings.



Paynesville is strengthening an already-active Sister-City relationship with Paynesville, Liberia, recently hosting that city's mayor and delegation—and sharing some Minnesota snow!

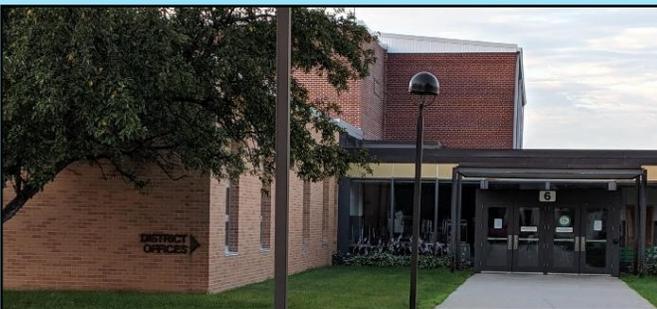


The Tri-County Action Program (Tri-CAP) was the first community action program in non-metro Minnesota. Serving five mid-state counties, Tri-CAP is dedicated to "expanding opportunities for the economic and social well-being of the participating communities and residents." With this goal, they provide assistance in housing, employment, and self-sufficiency in their service area, and coordinate services between many local and national organizations.

## EDUCATION



**PAYNESVILLE** Area Schools, ISD 741, provides community education and K-12 public schools for the City and surrounding area. With a mission to “prepare students with the academic, social, and personal skills to be career, college, and community ready,” Paynesville Elementary School and Paynesville Secondary School serve 865 students. Overall, the student: teacher ratio is 14:1. The Paynesville Area High School, with 298 students within the Secondary School, had a 100% graduation rate in 2018, and was well above the state average in attendance. The high school also



houses a fitness center which is available to the community.

Working collaboratively with many parts of the City organization, the Paynesville Public Schools are supported by the community and are a source of pride. A \$16 million referendum was approved in 2019 to redevelop and build additional space for a new community activities, career, and a technology center on the high school campus. Local industries have partnered with the schools for educational opportunities, and the Police Department has established a School Resource Officer Program at the high school.

ISD 741 collaborates with three other local communities in forming the West Central Education District, serving students with special educational needs. This wider district works with students at its Area Learning Center in Melrose and the Beacon Program in Sauk Centre.

Post-secondary education is abundant, with Ridgewater College in Willmar, St. Cloud State University, St. John’s University, College of St. Benedict, St. Cloud Technical & Community College, and the for-profit schools: Rasmussen College and Globe University/Minnesota School of Business.

With open hours six days a week, the Paynesville Public Library is part of the Great River Regional Library System. In addition to books, the library provides video tapes, music tapes, books on tape, and computers. Internet access is also provided on two computers for public use, by reservation. There are regular pre-school story times, and in December a “Holiday Jam Session” is held for all community instrumentalists.

# EXPENDITURE BUDGET—COMPARISON

## GENERAL FUND—2018-2019

ACCOUNT TITLE	2018 BUDGET	2019 BUDGET	% (+ OR -)
MAYOR AND COUNCIL	\$ 41,220	\$ 37,586	-8.8%
RECREATIONAL PROGRAMS	24,426	23,501	-3.8%
ELECTION	4,940	-	-100.0%
ADMINISTRATION	139,118	147,476	6.0%
ASSESSOR	15,000	15,000	0.0%
GENERAL PLANNING	42,784	48,795	14.0%
MUNICIPAL BUILDING	54,050	53,715	-0.6%
MOTOR VEHICLE	111,190	127,971	15.1%
POLICE DEPARTMENT	466,866	503,948	7.9%
FIRE PROTECTION	175,148	185,017	5.6%
BUILDING INSPECTION	69,153	58,992	-14.7%
WEED INSPECTION	1,010	938	-7.0%
TREE-COMPOST SITE	21,902	21,919	0.1%
EMERGENCY SERVICES	23,506	24,728	5.2%
ANIMAL CONTROL	3,413	3,336	-2.3%
STREET & ALLEYS	208,024	214,605	3.2%
SNOW & ICE REMOVAL	65,066	65,586	0.8%
STREET LIGHTING	45,850	44,000	-4.0%
LIBRARY	6,850	6,100	-10.9%
SKATING RINK	7,750	7,750	0.0%
BEACHES	52,769	59,790	13.3%
MUNICIPAL PARKS	98,493	101,807	3.4%
RECREATIONAL TRAIL	14,400	13,400	-6.9%
AIRPORT	133,295	141,407	6.1%
CABLE TELEVISION	44,186	44,861	1.5%
TRANSFER (EDAP)	32,613	36,420	11.7%
TAX REIMB TO TOWNSHIP	136	136	0.0%
TRANSFERS (DEBT SERVICE)	168,071	189,007	12.5%
TOTAL EXPENDITURES	2,071,229	2,177,791	5.1%

# THE ORGANIZATION AND PUBLIC SAFETY

**COLLABORATIVE, ADAPTABLE** leadership in Paynesville makes it a city full of potential and poised for growth. A spirit of cooperation and mutual respect is reflected within the City Council, and in its relationships with staff. The City supports and funds significant continuing education for staff. This has led to department heads invested in their community and knowledgeable in their fields. They are ready to work together as a team with a new administrator and are empowered and engaged in all aspects of the City's management. City residents provide active, enthusiastic, and effective leadership and support on boards within Paynesville.

The City has made, and continues to make, significant investments in its infrastructure and assets. The Municipal Liquor Store has seen a doubling of revenues over the past decade, garnering support from residents and lake vacationers alike. Roads and facilities are upgraded to meet the needs of the business community and residents.

The organization structure, as shown below, reflects the hierarchy on the date of this published

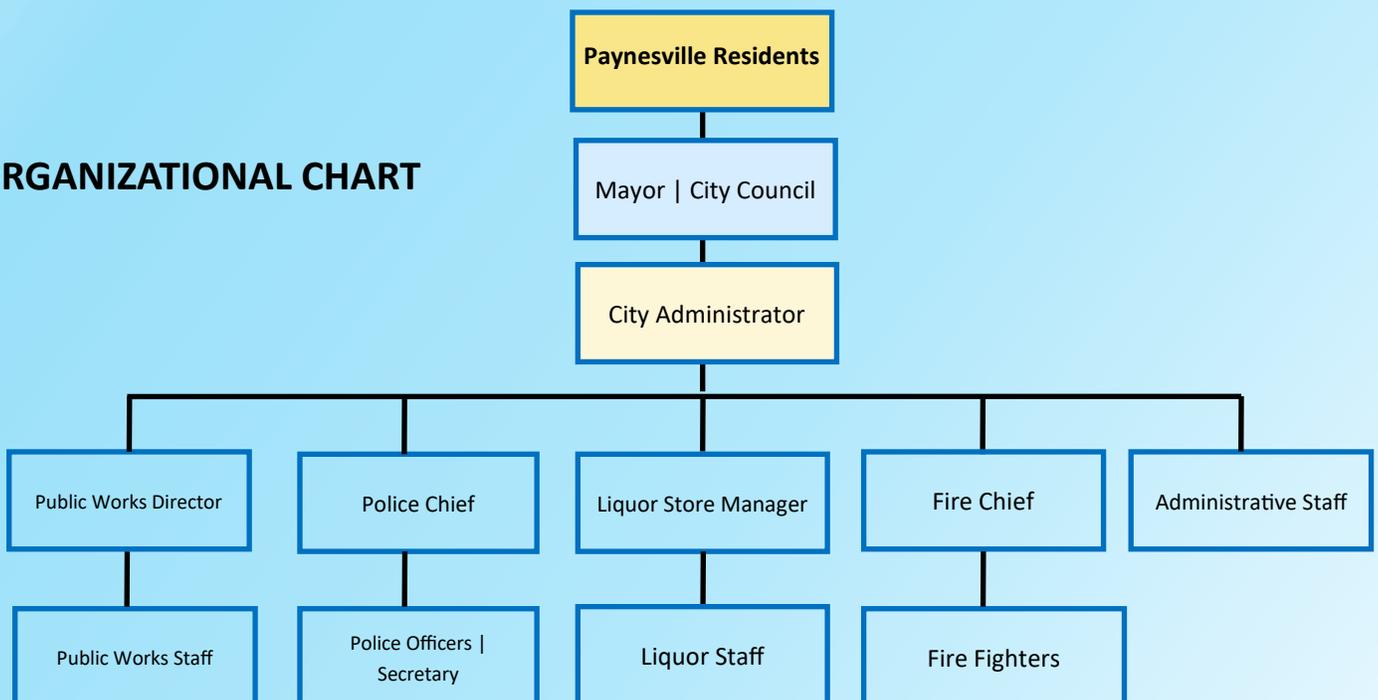
document. The City Council looks forward to working with the City Administrator to continue their efforts in improving organizational efficiency.

Public safety provided by the Paynesville Police Department includes the Chief, four full-time officers, and one K-9 officer, "Officer Jerry." Together, they provide 24-hour on-call public service and response. The Department recently initiated a School Resource Officer program at the high school. The Police Department also provides education in traffic safety through Paynesville Area Community Education.

Fire protection is provided by twenty-four volunteer firefighters who serve the City, seven neighboring townships and two cities.



## ORGANIZATIONAL CHART



## ESSENTIAL FUNCTIONS OF THE POSITION

- ◆ Within broad policy guidelines, coordinates, administers, and responds to a wide variety of requests and issues of municipal concern; researches and assists in developing and recommending solutions; develops and interprets ordinances, policies, and directives to other departments, other agencies, and the general public.
- ◆ Provides leadership and direction in the development of short and long range plans; gathers, interprets, and prepares data for studies, reports and recommendations; coordinates department activities with other departments and agencies as needed.
- ◆ Monitors operations to ensure compliance with applicable laws, rules, regulations, policies, and ordinances.
- ◆ Provides staff assistance on City boards as required including ex officio voting membership.
- ◆ Manages and supervises all departments of the city to ensure directives and objectives are accomplished; plans and organizes workloads and staff assignments; reviews progress and directs changes as needed; develops and issues administrative rules, policies and procedures necessary to ensure proper functioning of all departments.
- ◆ Serves as economic development director; represents the City with business and industrial clients; assists with business proposals and grant applications; provides recommendations and assistance to Economic Development Authority of Paynesville (EDAP); oversees administration of revolving loan fund.
- ◆ Serves as the City's public information representative.
- ◆ Coordinates with other governmental units, including township, county, state, and federal authorities, in matters related to future developments that affect the city.
- ◆ Evaluates potential projects, programs and services to determine feasibility and community impact and makes recommendations to the Council.
- ◆ Develops short and long-range plans for development and makes recommendations to the EDAP Board and City Council.
- ◆ Promotes an awareness and involvement within the community of economic development.
- ◆ Advises the City Council as to the financial status and needs of the City and recommends actions as appropriate; coordinates the development of capital improvement projects and capital purchases from a planning, financing and implementation process.



## ESSENTIAL FUNCTIONS—continued

- ◆ Prepares and analyzes bids for products and services; executes contracts for under \$5,000 or recommends execution of contracts for over \$5,000 to the City Council for approval.
- ◆ Prepares grant applications; administers grant monies received and prepares related reports.
- ◆ Plans, promotes and coordinates commercial/ industrial and housing developments in the community.
- ◆ Provides business information services and training such as research and customer services and all other aspects of community development; refers to other governmental services as appropriate.
- ◆ Responsible for maintaining Comprehensive Plan and updating as directed by Planning Board and City Council.
- ◆ Monitors and researches area housing needs and makes recommendations as appropriate.
- ◆ Coordinates special projects sponsored by the state and federal government to develop public/private partnerships for sharing ideas and developing recommendations.
- ◆ Attends training and seminars and bring pertinent information back to the community.
- ◆ Assists in developing the annual budget and related capital expenditure, enterprise funds and supporting information and presents to the City Council;
- ◆ Supervises centralized purchasing activities of the city and sees that all orders are properly approved and processed and that payment is made in accordance with City policies and procedures.
- ◆ Provides reports, recommendations, and advice as appropriate to ensure the City Council is fully informed.
- ◆ Monitors the quality and effectiveness of all city compensation and benefit programs.
- ◆ Oversees accounting and utility billing functions; establishes and implements internal controls.
- ◆ Sees that complaints are properly handled through appropriate channels.
- ◆ Coordinates and oversees the work of consultants hired by the City.
- ◆ Oversees local election coordinator in accordance with State and County requirements.
- ◆ Oversees or prepares a variety of reports and files with appropriate state, federal, or county offices.
- ◆ Oversees recommendations for utility rate adjustments to the City Council.
- ◆ Attest the Mayor's signature on official documents wherever required and maintains responsibility for the City Seal.
- ◆ Performs other work as required and as directed by the City Council.



## ATTRIBUTES OF THE CANDIDATE

- ◆ One who does not settle for the status quo; leads with a focus on community development and customer service.
- ◆ Able to unify various groups, build relationships and develop partnerships with key stakeholders.
- ◆ An organized and enterprising person who is skilled in planning, finance and collaboration.
- ◆ Excellent interpersonal communication skills and social interaction skills: an active listener who demonstrates a sincere interest in others and applies information that benefits the community.
- ◆ Service-orientated; excels in community outreach and effortlessly involves oneself in the community.
- ◆ Leads by example: a confident and positive leader who demonstrates a team-approach and recognizes the talents and strengths of the staff. Appropriately delegates tasks to empower and improve the productivity of the overall team.
- ◆ Comfortable using technology with the ability to analyze current processes and evaluate the potential for improving efficiencies and the customer experience.
- ◆ Knowledgeable of city and state resources that provide various forms of financial and non-financial support for new and existing businesses.
- ◆ Approachable, emotionally intelligent, open, adaptive and has a sense of humor.
- ◆ A community cheerleader and creative thinker who excels at thinking outside-the-box.
- ◆ An innovative Administrator who excels in follow through and putting the planning process in motion; is detail-orientated and self-motivated.
- ◆ Respectful and skilled in mediation and negotiation.
- ◆ A master of prioritization and helping the organization address its challenges.



## POSITION GOALS

- ◆ Learn and understand the culture of the community and organization. Council and staff recognize this is the best time to come in as a new City Administrator given the vast opportunities available to support, improve and grow the organization and community.
- ◆ Immediately begin building strong relationships with MN DEED, City, County, Chamber, School District, Paynesville Township, and local business leaders, along with current partners and various organizations within the community.
- ◆ Help the community understand the role of the Economic Development Authority of Paynesville and Paynesville Township (EDAP) through creative and continual communications and messaging. Evaluate ways to increase a variety of EDAP programs available to area businesses.
- ◆ Lead the City in carrying out a strategic plan for future housing and policy decisions.
- ◆ Update the City's Personnel Policy and facilitate the final steps of the City's recodification process.
- ◆ Lead and support the planning process in the construction of a Public Works Shop and Public Safety Building.
- ◆ Connect the City with its residents. Lead discussions, and communicate those discussions to the community; for example, the future of the downtown area and other City-related business.
- ◆ Regularly schedule time throughout the year to meet with every business owner in their environment.
- ◆ Lead the charge in developing a Resource Center in downtown Paynesville.
- ◆ Evaluate the City's financial status, budget and Capital Improvement Plan. Facilitate visioning and goal setting with the department heads, stakeholders and Council. Effectively and continuously, communicate the cause and effect of long-range planning, the budget, capital planning and future levies. Engage Council in an annual retreat to continue these discussions to ensure all understand the established vision. Engage and empower department heads in the budget process.



## POSITION GOALS—continued

- ◆ Continue to review the City’s wage structure biennially, or on a regular basis, to ensure employees are competitively compensated and valued.
- ◆ Support the departments in their endeavors. Develop and support staff with a focus on customer service. Empower staff to do their best work and have pride in it.
- ◆ As part of an ongoing visioning process, assist the community’s efforts in growing its tax base by balancing expansion efforts, introducing new growth and finding ways to address needs in daycare, affordable housing, community amenities and industry.
- ◆ Be the face of the City: provide quality organizational updates at area meetings and become involved in all community aspects.
- ◆ Continue fostering the organization’s relationships with the City, the School District, the Township, the Hospital and the County with a goal of efficiently eliminating silos and becoming a true reflection of collaboration.
- ◆ Reflect a positive, community driven attitude to market Paynesville as a destination. Support marketing quality-of-life factors essential for the creation of a positive environment for economic development.
- ◆ Celebrate the potential for and the opportunities linked to a four-lane state highway. Actively market parcels of land available at the “West End” of Paynesville.
- ◆ Continue the Council’s momentum by identifying key stakeholders and bringing an appropriate level of engagement to the table inside and outside the confines of City Hall.



## POSITION ANNOUNCEMENT



**Position:** City Administrator | Economic Development Director

**Location:** City of Paynesville, Minnesota

**Salary Range:** \$73,280—\$92,829

**Position Summary:**

Provides overall direction and coordination for administration, planning, and operations to ensure the effective provision of municipal services to the citizens of Paynesville, consistent with the goals, objectives and policies established by the City Council. Performs tasks as assigned by the City Council dealing with any other city functions as deemed necessary; and performs related duties as required.

The full position profile is available at <https://www.ddahumanresources.com/active-searches>

**Minimum Qualifications:**

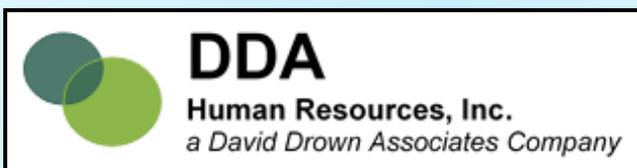
Graduation from an accredited four-year college or university with a degree in public administration, political science, urban or regional studies, business administration, or related field and a minimum of two (2) years of professional public sector experience in administration, planning, community and economic development or a related field including staff supervision. Must possess a valid Driver's License or the ability to travel as necessary.

(OR)

Five (5) years full-time experience as City Clerk/Administrator, Clerk-Treasurer or Assistance City Clerk/Administrator including staff supervision. Must possess a valid Driver's License or the ability to travel as necessary.

**Apply:**

Visit <https://www.ddahumanresources.com/active-searches> and complete the application process by February 25, 2020. Finalists will be selected by the City Council on March 23, 2020, and final interviews are scheduled for April 21 and 22, 2020.



**DDA Human Resources, Inc.**

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