

Aitkin County Board of Commissioners
Request for County Board Action/Agenda Item Cover Sheet



To: Chairperson, Aitkin County Board of Commissioners Date: 1-21-14

Via: Patrick Wussow, County Administrator

From: Patrick Wussow, County Administrator

Title of Item:

Personnel Committee Recommendations

Requested Meeting Date: 1-28-14 Estimated Presentation Time: _____

Presenter: Patrick Wussow, County Administrator & Bobbie Danielson, HR Manager

Type of Action Requested (check all that apply)

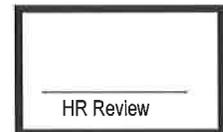
- For info only, no action requested
- For discussion with possible action
- Let/Award Bid or Quote (attach copy of basic bid/quote specs or summary of complex specs, each bid/quote received & bid/quote comparison)
- Approve/adopt proposal by motion
- Authorize filling vacant staff position
- Request to schedule public hearing or sale
- Request by member of the public to be heard
- Item should be addressed in closed session under MN Statute _____
- Approve under Consent Agenda
- Adopt Ordinance Revision
- Approve/adopt proposal by resolution (attach draft resolution)
- Other (please list) _____

Fiscal Impact (check all that apply)

- Is this item in the current approved budget? Yes _____ No _____ (attach explanation)
- What type of expenditure is this? Operating Capital Other (attach explanation)
- Revenue line account # that funds this item is: _____
- Expenditure line account # for this item is: _____

Staffing Impact (Any yes answer requires a review by Human Resources Manager before going to the board)

- Duties of a department employee(s) may be materially affected. Yes No
- Applicable job description(s) may require revision. Yes No
- Item may impact a bargaining unit agreement or county work policy. Yes No
- Item may change the department's authorized staffing level. Yes No



Supporting Attachment(s)

- Memorandum Summary of Item
- Copy of applicable county policy and/or ordinance (excerpts acceptable)
- Copy of applicable state/federal statute/regulation (excerpts acceptable)
- Copy of applicable contract and/or agreement
- Original bid spec or quote request (excluding complex construction projects)
- Bids/quotes received (excluding complex construction projects, provide comparison worksheet)
- Bid/quote comparison worksheet
- Draft County Board resolution
- Plat approval check-list and supporting documents
- Copy of previous minutes related to this issue
- Other supporting document(s) (please list) _____

Provide (1) copy of supporting documentation NO LATER THAN Wednesday at Noon to make the Board's agenda for the following Tuesday. (If your packet contains colored copies, please provide (4) paper copies of supporting documentation as we do not have a color printer or copier.) Items WILL NOT be placed on the Board agenda unless complete documentation is provided for the Board packets.

AITKIN COUNTY HUMAN RESOURCES

Bobbie Danielson, HR Manager
bobbie.danielson@co.aitkin.mn.us
Nicole Visnovec, HR Specialist
nicole.visnovec@co.aitkin.mn.us

Phone 218-927-7306
Job Hotline 218-927-7393
Fax 218-927-7374
www.co.aitkin.mn.us

To: County Commissioners and County Administrator Patrick Wussow

From: Patrick Wussow, County Administrator
Bobbie Danielson, HR Manager

Date: January 23, 2014

Subject: Personnel Committee Recommendations
External Recruitment Firm and Interim County Administrator

Background

The Personnel Committee met on January 22, 2014, and recommends the following:

External Recruitment Firm

The committee unanimously recommends accepting Springsted Incorporated's proposal, with David Unmacht, to provide executive recruitment services for the position of County Administrator. The search is expected to take between three and four months to complete. Please find a copy of the proposal attached.

Interim County Administrator

The committee is not unanimous in its recommendation concerning appointment of an interim County Administrator. Three members recommend accepting the proposal from a neighboring county, Mille Lacs, to provide interim services. One member recommends an internal team approach utilizing the IT Director (lead) and the Treasurer (support) as the Interim County Administrator team.

Those in support of the external appointment (Marcotte, Wussow, Danielson) note the candidate, Roxanne Traxler, currently serves as a County Administrator, responsible for the overall operation of county government. She is experienced in providing strategic leadership to staff and the County Board, developing and managing county budgets, and providing supervision and leadership to all department heads. Her education includes a Master of Business Administration (2013 MBA), Master of Public Administration (2003 MAPA), and a Bachelor's degree in Environmental Science (1998). Her professional associations include, in part, the Association of MN Counties Futures Task Force and General Government Policy Committee and the Minnesota Association of County Administrators (2014 vice president) so she remains current on legislative issues and can apprise the Board of pertinent legislative issues during the interim period. Cost \$4,767 per month. A draft interim County Administrator job description is attached.

The member in support of the internal team approach (Wedel) notes it's an opportunity for staff to work together for the benefit of Aitkin County. He notes it is less expensive and has received feedback that some staff would be more comfortable having someone internal appointed during the interim. It is seen as an opportunity to build comradery within the organization. Cost \$3,447 per month (includes PERA, Fica, and Medicare).

The estimated savings – in 2014 \$10,649 per month was budgeted for the County Administrators salary and benefits. For the months of March, April, and May the County could realize that savings per month to offset the consultant hiring process and other expenses related to an Interim Administrator.

Action Requested (2 motions)

Motion to accept the proposal of Springsted Incorporated to provide executive recruitment services for the position of County Administrator.

Motion to appoint

If you have any questions or require additional information prior to the meeting, please feel free to contact any of the Personnel Committee members.

Personnel Committee
January 22, 2014
3:00 p.m.

1. Interim Administrator
 - a. Internal
 - 1) Team – Steve Bennett and Lori Grams
 - b. External
 - 1) Mille Lacs County
2. County Administrator Hiring Process
 - a. External
 - 1) Review Quotes – Two Received
3. Interim Job Description

4:00 Adjourn

- ❖ As part of the hiring process either of the consultants would thoroughly review the job description with the County Board to make sure the final job description as advertised is appropriate.

Patrick Wussow

From: Roxy Traxler <Roxy.Traxler@co.mille-lacs.mn.us>
Sent: Tuesday, January 21, 2014 12:41 PM
To: 'Patrick Wussow'
Subject: interim items
Attachments: Roxanne Traxler Resume 1-14.docx

Pat

Here is the resume – I updated it quick for MLC. Also below is a very brief outline of cost and sample times.

\$4,767 per month to MLC

20 hours per week – 16 hours per week in Aitkin (less any joint meetings such as AMC, MACA, etc); cost includes any mileage and transportation; minimum every Board meeting Tuesday in Aitkin, and other Tuesday in MLC

Concept – In Aitkin:

T, TH 2nd and 4th weeks; 8:45 – 5:00 (open to negotiation on start / end times and days of week)

M, W 1st and 3rd weeks; 8:45 – 5:00

Roxy Traxler
County Administrator
Mille Lacs County

ROXANNE TRAXLER

16336 130 Avenue | Milaca, MN 56353 | 507-380-0297 | traxler1025@gmail.com

EMPLOYMENT HISTORY

County Administrator, Mille Lacs County

2006 - current

Milaca, MN

- Serve as the chief administrative officer of the County; responsible for the overall operation of county government under general direction of the County Board of Commissioners. Manage and oversee the administration and coordination of County services in accordance with all ordinances, rules, regulations, resolutions, policies, and state laws.
- Provide strategic leadership and management to staff and County Board. Implement County comprehensive and strategic plans through staff engagement, collaboration with stakeholders, residents and the County Board.
- Develop and manage County operating budget of \$33,000,000; develop and implement capital improvement planning and budget, as well as oversee ongoing projects. Direct the establishment and development of the County's budgetary system to be used by all departments, including County-wide accounting policies, procedures and County finances, including the preparation and presentation of proposed annual budgets and a Capital Improvement Plan. Managed the new Justice Center building project (\$10M new building); Historic Courthouse Remodel project (\$3.2M) and Community and Veteran Services remodel (\$500,000).
- Provide supervision and leadership to department directors, Administrative Services staff and, indirectly, all County employees. Conduct ongoing feedback, coaching, mentoring, and performance reviews, and evaluate the performance of department heads and Administrative Services staff. Develop, implement and contract for employee development programs; including performance evaluation and classification systems
- Responsible for communications that maintain relationships key to the function of the County; plans and carries out communications at a level that can impact the morale and performance of staff, and the overall perception by the general public. Direct and manage public relations, liaison between the County Board County, employees and the public.
- Acts as chief negotiator, and as the official County representative with unions. Adjusts grievances on behalf of the employer, develop and coordinate mediation and arbitration responses.
- Develop and maintain relationships with partners, other state and federal agencies, coordinate and work with multi-disciplinary teams on issues that affect the County.
- Manage employee benefit programs for 214 employees, including medical, dental, life, and supplemental Employee Group Insurance plans. Including overseeing the implementation of the employee benefit program including the annual open enrollment and employee health fair.
- Develop and implement Broadband programs in County under Blandin Broadband Community grant program while working with collaborative task force made up of county residents, school members, business members and county staff. This work has resulted in 10 new WiFi hotspots in the County, 50 computers being distributed to low income families, WiFi being added to school busses, and ongoing discussions about the importance of internet access and availability.
- Started a regional (5 County area) broadband ad-hoc taskforce which developed and implemented 2013 East Central Regional Broadband Summit with 88 participants to reflect on the needs of our region for internet access.

County Coordinator, Le Sueur County

2005 — 2006

Le Center, MN

- Provide strategic leadership to the County Board and staff. Responsible for administrative functions of the County. Provided general supervision over departments and staff, reported to the County Board on all matters related to the County.
- Responsible for supervision of, and direct HR functions including benefit programs, wage negotiations, personnel policies and safety programs.
- Participated in negotiations, developed cost projections for proposals on wages, benefits and other terms of employment.

- Developed human resource, zoning, and other policies and procedures; implemented processes
- Served as risk manager and safety officer for the County, responsible for insurance and safety program compliance, including OSHA, workers compensation and liability programs.
- Acted as Public Information Officer and worked with volunteers in emergency situation (tornado 2006)

City Administrator / Human Resources, City of Minnetonka Beach

2003 - 2005

Minnetonka Beach, MN

- Developed policy and procedures for City Council action; implemented adopted policy.
- Responsible for the day to day operations of the City, including HR, payroll, billing, and operations.
- Administered all human resource programs, policies and procedures for the City including performance reviews and employee handbooks.
- Administered the City's employee benefit plans including health, dental and voluntary disability programs.
- Ensured OSHA safety compliance within the City
- Developed, implemented and monitored City budget and expenses
- Responsible for DOT compliance for public safety workers

Solid Waste Coordinator, McLeod County

1997 — 2003

Hutchinson, MN

- Developed and implemented short and long-term strategic planning related to solid waste activities in the County.
- Developed, coordinated and implemented solid waste, recycling and hazardous waste programs for the County
- Prepared \$1M departmental budget, and recommended capital expenditures
- Recommended hiring and firing, oversaw department hiring process, and executed performance reviews of staff.
- Coordinated OSHA safety programs and training for staff, including 40-hour Hazardous Materials training
- Oversaw department respirator program, including fit testing and medically required certifications
- Completed research and cost analysis for projects and performed income and expense projections
- Responsible for DOT and OSHA requirements for those operating with Class A license and forklift certifications

EDUCATION

MBA, Master of Business Administration, College of St. Scholastica	2013
MAPA, Master of Public Administration, Minnesota State University, Mankato	2003
Bachelor of Science, Environmental Science, Mankato State University	1998

PROFESSIONAL ASSOCIATIONS, GROUPS & CERTIFICATIONS

- International Public Management Association for Human Resources – Certified Professional
- Minnesota Association of County Administrators – Executive Board, Vice President (2014), Treasurer (2013); Regional Committee Coordinator (2010 +)
- Association of Minnesota Counties – Futures Task Force, General Government Policy Committee, Conference Planning Committee for Annual Statewide Conference
- Chair, Connect Mille Lacs County Broadband Initiative
- Chair, East Central Regional Broadband Task Force
- Other Training Completed
 - Lean Facilitator Training (State of MN LEAN Office)
 - Lean Management Systems (Lean Enterprise Institute)

Bobbie Danielson

From: Kelly Drobac [kdrobac@springsted.com]
Sent: Friday, January 17, 2014 1:37 PM
To: bobbie.danielson@co.aitkin.mn.us
Cc: David Unmacht
Subject: Proposal to Provide Executive Recruitment Services for the Position of County Administrator
Attachments: 2014-01-17 - Aitkin County MN - EX Search - County Administrator FINAL.pdf

Importance: High

Dear Ms. Danielson:

On behalf of David Unmacht and Springsted Incorporated, I am pleased to submit this Proposal to Provide Executive Recruitment Services for the Position of County Administrator.

If the attached file fails to open, please notify me immediately and I will gladly provide the file in a different format. Also, please reply to this e-mail to confirm receipt of our proposal.

Thank you for this opportunity. We look forward to hearing from you soon.

Have a great day,
Kelly Drobac

Kelly Drobac
Proposal Coordinator

Springsted Incorporated
380 Jackson Street, Suite 300
Saint Paul, Minnesota 55101-2887

651-223-3020 Direct
651-268-5020 Fax
kdrobac@springsted.com

Visit us on the web at www.springsted.com

This communication is confidential and intended for the addressee only. If you are not the intended recipient, please notify the sender immediately and then delete this communication from all data storage devices and destroy all hard copies. Dissemination, distribution, copying and/or other use of the information contained in this communication is strictly prohibited.



Springsted Incorporated
380 Jackson Street, Suite 300
Saint Paul, MN 55101-2887

Tel: 651-223-3000
Fax: 651-223-3002
www.springsted.com

LETTER OF TRANSMITTAL

January 17, 2014

Ms. Bobbie Danielson, Human Resources Manager
Aitkin County
217 2nd Street NW
Room 134
Aitkin, Minnesota 56431

Re: Proposal to Provide Executive Recruitment Services for the Position of County Administrator

Dear Ms. Danielson:

Thank you very much for the opportunity to submit a proposal to assist in conducting an executive search and recruitment for the position of Aitkin County Administrator. Hiring a county administrator is one of the most important decisions a County Board will make. In our role and partnership as executive search consultants, Springsted is committed to working closely with the County Board and staff to conduct a thorough, well-executed search that identifies qualified candidates with proven leadership and management experience.

Springsted has extensive experience conducting local government executive searches. We have a proven track record of conducting county administrator searches. Our model and business strategy is to provide you with a strong process, together with an experienced staff, while remaining flexible to adapt to the County's needs and desires. We approach each search by establishing positive and effective communication and trust with everyone. We will work hard to understand the County's issues, challenges and future goals. We will use this information to recommend best practices, prepare professional materials and administer effective recruitment strategies.

We understand our proposal is subject to review and discussion. We look forward to the next steps in the process. We would greatly appreciate the opportunity to work with you on this important process. Please contact me if you have any questions on our proposal.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "D. J. Unmacht", written over a white background.

David J. Unmacht
Springsted Incorporated

kmd

Aitkin County, Minnesota
Proposal to Provide
Executive Recruitment Services for the Position of County Administrator

1. Background of the Firm and its Principals and Relevant Public Sector Experience

Background of the Firm

Springsted is one of the largest and most established independent public sector advisory firms in the United States. For nearly 60 years, we have continually grown in the range of our client relationships, the comprehensiveness of our services and our prominence within the industry. Our managed growth is focused on providing clients with a balance of national perspective and local expertise.

Springsted is a women-owned business and is certified as a Women's Business Enterprise ("WBE") by the City of Saint Paul, Minnesota. Three employee-owners lead Springsted. Our headquarters are located in Saint Paul, Minnesota, with additional offices located close to our clients throughout the Midwest and Mid-Atlantic states. Specifically, our regional offices include Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; Denver, Colorado and Los Angeles, California.

Principals / Owners: Bonnie C. Matson, *Firm Administrator*
Kathleen A. Aho, *President*
David N. MacGillivray, *Chairman*

Relevant Public Sector Experience

County governments are under a great amount of pressure to deliver high quality services in a fiscally constrained environment. Traditional methods and means don't necessarily work anymore and this scenario is not likely to change at any time in the future. To that end, elected officials and public administrators are under pressure to employ new and innovative solutions that require progressive leadership, creative partnerships, cautious risk taking and an investment in their personnel and organizational foundation. Success in the public sector is hard to define, but those public entities that enhance and enrich their people, their process and their systems are likely to deliver more value by maximizing the use of public resources. Hiring a county administrator is a critical decision and one that can have long lasting and positive impacts for years to come.

Springsted's staff has been advising our clients in organizational development for over 25 years. We have a strong staff with direct experience in managing and leading city and county governments. Our team of professionals brings practical, realistic and creative solutions to the challenges faced by public entities. Our Organizational Management focus ranges from executive recruitment, group facilitation, strategic planning, budget analysis, resource sharing and building collaborations to organizational improvement and efficiency studies.

2. Bio and Information Regarding the Experience for the Principal Recruiter Assigned to Aitkin County's Recruitment Process

Project Manager

David J. "Dave" Unmacht

Senior Vice President and Director of Organizational Management and Human Resources



Mr. Dave Unmacht is Director of Springsted's Organizational Management/ Human Resources group. He is responsible for all aspects of the Aitkin County search process. He is an experienced local government professional who brings a passion and commitment to excellence in his service and relationships. Within the past five years he has been the lead consultant and advisor on many city and county executive searches.

Mr. Unmacht brings more 15 years of county administration experience, having worked for Scott and Dakota Counties, Minnesota. He has also worked as City Manager in Prior Lake and City Administrator in Belle Plaine, Minnesota. He has a master's in Public Administration from Drake University and a bachelor's degree in Business Administration and Political Science from Wartburg College. Mr. Unmacht is also a Credentialed Manager with the International City/County Management Association (ICMA) and a community faculty member with Metropolitan State University in Saint Paul, Minnesota.

Mr. Unmacht and members of the Springsted team are involved in the Association of Minnesota Counties, the Minnesota Association of County Administrators (MACA) and the Minnesota City/County Management Association. We have very good contacts throughout the state and will network and market this position through all of our professional relationships.

Other Staff Resources

Sharon G. Klumpp

Senior Vice President and Consultant



Ms. Sharon Klumpp specializes in organizational and management consulting for public agencies. She will serve as Mr. Unmacht's backup and secondary contact and will assist if needed in the recruitment and screening of applicants. Ms. Klumpp has extensive government experience, having served as an Executive Director of the Metropolitan Council — the seven-county regional planning agency for the Twin Cities metropolitan area of Minnesota, as the Associate Executive Director for the League of Minnesota Cities, as a City Administrator and as an Assistant City Manager. She holds a master's in public administration from the University of Kansas and a bachelor's degree in political science from Miami University (Ohio).

Springsted Support Team

Along with the corporate office in Saint Paul, Springsted has upper Midwest regional offices in Des Moines, Kansas City and Milwaukee. We will call upon the staff in these offices to assist in recruiting and identifying qualified candidates for the position. Our key staff members in these offices are former local government administrators and managers that are active in the profession, in their region and in assisting in search processes. This "bench strength" will ensure that our recruitment strategy and results are thorough and comprehensive.

3. Proposed Recruitment Schedule

Upon selection, Mr. Unmacht will begin work to understand the desired qualifications of the position as well as understand the County's issues and priorities. He will meet with Aitkin County officials (individuals to be determined) to identify best practices in the overall search process, and to develop a recruitment process and schedule. Mr. Unmacht's primary experience as a county administrator and his organizational development experience provide a solid foundation for understanding the desired qualifications for the Aitkin County Administrator position. We have reviewed the current job description and understand that there may be some changes to it before it is finalized for the incoming administrator.

One designated staff person is needed to provide support throughout the search process including assisting in details, logistics and scheduling. This individual will also be a contact for information requests, clarifications and general communication. It is anticipated that Ms. Danielson will be that contact.

The timetable below provides an *illustration* of a hypothetical schedule for filling the County Administrator position. The schedule is representative of the timeline. If selected, the specific dates and details will be modified to match the actual beginning of the search. In general, an executive search process takes between three and four months to complete. Specifics within each step below will be discussed and articulated during the initial meetings with County officials.

Project Milestone	Deliverables	Proposed Date
Notice to proceed		At January 28 Board meeting
Develop position profile	<ul style="list-style-type: none"> On-site meetings with the County Board Meet with the members of the management team Meetings with key community leaders (if desired) 	January 29 – February 10
Approval of the position profile and job announcement	<ul style="list-style-type: none"> Position profile Job announcement 	February 11 Board meeting
Recruitment and candidate outreach	<ul style="list-style-type: none"> Placement of job announcement Contact with prospective candidates Acceptance / acknowledgement of applications Status reports to the County 	February 12 – March 10
Applicant screening	<ul style="list-style-type: none"> Supplemental questionnaire to top candidates Initial candidate screening interviews 	March 11 – March 24

Project Milestone	Deliverables	Proposed Date
Candidate presentation / selection	<ul style="list-style-type: none"> • Candidate resumes and questionnaires to the County • On-site meeting with the County Board • Notification to applicants not advancing in the selection process 	March 25
Interview design	<ul style="list-style-type: none"> • Interview design, questions and candidate assessment forms • Determine process, participants and schedule 	March 25
References	<ul style="list-style-type: none"> • Contact references • Prepare and distribute reference outlines 	Prior to the first round interviews
First and second interviews	<ul style="list-style-type: none"> • Consultant attendance at interviews 	April 1 – April 18
Comprehensive background check completed for finalist	<ul style="list-style-type: none"> • Candidate background report 	Upon selection of final candidate
Offer accepted	<ul style="list-style-type: none"> • Draft employment offer and agreement 	April 22
Projected start date	<ul style="list-style-type: none"> • County Administrator starts • Action plan for a successful transition 	End of May; early June
First year check-ins	<ul style="list-style-type: none"> • On-going follow-ups (informal and formal) 	December 2014; June 2015

As part of the search process, we propose to contact the County Administrator during his/her first year in the position to check in and see how everything is going. This follow-up is designed to provide support and advice as necessary to ensure a successful transition for everyone. These dates do not preclude conversations and other informal contacts at any time after the official appointment by the County Board.

4. Executive Search Process

Executive Search Process and Philosophy

Springsted's primary goal is to provide a well-defined and strategically-focused executive recruitment in Aitkin County's search for a County Administrator. In Mr. Unmacht's work, he brings an excellent understanding of county government, respect for the responsibilities of the County Board and staff, and a thorough knowledge of and experience in the duties and responsibilities of county administration.

Mr. Unmacht will work to create an excellent partnership between all county officials and Springsted. This includes helping the County think strategically and deliberately throughout each critical step of the process. Mr. Unmacht and any additional Springsted staff members utilized for this search will remain unbiased and fair in all communications and interactions, and will build trust and confidence with everyone from the beginning to the end of the process.

The essential steps to any search process include the following items below. These are listed in summary form and can be explained and outlined in greater detail at any time.

1. **Position Review and Analysis** — Work with the County Board and any designated staff to identify and define the experience, skills, knowledge and abilities the ideal candidate will need to be successful. We identify the priorities and challenges the incoming County Administrator will be facing, especially within the first one to two years in the position. This step will involve meetings with members of the County Board, and any one else the Board designates to be involved in the process. We use this information to update the job description (as needed) outlining the requisite duties, responsibilities and goals of the position. We will also work with the County Board, if requested, to conduct a salary survey to evaluate the present salary with the expectations of the marketplace.

Using this information, we prepare a position profile that identifies the qualifications the County Board desires in the County Administrator. The profile includes information on the Aitkin County community, the County structure, the qualities and characteristics desired in the Administrator and the leadership opportunities this position offers to prospective candidates. The profile is used as a marketing brochure (as well as a source document used to evaluate applicants) to bring positive exposure to the County.

2. **Recruitment and Targeted Outreach** — Develop a customized recruitment strategy; the final strategy is determined in conjunction with the County Board and staff. The recruitment plan is also a function of the geographic region (local, regional, state, national) that the Board seeks in its search strategy. The process typically includes the following six step plan:
 - Website postings with AMC, LMC and City/County Management Associations in the recruitment regions, certainly in the Upper Midwest.
 - Schools of public administration that regularly provide information about job openings to alumni (For example: Hamline, Metro State, Mankato, University of Minnesota).
 - Electronic messages and communication through various mediums such as LinkedIn.
 - Wide spread e-mail notices on association and group listserv's. E-mail notices will go out to MCMA and MACA organizations in Minnesota.
 - A review of our existing database to determine candidates that we know or have screened in the recent past to determine if they meet the desired qualifications.
 - Personal telephone contacts and extensive networking with prospective candidates to inform them of this position, answer their questions and encourage them to apply. We find often that many qualified candidates are not actively seeking a new position and do not respond to advertising, hence we will directly recruit certain individuals who we believe are a match for the County and the position.

Springsted sets up a special e-mail inbox for each search and encourages an electronic submission of applications. Applications received by mail or by fax are scanned to ensure that we have an electronic record of all materials received. Each application is acknowledged upon receipt. We maintain respectful relationships with all potential applicants and candidates that apply for the position. We work in confidence and commit to represent Aitkin County in all of our contacts in a courteous and professional manner.

3. **Applicant Screening and Evaluation** — Conduct an objective and systematic review of each application to determine those applicants who most closely meet the County Board’s desired qualifications. We aggressively review every resume – as often as needed – to find the most qualified applicants. Once we have identified the top candidates (amount varies based on the pool – but can range from 8-12), we ask them to complete a questionnaire that addresses their professional and personal qualities in comparison to the characteristics identified in the position profile. We work with the County to develop the essential questions we will ask the candidates. Along with substantive information provided in the answers to the questions, we are able to judge and evaluate the candidates writing and comprehension skills. Once that is complete, we conduct telephone screening interviews – and personal interviews if possible – to expand upon each candidate’s background and experience, particularly in those areas important to the County. We determine the candidate’s level of interest and motivation for seeking the position. We identify the candidate’s management and leadership style and learn and understand their personal experiences and professional expectations in Aitkin County.
4. **Presentation of Candidates** — Prepare written candidate reports summarizing our screening information, explaining how each candidate meets the County’s established qualifications and why the candidate is seeking the position. We include information on the candidate’s education, experiences, strengths, areas of professional development, management style and professional accomplishments. Written candidate reports also include a review of information found through Internet searches and preliminary conversations we will have with people that we know and trust.
5. **Selection of Candidates to Interview** — Meet with the County Board to present the written reports on the screened candidates. The Board selects the candidates who will be invited to interview – anticipated to be six to eight individuals. The number of candidates may vary based on the number of anticipated interviews, the search priorities and depth of the candidate pool. In a professional and respectful manner, Springsted informs all applicants of their status in the selection process, in particular those that are not moving forward to the interview stage.
6. **Interview Design** — At the time of the selection of the candidates, we present options to the County Board for the design of the interview process. Depending upon the Board’s goals, these options may include opportunities to provide candidates with a tour of the Aitkin County community and a candidate “meet and greet” if desired. Interview options may also include a multi-tiered interview process, including involvement and participation from County staff and community leaders (if desired). We provide sample questions and also include a list of questions (inappropriate or illegal) that the Board should avoid asking during the interviews. We will coordinate the interview schedule and all interview details with the designated participants and candidates.

Each county is different and Springsted will support and provide leadership to any interview process that is selected. We will offer ideas and input and then work with each candidate to ensure they have the necessary information to proceed with the identified process.

7. **Reference Checks** — Contact references and provide a thorough reference outline for each candidate participating in the interviews. It is our practice that we contact at least four references per candidate: an elected official, a professional peer, a direct report and a community member. We believe that a more comprehensive reference profile can be compiled if we seek input from a representative of each of these areas.

8. **Interviews** — Work with the County Board to design and administer the interview process. The County Board may elect to interview the candidates alone. In addition, we can develop a structured interview process that maximizes the input of any participants selected by the County Board. For example, we can prepare different situations for the candidates – the Board may have a formal interview; the staff may have a candidate presentation on a critical subject the County is facing followed by a question and answer session and the community members may engage and interact in a more informal setting. The specifics and details will be discussed and determined; the critical objective is that for each group involved they will assess each candidate in a different setting and situation. We provide a template to help organize and evaluate the candidates on an equitable basis. Mr. Unmacht will be in attendance at the interviews to provide support as needed while the Board narrows the field of candidates who could be invited to a second interview. After a first interview, a decision is made on how to move forward – we work with the Board to design a different candidate engagement for those that move forward to the final phase of the interview process.

9. **Background Check and Employment Offer** — Conduct a thorough background records check, which includes state and national criminal and civil history, driver's license review, educational verification, a credit check and a review of social media activity. The timing is coordinated and typically is completed prior to making an offer to a candidate. We will assist (if desired) in developing an employment offer. We will negotiate a compensation package with the successful candidate in accordance with direction received by the Board.

10. **Ongoing Services** — Our commitment to the County Board does not stop after the appointment of the County Administrator. At the time of the appointment, we will provide the Board and incoming Administrator with ideas on how to successfully transition to a new position. We are available throughout the first year to facilitate a discussion about performance issues (if they arise) and/or assist in establishing goals and objectives for the new County Administrator. We will contact the Administrator at regular intervals during the first year to find out how he/she is performing and to check in to answer questions or provide information as requested in the transition.

Springsted will also perform another executive search if the new County Administrator voluntarily resigns or is dismissed with cause during the first 24 months of employment. The guarantee search and other ongoing services are provided at no additional cost to the County other than reimbursement for actual direct expenses we incur.

5. References

Beltrami County, Minnesota

County Administrator

Ms. Linda Tran, Human Resources Director
218-333-4155

Nobles County, Minnesota

County Administrator

Ms. Sue Luing, Deputy County Administrator
507-295-5202

Becker County, Minnesota

County Administrator

Ms. Nancy Grabanski, Human
Resources Director
218-846-7309

Cook County, Minnesota

County Administrator

Mr. Sue Hakes, County Commissioner
218-370-9833

Bobbie Danielson

From: Gary Weiers [Gary@daviddrown.com]
Sent: Monday, January 20, 2014 12:31 PM
To: bobbie.danielson@co.aitkin.mn.us
Subject: Proposal
Attachments: Introductory Letter.pdf; Proposal.pdf; Sherburne County Administrator Profile.pdf

Good Afternoon Bobbie,

Attached is our proposal to assist Aitkin County with the search for your next administrator. Please note I am only sending these materials via email unless requested to submit via postal mail or fax.

The attachments include:

- Cover Letter
- Proposal
- Copy of the profile developed for the Sherburne County Administrator search

Thank you for seeking a proposal from David Drown Associates. I very much look forward to assisting should that be the decision made by the Board.

Gary Weiers, Associate
David Drown Associates, Inc.
1327 Merrywood Court
Faribault, MN 55021
Phone: 612-920-3320 xtn 109
Fax: 612-605-2375
www.daviddrown.com



Faribault Office:
1327 Merrywood Court
Faribault, MN 55021
(612) 920-3320x109 | fax: (612) 605-2375
gary@daviddrown.com
www.daviddrown.com

January 20, 2014

Ms. Bobbie Danielson
Human Resources Manager
217 2nd Street NW, Room 134
Aitkin, MN 56431

Dear Ms. Danielson,

David Drown Associates is pleased to submit a proposal to conduct the Administrator search for Aitkin County. Our firm recognizes the importance of this decision and will help the County Board meet all their expectations from start to finish. Our goal is for our clients to be completely satisfied with our work and with the outcome of our efforts.

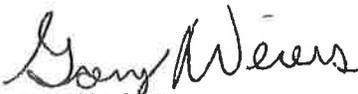
We have recently completed searches for Sherburne County, the City of Madison Lake and the City of Winsted and we look forward to bringing our common sense approach to serve Aitkin County. We will make every effort to present the County Board with a qualified pool of candidates, one of which will become your next administrator.

Attached to this letter is our proposal to assist Aitkin County with this search. This proposal represents a comprehensive search package, but if the County desires something less comprehensive, other service options could be put together upon request. We are willing to customize our services to most effectively meet your needs.

Included in this process is the development of a professional position profile. I have attached a copy of the profile used in Sherburne County to demonstrate the level of customization used to represent the County. Each County is unique and will be presented as such.

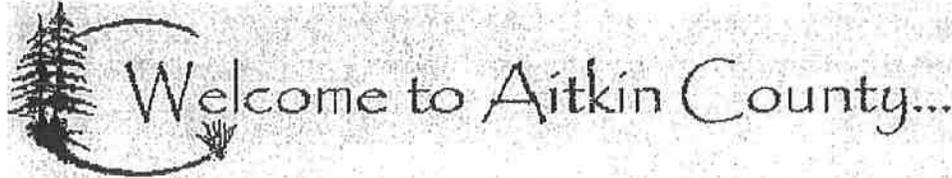
I look forward to discussing the proposal and if selected, I could begin work on this immediately. Thank you for your consideration.

Sincerely,


Gary Weiers
David Drown Associates

Attachments

David Drown Associates
Proposal for the Aitkin County Administrator Search
January 20, 2014



Aitkin County Mission
"Providing Quality Services and Efficient Resource Management for the Citizens and Guests of Aitkin County"

Contents of Proposal

Description of Firm
Approach to this Search
Service Team
References
Outline of Search Process
Fee
Assurance
Tentative Timeline



Description of Firm

For 17 years, David Drown Associates (DDA) has provided Financial Solutions, Tax Increment Financing, Economic Development, Strategic Planning and other services to cities and counties throughout Minnesota. With over 250 local government clients, we have a deep understanding of the workings of local government. The firm recently decided to focus more attention on executive searches and 3 searches have been completed in the last several months—Sherburne County, the City of Madison Lake, and the City of Winsted.

Approach to this Search

Our approach to conducting the search for Aitkin County is a simple one in that we want to find the best fit for your organization. This is accomplished first and foremost by listening to what you are saying, understanding your goals and objectives and building the search process off that foundation. We will strive to gather a significant amount of background information so that when the County Board approves moving forward with the search, we will fully understand your expectations.

We then comprehensively advertise the position and make sure the posting gets into the hands of prospective candidates. In some cases, those persons are not active job seekers, but we will make every effort to find those folks through direct outreach efforts.

After the posting closes, the analysis of candidates will be completed and comprehensive information will be gathered so that when the semifinalists are presented to the County Board, they will be confident that these people are the best matches from the submitted applications. After the Board selects finalists they all will receive a Workplace Personality Inventory which describes helpful work related behavioral information for consideration by the County Board. Also all finalists will be fully vetted so all the necessary hiring information will be available prior to making a decision. You will not need to wait on reference checking or other background information as it will be in hand prior to the final interview.

Communication with the County Board is a high priority, so in addition to Gary Weiers being on site regularly, the County Board will receive weekly email updates and he will always be available for questions from Commissioners via email or phone. The Board will always be in the loop on the status of the search.

Service Team

Our team will be led by Gary Weiers. He joined DDA in 2013 after completing over 20 years of county government management experience, the last 10 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 and Sherburne Counties. 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 County Administrator, Gary performed all the functions in the Aitkin County Administrator job description. This perspective, coupled with the experience of working his way up the organizational ladder, separates us from other service providers.

Gary will be assisted by associate Shannon Sweeney and firm president David Drown, but the vast majority of work will be directly performed by Gary. It is likely that Gary will be the only member of the firm that you will see and you will see plenty of him.

Since joining the firm, Gary has completed administrator searches for the cities of Madison Lake and Winsted along with Sherburne County.

Winsted Mayor, Steve Stotko, made the following comment about their administrator search: *"Gary Weiers has done a fantastic job for us. He communicated with us throughout the process and kept it moving forward. Gary fit in with our culture immediately and helped make this very important process fun."*

Contact information for Sherburne County, Winsted and Madison Lake is listed later in this document as you may wish to visit with them about their level of satisfaction with our services.

Shannon Sweeney has been with DDA for 13 years and has worked with dozens of cities and counties throughout Minnesota on executive searches, economic development, finance and strategic

planning. Shannon will assist Gary by providing professional feedback and consultation from start to finish.

David Drown is the President of DDA and founded the company 17 years ago to provide a wide array of services in a cost effective, efficient and professional manner. David has worked with hundreds of municipal clients in his career and, as a result, will help insure that this search process meets the needs of Aitkin County. David remains directly involved in day to day company operations and will lend professional assistance where necessary throughout the search process.

DDA was founded to enhance the quality of services to outstate Minnesota. If DDA is selected to conduct this search, Aitkin County will receive the most inclusive and best possible service.

Gary Weiers References

Felix Schmiesing

Commissioner, Sherburne County

Phone number: 763-765-3001

Email: schmiesingfelix@gmail.com

Steve Stotko

Mayor, City of Winsted

Phone number: 320-485-2366

Email: stotko@winsted.mn.us

Steve Taylor

Administrator, Sherburne County

Phone number: 763-765-3001

Email: steve.taylor@co.sherburne.mn.us

John Howard

Council Member, City of Madison Lake

Phone number: 507-243-3854

john.howard.mlouncil@gmail.com

Outline of Search Process

Step 1: Information Gathering

- DDA will meet individually with each County Board member to gather information about administrator attributes, organizational goals and other priorities
- DDA will facilitate a group meeting with department heads to hear their input about candidate skills and abilities
- DDA will review the job description with the Human Resource Manager
- DDA will gather relevant comparative salary information for consideration by the Board

Step 2: Development of Position Profile

- Based on the direction received from the County Board, DDA will develop a professional position profile
- The County Board will review and approve the position profile prior to commencement of recruitment

Step 3: Advertisement and Recruitment

- Email the Board approved profile to appropriate associations and websites for posting, which include, but are not limited to:

- Association of Minnesota Counties
- International City/County Management Association
- Minnesota Association of City/County Managers
- Minnesota Association of County Administrators
- League of Minnesota Cities
- Other sites as appropriate
- County/City associations in neighboring states
 - Iowa
 - Wisconsin
 - South Dakota
 - North Dakota
- Phone and email possible recruits that are not actively seeking job change
- Ongoing communication with candidates about the process will occur

Step 4: Initial Screening and Review

- Scoring of resumes and applications
 - DDA will complete a comprehensive analysis of every application received
- Determination of semifinalists
 - Semifinalists are selected by DDA based on job related criteria
- Initial interview of semifinalists
 - DDA will conduct initial phone or internet interviews with semifinalists
- DDA will present semifinalists to the County Board for selection of finalists to be interviewed
- DDA will notify those not selected as finalists at this point

Step 5: Selection

- Comprehensive background screening of all finalists
 - This includes criminal history, employment history, verification of education, driver's license review, credit check, etc.
- Reference checking of all finalists
 - Focus will be on input from current and former employers
- Personality inventory for all finalists
 - DDA will administer a work oriented personality inventory that assesses individual characteristics that are likely to influence work behaviors
- Prior to the final interview, the County Board will receive a comprehensive report including the following items:
 - Resumes and other application materials
 - Summary of initial interviews conducted by DDA
 - Comprehensive background check information
 - Comprehensive reference check information
 - Work oriented personality inventory report
- Selection of questions for interviews
 - DDA will draft interview questions for the County Board
- Facilitation of County Board interview process

- DDA will assist County Board in conducting the interviews and will be present throughout all interviews and related activities. Options for the interview process will be discussed with the County Board and customized as per the direction received from the Board.
- Deliberations by the County Board
 - DDA will assist the County Board in structuring the deliberation process
- Selection of candidate for offer is completed by the County Board

Step 6: Offer

- DDA will make the offer and negotiate the terms with selected candidate as per the parameters established by the County Board
- After acceptance, DDA will send a letter outlining terms of employment

Step 7: Follow up

- If requested, DDA will assist the new Administrator in establishing position priorities with the County Board
- DDA will receive feedback from County Board on the process
- DDA will provide ongoing support to the Administrator, as needed, for at least the first year of employment and as requested after that.

Fees

Professional fee of \$14,000

This all inclusive fee covers professional services, and all expenses including, travel, advertising, personality inventory, etc.

Assurance

If during the first year of employment the County Board dismisses the newly appointed administrator, DDA will complete another search without cost to Aitkin County.



Proposed Timeline: For discussion purposes only as the final timeline will be determined after the County Board's decision to proceed.

Item	Task	Completed Date
Decision by County Board to proceed		January 28, 2014
Information gathering	<ul style="list-style-type: none"> • Meet individually with County Board members • Meet with Department Heads in a group session • Gather all pertinent background information 	February 14, 2014
Review of position	<ul style="list-style-type: none"> • Gather salary information • Review job description • Develop position profile 	February 14, 2014
Approve position profile	<ul style="list-style-type: none"> • Meet with County Board to discuss and approve profile and hiring process 	February 25, 2014
Candidate recruitment	<ul style="list-style-type: none"> • Post position immediately upon approval of profile • Comprehensively advertise • Email and phone calls to prospective candidates 	March 24, 2014
Screening of applicants	<ul style="list-style-type: none"> • DDA will review and rank applicants based on job related criteria 	March 25, 2014
Initial interview by DDA	<ul style="list-style-type: none"> • DDA will conduct initial phone or video conference interviews of semifinalists 	April 2, 2014
Selection of finalists	<ul style="list-style-type: none"> • County Board reviews semifinalists and selects finalists for interviews • Notification of candidates not selected as finalists 	April 8, 2014
Background check of all finalists selected for interviews	<ul style="list-style-type: none"> • Includes: <ul style="list-style-type: none"> ○ Criminal background: county, state, national, ○ Sex offender registry ○ Social security number verification ○ Employment and education verification 	April 18, 2014
References on all finalists	DDA will conduct reference checks with current and former employers	April 18, 2014
Personality inventory	DDA will administer a work related personality inventory	April 18, 2014
Presentation of finalists	DDA will present the County Board information including: <ul style="list-style-type: none"> • Summary of references • Results of background checks • Personality inventory report • Resume, etc. 	April 25, 2014
Interviews	<ul style="list-style-type: none"> • It is recommended that interviews be at a special meeting • Preparation of interview questions • DDA will be present at all interviews 	April 30 and May 1, 2014
Decision	County Board will select candidate for offer	May 13, 2014
Offer and agreement	DDA will negotiate agreement and send letter to chosen candidate	May 14, 2014
Projected start date	New County Administrator begins	June 16, 2014
Follow up	DDA will follow up periodically with the new Administrator	June 2015



Sherburne County Administrator

Population-----88,954
Position-----Administrator
Salary Range-----\$93,081 to \$139,622
County Seat-----Elk River, MN

Sherburne County Mission

"To provide the necessary services in a cost effective manner to support quality of life for Sherburne County citizens"

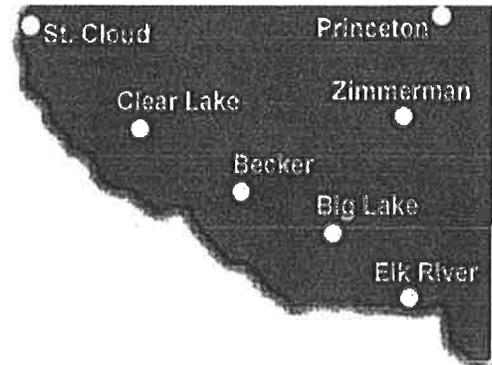
Sherburne County, MN

General Information

Spanning 431 square miles between the rapidly growing, economically healthy metropolitan areas of the Twin Cities and St. Cloud, Sherburne County is truly a land of great potential.

Spurred by the success of these two metro areas, the County has experienced unprecedented residential and economic growth in recent years, especially in the regions closet to these metropolises – the southeast and the northwest.

This wave of success doesn't look like it will subside anytime soon. With excellent schools, fine healthcare and vibrant communities, Sherburne County is in position to prosper for years to come.



Education



Business owners in Sherburne County frequently cite the quality of education in the area as one of the great resources for their businesses.

The County's seven school districts and the public high schools located within them are consistently recognized as among the finest in the State. More impressively, Sherburne County's percentage of graduating students ranks among the highest in the country. In addition, an array of private education opportunities exists in Sherburne County.

The immediate area also features a number of universities and community colleges that provide area students with the opportunity to push their educational limits and thoroughly prepare themselves for their careers.

Beyond that, Sherburne County has developed strong relationships with local workforce training centers that help employees find the right opportunities to apply their skills and business owners to find the right people to meet their needs.

The Area

Sherburne County is home to many county and city parks, wildlife management areas, scenic and natural areas, public trails and recreational areas. It also contains thousands of publicly-accessible acres including Sand Dunes State Forest and Sherburne National Wildlife Refuge. Pictured at right is Bridgeview Park Reserve consisting of approximately 29 acres along the Mississippi River with over 1,200 feet of shoreline.



The Sherburne County area boasts excellent local comprehensive healthcare resources in locations throughout the county. St. Cloud Hospital has been recognized as one of America's high-performing hospitals in 10 specialties in the *U.S. News & World Report* 2011-12 edition. This coupled with easy access to the Twin Cities for additional medical services makes this area a leader in quality, affordable medical care.

Economic Vitality

Situated between top major economic zones, Sherburne County is poised for growth with a diverse workforce and significant commuter population willing to work locally if the right opportunity strikes.

The County has a labor force of 50,154, with an even balance between white-collar and blue-collar workers, and enjoys a median household income of \$72,878. Major industries include agriculture, power generation, manufacturing, machining, printing, concrete products, financial services, health care, data centers and retail.

Transportation



Sherburne County's excellent transportation system seamlessly links all the County's cities and towns. Two major U.S. Highways – 10 and 169 – run through the County, providing four-lane access on the southern and eastern edges of the County and connecting all of its population centers.

Excellent rail service is available to businesses and commuters along U.S. Highway 10 that connect residents to the rest of the state and the nation. The main line of Burlington Northern Santa Fe Railroad from Chicago to Seattle runs through the County and the Northstar Commuter Rail service to Downtown Minneapolis has stops in Elk River and Big Lake.



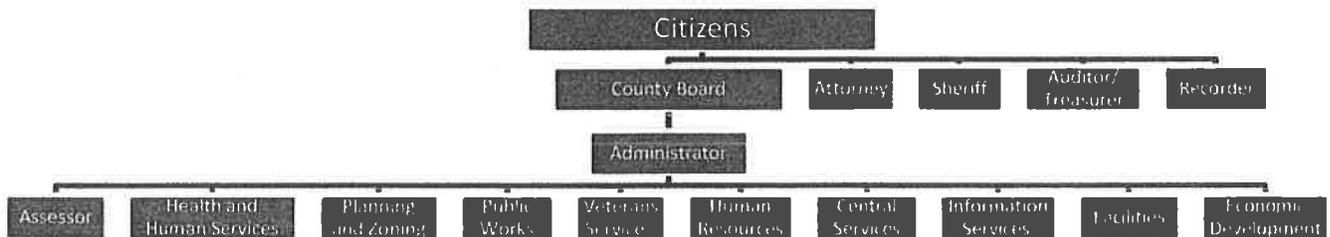
There are also four airports in Sherburne County, located in St. Cloud, Clear Lake, Big Lake and Princeton – the site of a regional Federal Flight Service Station. Additionally, the county is only a one hour drive to the Minneapolis-St. Paul International Airport.

The Organization

The Sherburne County Board of Commissioners consists of five commissioners elected from five districts in the County. All commissioners serve overlapping four-year terms of office and also serve on various committees.

The Board appoints the County Administrator who is the Chief Administrative Officer of the County. The Administrator is responsible for the administration of Board policy and for the management of the various county divisions and departments.

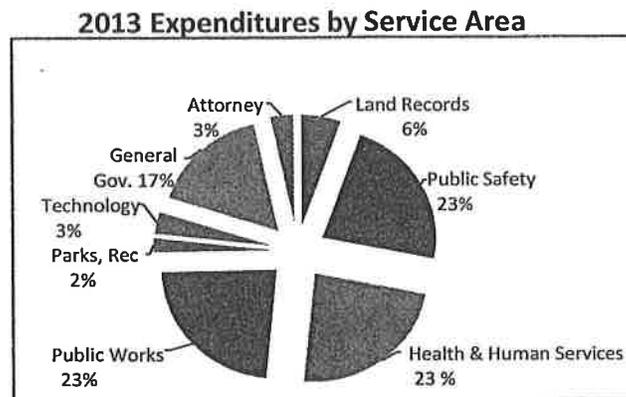
TABLE OF ORGANIZATION



The County’s functions and its over 600 employees are divided among 12 departments. Four of these departments – Attorney, Auditor/Treasurer, Recorder and Sheriff – are led by elected department heads and the others are appointed by the County Board.

Sherburne County provides a full range of services including health and social service; tax assessment and collections; law enforcement and jail; the construction and maintenance of highways and infrastructure; recreational facilities; planning and zoning; and general administrative services.

Sherburne County has an annual budget of \$72,151,162 distributed categorically as illustrated below:



The Position

The Sherburne County Administrator serves as the Chief Administrative Officer under the general direction of the County Board. The incumbent Administrator is retiring after serving in this capacity for over 13 years.

The activities of this department are designed to support the functions, objectives and assignments of the Sherburne County Government with an emphasis placed on team building and cooperation between County departments and the County Board. Some of these activities are: Clerk to the County Board, public relations, budget development, risk management, personnel management, communications, building and grounds maintenance and information services.

Duties

- Participates with the County Board in the creation of the vision and strategic plan for the County and assists the County Board in the development and evaluation of County policies and programs to achieve approved long and short range goals.
- Oversees preparation of and presents the annual budget and capital expenditure program. Implements, monitors and enforces the provisions of the approved budget.
- Provides supervision and direction to subordinate staff and department heads in developing policy recommendations and programs and in clarifying and delegating County Board directives and policies.
- Directs and coordinates County central services including human resources, risk management, purchasing, information services, public information, property maintenance and budgeting.
- Represents the County and communicates with the public, organizations, other units of government and media in matters relating



to the County. Represents the County concerning intergovernmental relationships and initiatives at local, state, regional and federal levels. Creates and implements a program of positive and cooperative intergovernmental relations with local cities and townships and neighboring counties.

- Conducts strategic planning by continually evaluating the organization, its administration and services. Advises in the formulation of legislative proposals to further organizational goals.



- Establishes goals, evaluates performance and authorizes salaries for appointed department heads and designated division managers. In consultation with the County Board of Commissioners, has authority to discipline, hire and fire all appointed department heads. Leads the County-wide management team and conducts management team meetings and communications. Establishes effective team relations with

County administrative elected officials.

- Oversees preparation of County Board agendas and minutes, attends all Board meetings and certifies Board actions. Approves and executes legal and other documents as Chief Administrative Officer of the County.
- Spearheads and coordinates economic development programs and initiatives in close cooperation with business community and other local units of government.
- Responsible for management and long range planning for county buildings, land and infrastructure.
- Serves as the Minnesota Chapter 13 Data Compliance Officer.
- Manages multi-jurisdictional efforts to complete Northstar commuter rail extension to St. Cloud, MN.
- Official spokesperson for the County

Core Competencies

Sherburne County is looking for a proven dynamic leader with an eye to the future and the work ethic to help the county chart a positive course. Sherburne County is seeking an administrator with the following qualities and professional competencies:

- An approachable, collaborative decision maker
- A good listener
- Excellent communicator both verbally and in writing
- Respectful, fair and unbiased when dealing with others
- Maintains the highest professional and ethical standards
- Sincere and genuine in their approach to working with commissioners, staff and citizens
- A comprehensive understanding of county budgeting
- A leader



Minimum Qualifications

A Bachelor's degree in public or business administration, political science, law, or related field is required. Master's degree is preferred. Must have extensive progressively responsible public sector administrative experience – or – extensive progressively responsible private sector experience that demonstrates knowledge of government operations including legislative process, tax structure, governmental relationships and funding mechanisms. At least five years of this experience must have been at the management level and involved directing staff, programs and significant budgets.

Exceptional oral and written communication skills are required as well as advanced skill in planning, organizing and coordinating diverse functions. Training or experience in budget and financial analysis is highly desirable.

Position Announcement

County Administrator, Sherburne County MN.

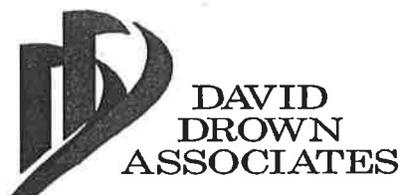
Salary Range: \$93,081 to \$139,622 and excellent benefits.

Sherburne County is a dynamic, growing area with a population of 88,954, excellent schools, fine healthcare and quality housing.

Sherburne County is situated between two rapidly growing and economically healthy metropolitan areas – the Twin Cities and St. Cloud. The County has over 600 employees with an annual budget of \$72,151,162. The County Board is seeking a strong, innovative and professional leader for the position of County Administrator.

A Bachelor's degree in public or business administration, political science, law, or related field is required. Master's degree is preferred. Must have extensive progressively responsible public sector administrative experience – or – extensive progressively responsible private sector experience that demonstrates knowledge of government operations including legislative process, tax structure, governmental relationships and funding mechanisms. At least five years of this experience must have been at the management level and involved directing staff, programs and significant budgets. The position profile is available at <http://www.co.sherburne.mn.us/> and <http://www.daviddrown.com/ExecSearch/index.HTML>

To apply go to <http://agency.governmentjobs.com/sherburne/default.cfm> and complete the process by 4:30 pm August 5, 2013. Finalists will be selected by the County Board on August 20th and finalist interviews will be conducted on September 18th and 19th. Please direct questions to Gary Weiers at gary@daviddrown.com or 612-920-3320 ext. 109.



Faribault Office
1327 Merrywood Court
Faribault, MN 55021
(612) 920-3320 x109
Fax: (612) 605-2375
gary@daviddrown.com



INTERIM COUNTY ADMINISTRATOR

Department Administration
Reports to County Board
FLSA Status Exempt
Union Status Non-union Position, ~~Individual Contract~~

Final Appointing Authority

This is an interim assignment that will be for less than 6 months in duration, likely 3-4 months. This position shall not be filled until final approval of the County Board. All offers of interim employment are made in writing.

Job Summary

The Interim County Administrator is responsible for the administration of all County Board ordinances, regulations, resolutions and policies and for the administration and direction of all programs and functions of government under the jurisdiction of the Board of County Commissioners. The County Administrator is charged with leading the organization and building an organizational culture that supports and implements the County Mission. All non-elected department heads report to the County Administrator. Works under broad policy direction of the County Board. The Administrator has wide latitude for the exercise of independent judgment and decision making over county government functions.

The Interim County Administrator is not assigned HR/personnel management responsibilities, recruitments, grievance processing, internal investigations, contract negotiations, mediation, arbitration, discipline, hiring, or firing; HR/personnel activities shall be retained and administered by the IIR Manager.

Supervision Received

Employees working in this job class work under administrative direction and are free to plan, develop, and organize all phases of the work necessary for its completion within broad program guidance. Generally, they develop and utilize procedures and methods that do not conflict with major organization policies.

Supervision Exercised

Manages all department heads, in addition to the Building Maintenance Supervisor, Veterans Services Officer, and clerical support. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws.

Essential Functions

This position description is not intended to be all-inclusive. Employee may perform other essential and nonessential functions as assigned or apparent to meet the ongoing needs of the department and organization. Regular attendance is an essential requirement of this position.



Position Description

1. Prepares and recommends policy to the County Board regarding county government operations. Advises the County Board regarding short and long range goals and recommends appropriate programs to attain them. Provides direction for the overall operation of county government and coordination with elected and state appointed offices.
2. Provides supervision and direction to subordinate staff and department heads in developing policy recommendations and programs and in clarifying and delegating County Board directives and policies.
3. Directs and coordinates county central services including human resources, safety and risk management, motor pool, purchasing, information services, public information, property maintenance and budgeting.
4. Oversees preparation of the annual budget and long range capital expenditure program. Prepares reports, analysis and recommendations regarding the county's current and future financial position. Implements, monitors and enforces the provisions of the approved budget.
5. Represents the county and communicates on behalf of the county to individuals, groups, organizations, other units of government, and media.
6. Strategic planning: continually evaluates the organization, administration and services provided by county government. Advises in the formulation of legislative proposals.
- ~~7. Establish goals and evaluates performance for appointed department heads. Authority to discipline all appointed department heads. Authority to hire and fire all appointed department heads with county board authorization.~~
8. Leads the County-wide management team and conducts management team meetings and communications. Establishes effective team relations with county administrative elected officials.
- ~~9. Represents the County concerning intergovernmental relationships and initiatives at local, State, regional and federal levels. Creates and implements a program of positive and cooperative intergovernmental relations with local cities and townships and with neighboring counties.~~
10. Prepares County Board agendas and minutes, attends all Board meetings, certifies Board actions. Approves and signs off on legal documents, etc. as Chief Administrative Officer of the county.
- ~~11. Spearheads and coordinates economic development programs and initiatives in close cooperation with business community and county cities and townships.~~
12. Attends professional meetings and keeps informed of new developments in government operation and management.
- ~~13. Responsible for management and long range planning for county buildings and infrastructure.~~
14. Serves as Official spokesperson for the county.
15. Adheres to collective bargaining agreements, county policies and procedures, and applicable laws, including timely/accurate reporting and consistent/uniform administration of EEO, FLSA, FMLA, ADA, Workers' Compensation and Return to Work programs, in close collaboration with the Human Resources Department. ~~Completes departmental new hire orientations promptly and staff performance appraisals in accordance with county policy.~~
16. Conducts business in accordance with the Open Meeting law.
17. Serves as the Minnesota Government Data Practices Act Responsible Authority. Appropriately responds to requests for government data. Maintains department data in accordance with records retention schedules.
18. Coordinates annual emergency practice drills in department and serves as a member of the county's crisis management team.



19. Attend seminars and workshops as needed.

- Performs other related duties as assigned or apparent.

Minimum Qualifications

Bachelor's degree in Public Administration, Business Administration, Public Finance, Political Science or a related field, and minimum of eight years progressively responsible work experience, five of which must be served in an administrative or managerial capacity in a multi-function service organization.

Master's degree preferred.

Exceptional oral and written communication skills are required as well as advanced skill in planning, organizing and coordinating diverse functions. Training or experience in budget and financial analysis is highly desirable.

Valid Minnesota driver's license required. U.S. Citizenship required. ~~Employment reference checks and a criminal background check will be performed as part of the pre-employment process.~~

Knowledge, Skills, and Abilities Required

Knowledge of:

1. County and departmental policies, procedures, and practices.
2. Federal, State, and local laws, rules, and regulations relevant to the work performed in this position, including data practices, the open meeting law, accounting, purchasing, information technology, OSHA, and employee and labor relations.
3. Financial management with experience in the preparation and presentation of budgets and fund accrual accounting.
4. Roberts Rules of Order.
5. Principles, practices and legal aspects of public administration as they relate to local government.
6. Organizational theory and effective management practices.
7. Public budgeting preparation, presentation and analysis.
8. Governmental accounting and reporting and the relationships of local, state and federal funding.
9. Minnesota property tax law, impact of levies to property and their calculation.
10. Governmental structure, laws, organization and interdependency of levels of government.

Skill in:

1. Communication and interpersonal skills as applied to interaction with staff, board members, and the general public sufficient to exchange or convey information and to receive work direction.
2. Typing skill sufficient to complete 30 net words per minute without errors.
3. Preparing and making presentations to groups.
4. Reading, writing, and speaking English proficiently. Includes writing departmental policies and procedures and precise memos to Boards, Committees, and other organizations.
5. Effectively organizing, prioritizing, and delegating workload.

Ability to:



Position Description

1. Present a positive attitude in the workplace, promote a spirit of teamwork and cooperation, and be able to treat co-workers, supervisors, and subordinates with respect, honesty, and consideration.
2. Maintain confidentiality.
3. Make independent decisions.
4. Multi-task and work under pressure in a sometimes demanding environment.
5. Travel and work in excess of standard hours when necessary.
6. Direct a large staff in a broad range of service areas.
7. Plan, direct, supervise and delegate work, as well as work with others in a consulting capacity.
8. Communicate effectively, demonstrating exceptional oral, written and presentation skills. Communicate effectively with County Commissioners, coworkers, government organizations, civic groups, the media and citizens.
9. Analyze and resolve management problems.
10. Understand the political issues of county government. Serve as a liaison between the Board and other elected officials.
11. Accurately calculate wage and fringe benefit costs, budget and levy figures, and forecast county finances.
12. Develop and implement short and long range administrative goals and objectives.
13. Prepare and present accurate statistical narrative reports.
14. Evaluate various types of data and make recommendations on the findings.
15. Set direction and interpret elected official needs.
16. Direct, supervise and delegate work effectively.
17. Understand human development and thought processes.
18. Maintain a safe working environment.

Language Skills

Very High Skills – Ability to read, analyze, and interpret common scientific and technical journals, financial reports, and legal documents. Ability to respond to common inquiries or complaints from customers, regulatory agencies, or members of the business community. Ability to write speeches and articles for publication that conform to prescribed style and format. Ability to effectively present information to top management, public groups, and/or governing boards.

Mathematical Skills

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent and to draw and interpret bar graphs. Ability to calculate figures and amounts such as discounts, interest, area, and volume. Ability to apply concepts of basic algebra and geometry. Ability to work with mathematical concepts such as probability and statistical inference. Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical situations.



Reasoning Skills

Very High Skills - Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.

Computer Skills

To perform this job successfully, an individual should be proficient at using the following software.

County Payroll Software E-time, Webfusion, Microsoft Word, Excel, Outlook, Publisher, Access, PowerPoint, Inventory Management Software, Data Backup and Recovery Software, Recordkeeping Software, and other job-related software programs.

Ability to Travel

Travel required for trainings and meetings in and out of Aitkin County.

Competencies

To perform the job successfully, an individual should consistently demonstrate the following competencies (descriptions available upon request):

Ethics, attendance/punctuality, safety and security, dependability, analytical, design, problem solving, project management, technical skills, customer service, interpersonal skills, oral communication, written communication, teamwork, change management, delegation, leadership, managing people, quality management, business acumen, cost consciousness, diversity, organizational support, judgment, motivation, planning/organizing, professionalism, quality, quantity, adaptability, initiative, strategic thinking, visionary leadership, innovation, flexibility, and crisis management.

Work Environment

The noise level in the work environment is usually quiet to moderate.

Equipment and Tools

Computer, copier, fax, telephone, cell phone, remote access equipment, printer, calculator, shredder, emergency weather-alert system, county-owned vehicles, and personal vehicle (requires proof of insurance on file).

Physical Activities/Requirements

Climbing, balancing, stooping, kneeling, crouching, reaching, standing, walking, pushing, pulling, lifting, carrying, use of fingers, grasping, talking, hearing, seeing, and repetitive motions. Must have the ability to lift and/or carry up to 20 pounds.

While performing the duties of this job, the employee performs light work, exerting up to 20 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or a negligible amount of force constantly to move objects. If the use of arm and/or leg controls requires exertion of forces greater than that for Sedentary Work and the worker sits most of the time, the job is rated for Light Work.



Position Description

Working safely is a condition of employment. Aitkin County is a drug-free workplace.

Disclaimer

The above statements are intended to describe the general nature and level of the work being performed by employees assigned to this job classification. This is not an exhaustive list of all duties and responsibilities. Aitkin County reserves the right to amend and change responsibilities to meet organizational needs as necessary. This job description does not constitute an employment agreement between the employer and employee.

Reasonable Accommodation Notice

The County is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the County will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

05/2013

01/2014 Interim Position

"Providing Quality Services and Efficient Resource Management for the Citizens and Guests of Aitkin County."