



City of Albertville

## COUNCIL SPECIAL MEETING AGENDA

TUESDAY, August 28, 2012

Council Chambers

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1. **Call to Order**
2. **Springsted, Inc. Presentation on City Administrator Profile and Job Descriptions**
3. **2013 Budget Discussion** (Handouts will be provided at the meeting)
4. **Adjournment**

August 23, 2012

**SUBJECT: Springsted Report on City Profile and City Administrator Job Descriptions**

**RECOMMENDATION:** It is respectfully requested that the Mayor and Council consider the following: Review and accept the report of Springsted regarding the Position Profile and two job descriptions developed as a result of interviews with City Council, selected staff and community leaders. Mr. Dave Unmacht will be present at the meeting to go through the documents with you.

**BACKGROUND:** The City Council engaged Springsted to develop a City Administrator profile and two job descriptions for the City Administrator position. One job description is for a stand along City Administrator position and the second is for a combination City Administrators/City Engineer Public Works Director.

**KEY ISSUES:** There are two key issues. First, the council determination as to which job description to adopt, and secondly the implementation process for that decision.

**POLICY/PRACTICES CONSIDERATIONS:** Either decision will influence the future direction of the administration and management for the City of Albertville. Either will require the City Council to provide policy leadership and establish clear expectations for the new Administrator. The Albertville profile developed by Springsted should be the basis for establishing the expectations for the new administrator.

**FINANCIAL CONSIDERATIONS:** Either option will have Fiscal implications for the 2013 budget. It is recommended that once the council has decided a direction regarding which administrative option they want to pursue, that the Personnel Committee meet to discuss the financial and implication procedures then report back to council their recommendations.

**LEGAL CONSIDERATIONS:** The City Attorney will need to be part of the process to assure that all local, State and Federal Laws have been complied with. Also, the City Attorney will need to draw up a contract that will be executed by both the City and the Future Administrator.

**Submitted Through and Reviewed by:** RDT

### City Priorities

The growth and economic expansion anticipated and underway within the City is a positive reflection upon the qualities and values of the Albertville community. The City's charm is characterized by the historical *small town feel*, while its visibility and reputation is influenced by a dynamic regional Outlet Mall and an expanding transportation system. The City has excellent facilities and through prudent planning and management is committed to providing the most effective and efficient services. As the City transitions to a new Administrator, a number of priorities and activities will influence and shape the responsibilities of the position

- In partnership with the City Council define the role and responsibilities of the position.
- Create positive and strong communication with elected officials, staff and citizens.
- Introduce new and creative budgeting and financial management practices.
- Focus on growing the tax base through economic development and commercial growth.
- Evaluate and develop implementation plans for the 2012 Visioning Study
- Introduce ideas to strengthen the workplace culture.
- Work with neighboring communities to explore collaborations and new ways to deliver services.

### City Administrator Position

Serves as chief administrative officer responsible for planning, organizing, and coordinating the day to day activities of the staff and contracted services of the City. Responsible for the proper administration of all affairs of the City. Responsible for actively communicating with elected officials to ensure that they are continually advised about financial affairs, services, and the operations of city hall. The position has a high degree of independence and responsibility while working under the general direction of the Mayor and City Council.

### Sample of Essential Job Functions

- Provide information and policy alternatives to the Mayor and Council. Recommend the best course of action on matters of city business.

- Directs the preparation of the City Council meeting agendas and ensures reports are prepared thoroughly and timely.
- Carries out the policy directives of the City Council and ensures a coordinated effort to achieve the City goals.
- Maintains, updates and administers the written policy and procedure manual.
- Oversees and manages the city departments in the enforcement of ordinances, laws, rules and policies of the City Council.
- Prepares and monitors the annual budget, coordinating financial planning and investment activities.
- Ensures that the work of city employees is performed safely. Recommend and initiate changes in policy when necessary to provide a safe environment.
- Administers the personnel policies and makes recommendations for revisions when necessary.
- Makes recommendations on personnel matters including hiring, training and disciplinary actions. Develops training program for city staff.
- Fosters and maintain effective strong and effective relations with elected officials, staff, citizens and all stakeholders.
- Meets with and provide advice and consultation with city staff to ensure consistency and coordination in the administration of city policies and programs.
- Ensures that the City is engaged and involved in planning for the short and long term; works with the elected officials in strategic planning.
- Ensures that the City has a strong and effective economic development program; works with the City Council to define the strategies, goals and expectations.
- Serves as the public information officer; oversees publishing of newsletters, press releases, public service articles and other forms of communication.
- Partners with other local government entities to collaborate, share resources and seek new methods of delivering city services.
- Manages and oversees the work of consultants and contractors that are retained to provide services.
- Is open, accessible and available to meet with residents, business owners and others to provide information on the City and its services.

## City Administrator Qualifications

Requires Bachelor's degree in political science, public or business administration, or a related field. M.A. preferred. Five years of municipal management experience is required. An equivalent combination of training and experience which provides an excellent foundation and understanding of the city government can be substituted. Knowledge of budgeting and financial management, economic development, public works, human resources, community development and public administration principles desired.

## Professional Opportunities

### Economic Development

The Administrator will provide leadership and will be actively involved in promoting and pursuing economic development initiatives. Work with the City Council to define an economic development strategy, including goals and expectations.

### Financial Management

Local government financial challenges require innovative thinking and finding creative ways to deliver value to the taxpayer. The Administrator will partner with the Finance Director to provide strong and prudent financial management.

### Develop the Team

The City has a nice blend of experienced and new employees. An emerging priority is to build a strong and cohesive team within city hall ensuring that the mix of staff (and retained services) are working together as a unified group.

### Strategic Leadership

The City recently completed a 2012 Visioning Study. The Administrator will partner with elected officials, staff and citizens to prepare implementation plans. Provide timely updates and reports to the City Council on the progress and results.

### Community Development

Understanding the importance of comprehensive planning and effective growth management policies is an important priority. The Administrator will seek to find a balance respecting and reflecting the small town feel with new community residents.

### Organizational Structure

The City uses a strong blend of staff, contracted and consulting services as its primary delivery system model. Review and evaluate the present methods used in Albertville and make recommendations to improve both efficiency and effectiveness.

## Human Resources

Provide leadership in personnel management, including administering personnel policies, developing a positive workplace culture, motivating employees, and creating a staff performance management and development program.

## Position Qualities and Characteristics

### Consensus Builder

The Administrator will work with the Mayor and City Council to define and identify their respective roles. The goal is to balance openness and transparency with strong public policy and effective implementation of programs and services.

### Staff Utilization

The Administrator will support and encourage creative problem solving and efficient utilization of staff by defining goals, performance expectations, and accountability standards.

### Effective Communicator

The Administrator will seek opportunities to connect and communicate with others, and value open and honest communication by sharing information in a timely manner.

### Multi-Tasker

The Administrator is required to *wear many hats* and must be able to effectively manager his/her time and commitments. Effectively utilize the staff and Albertville team to ensure that the time spent is on the most important activities.

### Coach and Mentor

The Administrator will serve as a coach and mentor for the staff building trust and credibility by setting an example with personal commitment, motivational leadership, and a strong culture of employee engagement and participation.

### Creates Alliances

The Administrator will identify creative solutions through alliances and intergovernmental partnerships with other entities and local governments while maintaining the City's distinctive qualities and character.

### Community Engagement

The Administrator will be involved and engaged in the community by participating and volunteering in community-wide functions and activities.

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**POSITION TITLE:** City Administrator  
**DEPARTMENT:** Administration  
**ACCOUNTABLE TO:** City Council

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### **SUMMARY**

The City Administrator serves as the chief administrative officer responsible for planning, organizing and coordinating the day to day activities of the City. The City Administrator exercises a high degree of independence, initiative, and professional expertise in the administration of city business under the direction and oversight of the Mayor and City Council.

The City Administrator is responsible for actively communicating with elected officials to ensure they are continually advised about financial affairs, services and operations of city hall. The City Administrator manages the activities of all city departments, oversees the work of contractors and consultants, provides advice and recommendations on goals and projects, implements policy directions and assists in the preparation of the budget and management of the financial affairs of the City. The City Administrator is a member of the Emergency Management Team.

### **MAJOR AREAS OF RESPONSIBILITY**

The following essential functions represent the primary duties and responsibilities of the City Administrator. The examples of duties are intended only as illustrations of the various types of work performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

- Provides information and policy alternatives to the Mayor and City Council. Recommends the best course of action on matters of city business.
- Attends City Council and other meetings as appropriate or required.
- Is open, accessible and available to meet with residents, business owners and others to provide information on the City and the programs and services.
- Oversees, coordinates, and manages the activities of all city departments and offices in carrying out the requirements of ordinances, laws, rules and regulations, and the policies of the City Council
- Reports regularly to the City Council concerning the status of projects and functions of the various city departments and offices
- Directs the preparation of the City Council meeting agendas and ensures reports are prepared thoroughly and timely.
- Assists with the preparation of the annual budget and supports and provides leadership to the Finance Director in financial planning and oversee investment activities.
- Provides leadership and direction in strategic planning, goal setting and long range planning initiatives.
- Works with the City Council to define the economic development strategies, goals and expectations.

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- Ensures the work of city employees is performed safely. Recommend and initiate changes in policy when necessary to provide a safe environment.
  - Organizes, prepares and develops a written policy and procedure manual.
  - Makes recommendations on personnel matters including hiring, training and disciplinary actions. Develops training programs for staff.
  - Administers the personnel policies and makes recommendations for revisions when necessary.
  - Provides leadership for short and long range planning.
  - Meets with and provide advice and consultation with city staff, contractors and consultants to ensure consistency and coordination in the administration of city policies and programs.
  - Makes presentations to City Councils, boards, commissions, civic groups and the general public.
  - Pursues new knowledge of and stays abreast of trends and ideas in local government and public administration.
  - Coordinate activities of the City Council and serves as liaison between the Council and its employees, citizens, commissions, boards and others.
  - Fosters and maintains effective and strong relationships with elected officials, staff, citizens and stakeholders. Assures that clear, effective communication lines are consistently maintained throughout the organization.
  - Serves as the public information officer; oversees the publishing of the newsletters and public service articles, and confers with media and speaks to civic and other groups as directed.
  - Partners with other local government entities, including the STMA School District, St. Michael, Otsego, and Wright County to collaborate, share resources and seek new methods of delivering city services.
  - Performs other duties as assigned or apparent.

### **MINIMUM QUALIFICATIONS**

The requirements listed below are representative of the knowledge, skills and/or abilities needed in the position. Requires a Bachelor's degree in political science, public or business administration or a related field. M.A. preferred. Five years of local government management experience is required. An equivalent combination of training and experience which provides an excellent foundation and understanding of the city government can be substituted.

### **KNOWLEDGE SKILLS AND ABILITIES**

- Considerable knowledge of budget and financial planning.
- Considerable knowledge of strategies and tools that can be used to promote and develop an economic development program.
- Considerable knowledge utility operations.
- Skilled in the use of governance tools to build strong board/management relationships.
- Strong oral and written communication skills.
- Considerable ability to research and prepare accurate and thorough reports.

- Working knowledge of engineering standards and practices.
- Considerable knowledge of funding sources and grant writing.
- Considerable knowledge of Community Development including the fundamentals of planning and zoning.
- Skilled in human resource management including performance evaluation and staff development.
- Skilled in strategic planning and goal setting
- Skilled in the use of technology, including all Microsoft Office Products, GIS software and other municipal systems.
- Ability to work independently.
- Is open, approachable and willing to meet with staff, citizens and community stakeholders
- Ability to work with elected officials.
- Considerable knowledge of environmental controls pertaining to growth and development.
- Considerable knowledge of negotiating and managing Joint Power Agreements.
- Considerable knowledge of the Public Safety.

### **PHYSICAL DEMANDS AND WORK ENVIRONMENT**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations might be made to enable individuals with disabilities to perform the essential functions.

The employee must occasionally lift and/or move up to 30 pounds. Specific vision abilities required by this job include close vision, distance vision, and peripheral vision.

While performing the duties of this job, the employee regularly works indoors in an office setting with moderate noise levels.

While performing the duties of this job, the employee regularly works indoors in an office setting with moderate noise levels. There will be times when the City Administrator leaves the office to inspect projects and evaluate proposals during inclement weather.

Revised Draft One: August 18, 2012

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**POSITION TITLE:** City Administrator/Engineer/Public Works Director  
**DEPARTMENT:** Administration/Engineering/Public Works  
**ACCOUNTABLE TO:** City Council

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### **SUMMARY**

The City Administrator is a joint position combined with the City Engineer/Public Works Director. The City Administrator serves as the chief administrative officer responsible for planning, organizing and coordinating the administrative activities of the City. In addition the City Administrator is responsible for the day to day functions and programs within the offices of building inspection, planning, zoning, streets and parks, sewer and utilities. The City Administrator exercises a high degree of independence, initiative, and professional expertise in the administration of city business under the direction and oversight of the Mayor and City Council.

The City Administrator is responsible for actively communicating with elected officials to ensure they are continually advised about financial affairs, services and operations of city hall. The City Administrator manages the activities of all city departments, oversees the work of contractors and consultants, provides advice and recommendations on goals and projects, implements policy directions and assists in the preparation of the budget and management of the financial affairs of the City. The City Administrator is a member of the Emergency Management Team.

### **MAJOR AREAS OF RESPONSIBILITY**

The following essential functions represent the primary duties and responsibilities of the City Administrator. The examples of duties are intended only as illustrations of the various types of work performed in both general administration and public works/engineering. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

#### **Administration**

- Provides information and policy alternatives to the Mayor and City Council. Recommends the best course of action on matters of city business.
- Attends City Council and other meetings as appropriate or required.
- Is open, accessible and available to meet with residents, business owners and others to provide information on the City and the programs and services.
- Oversees, coordinates, and manages the activities of all city departments and offices in carrying out the requirements of ordinances, laws, rules and regulations, and the policies of the City Council.
- Reports regularly to the City Council concerning the status of projects and functions of the various city departments and offices.
- Directs the preparation of the City Council meeting agendas and ensures reports are prepared thoroughly and timely.

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- Assists with the preparation of the annual budget and supports and provides leadership to the Finance Director in financial planning and oversee investment activities.
  - Provides leadership and direction in strategic planning, goal setting and long range planning initiatives.
  - Works with the City Council to define the economic development strategies, goals and expectations.
  - Ensures the work of city employees is performed safely. Recommend and initiate changes in policy when necessary to provide a safe environment.
  - Organizes, prepares and develops a written policy and procedure manual.
  - Makes recommendations on personnel matters including hiring, training and disciplinary actions. Develops training programs for staff.
  - Administers the personnel policies and makes recommendations for revisions when necessary.
  - Meets with and provide advice and consultation with city staff, contractors and consultants to ensure consistency and coordination in the administration of city policies and programs.
  - Makes presentations to City Councils, boards, commissions, civic groups and the general public.
  - Pursues new knowledge of and stays abreast of trends and ideas in local government and public administration.
  - Coordinates activities of the City Council and serves as liaison between the Council and its employees, citizens, commissions, boards and others.
  - Fosters and maintains effective and strong relationships with elected officials, staff, citizens and stakeholders. Assures that clear, effective communication lines are consistently maintained throughout the organization.
  - Serves as the public information officer; oversees the publishing of the newsletters and public service articles, and confers with media and speaks to civic and other groups as directed.
  - Partners with other local government entities, including the STMA School District, St. Michael, Otsego, and Wright County to collaborate, share resources and seek new methods of delivering city services.

### **Civil Engineering/Public Works**

- Manages the department budget, employee performance and staff training and development.
- Provides administrative and general supervision to the functions within the Civil Engineering/Public Works Department.
- Develops short term operational plans and long range strategic plans.
- Performs civil engineering work in the areas of construction plans and specifications, inspection, traffic studies, record-keeping, and maintenance of city maps.
- Oversees the street and utility improvement program.
- Provides information regarding the capital improvement and equipment bidding process.
- Reviews project plans and specifications and makes recommendations as needed.

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- Maintains inventory of public infrastructure.
  - Manages consultant inspection of construction projects for compliance purposes.
  - Assists or leads negotiation with contractors and developers in projects and agreements.
  - Provides information and assistance on questions in public works and civil engineering.
  - Develops and maintains street maintenance policies.
  - Monitors the work of staff and contractors in the execution of day to day services.
  - Oversees preparation of contracts, specifications and plans for mowing, sweeping, crack sealing, snowplowing, striping and salt/sand.
  - Responsible for the preparation of annual state aid reports and maps.
  - Makes recommendations on policies, ordinances and safety procedures.
  - Organizes and schedules work for maximum customer service and efficiency.
  - Oversees preparation of state compliance reports.
  - Assists with Utility contract negotiations.
  - Researches and recommends system upgrades and compliance measures.
  - Writes complex documents such as proposals, justifications, recommendations, and bids.

### **MINIMUM QUALIFICATIONS**

The requirements listed below are representative of the knowledge, skills and/or abilities needed in the position. The position requires a Bachelor's degree in political science, public or business administration, civil engineering or a related field. M.A. desirable. Five years of local government and/or city engineer experience, with supervisory experience required. Registration as a Professional Engineer in the State of Minnesota is also required. An equivalent combination of training and experience which provides an excellent foundation and understanding of city government and civil engineering/public works can be substituted.

### **KNOWLEDGE SKILLS AND ABILITIES**

- Considerable knowledge of budget and financial planning.
- Considerable knowledge of strategies and tools that can be used to promote and develop an economic development program.
- Considerable knowledge utility operations.
- Skilled in the use of governance tools to build strong board/management relationships.
- Strong oral and written communication skills.
- Considerable ability to research and prepare accurate and thorough reports.
- Proficient in the use of Computer Aided Drafting (CAD), Arc view GIS, Arcview systems.
- Ability to perform engineering drafting and other related technical skills.
- Ability to review plans for accuracy.
- Operational characteristics, services and activities of an engineering, public works, and utilities program.
- Methods and techniques of coordinating, formulating and implementing design and construction standards and policies.
- Laws, rules and regulations governing construction contracts and projects.

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- Ability to read maps, charts, graphs and interpret plans, designs and code standards.
  - Knowledge, understanding and technical skills associated with construction of municipal streets and utilities.
  - Working knowledge of engineering standards and practices.
  - Knowledge of funding sources and grants writing.
  - Knowledge of Community Development including the fundamentals of planning and zoning.
  - Skilled in human resource management including performance evaluation and staff development.
  - Skilled in strategic planning and goal setting.
  - Skilled in the use of technology, including all Microsoft Office Products, GIS software and other municipal systems.
  - Ability to work independently.
  - Is open, approachable and willing to meet with staff, citizens and community stakeholders.
  - Ability to work with elected officials.
  - Knowledge of environmental controls pertaining to growth and development.
  - Knowledge of negotiating and managing Joint Power Agreements.

#### **PHYSICAL DEMANDS AND WORK ENVIRONMENT**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations might be made to enable individuals with disabilities to perform the essential functions.

The employee must occasionally lift and/or move up to 30 pounds. Specific vision abilities required by this job include close vision, distance vision, and peripheral vision.

While performing the duties of this job, the employee regularly works indoors in an office setting with moderate noise levels.

While performing the duties of this job, the employee regularly works indoors in an office setting with moderate noise levels. The City Administrator will be expected to leave the office to inspect projects and evaluate proposals throughout the year.

Revised Draft One: August 22, 2012