



City of Mora
Kanabec County, Minnesota
Joint Special Meeting Agenda
City Council/PUC



Tuesday, November 30, 2021

4:30 PM

Mora City Hall

1. **Call to Order** *(Each board will call their meeting to order.)*
2. **Roll Call** *(Each board will conduct roll call.)*
3. **Adopt Agenda** *(No item of business shall be considered unless it appears on the agenda for the meeting. Board members may add items to the agenda prior to adoption of the agenda. Each board will adopt the agenda.)*
4. **Business Items**
 - a. City Administrator/Public Utilities General Manager Recruitment Update
The City Council and PUC will review and approve the position profile, position description, salary range, and hiring process.
5. **Adjournment** *(Each board will adjourn their meeting.)*

November 15, 2021

Mora City Council
City of Mora
101 Lake Street South
Mora, MN 55051

Dear Mayor Skramstad, Members of the Council and Commission,

We are nearing the point of posting the City Administrator/Public Utilities General Manager position, so I will attend your meeting on November 30, 2021, to review the process and seek approval to move ahead with the search.

As you know, the information gathering process for developing the position profile has been taking place for a couple of weeks. Attached to this memo is the draft Community & Position Profile that will be discussed and modified as needed at the meeting.

Other items of discussion at the meeting include the salary range, job description, search timeline, and interview process.

I will bring my red pen to the meeting to make changes to the Community & Position Profile and Job Description. In reviewing the Job Description, my only proposed change is for the minimum requirements. The required years of public-sector administrative experience for this position is unusually high and consequently can limit the applicant pool. I would propose reducing the minimum years of experience with a master's degree to two (2) years, and three to five (3-5) years of experience with a bachelor's degree in Public Administration or related field. Supervisory experience is required for this position which is to be expected. I look forward to receiving Council/Commission feedback on the proposed changes.

You will see the Profile includes tentative dates for the final interviews, so I would like to finalize interview dates with you at the November 30th meeting. The interviews can be done in one day or two days depending on which components the Council and Commission wishes to include in the process. There is no right or wrong approach to this, as each City has different preferences. Some of the options for this part of the process include the following:

- City/Facilities Tour
- Lunch with leadership staff and Council/Commission
- Individual interviews with each Council/Commission Member
- Community meet and greet event
- Leadership staff interview
- Full Council/Commission-formal interview
- Other options

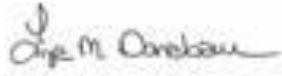
The decision about interview components will be made at a future meeting. Information is being provided now so you can contemplate the options.

In summary, the items for discussion at the November 30th meeting include the following:

1. Position Profile: Review and approve
2. Salary Range: Review and approve
3. Job Description: Review and approve
4. Timeline: Determine date(s) of final interviews
5. Any questions from the Council/Commission

Thank you.

Sincerely,

A handwritten signature in black ink, appearing to read "Liza M. Donabauer". The signature is written in a cursive style with a large initial "L".

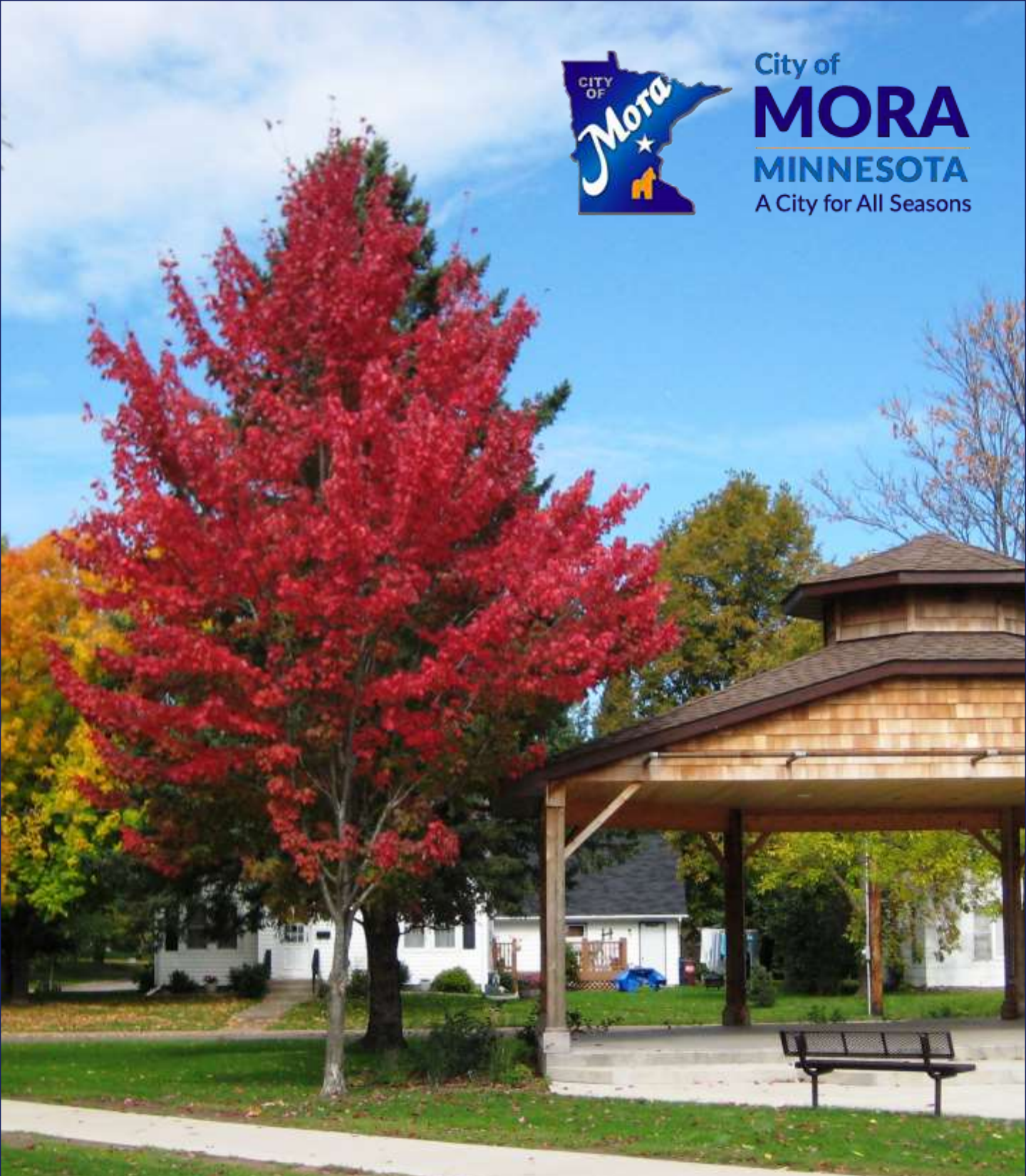
Liza M. Donabauer
Management Consultant

Attachments

- Draft Profile
- Job Description (please note proposed change as outlined in this memo), and
- Draft Timeline



City of
MORA
MINNESOTA
A City for All Seasons



CITY ADMINISTRATOR/PUBLIC UTILITIES GENERAL MANAGER

2022 Salary Range: \$91,936 to \$122,616

WELCOME TO MORA, MINNESOTA!



The City of Mora, Minnesota, is situated along the shores of scenic Lake Mora and the Snake River in south central Kanabec County. With 2,500 residents, the City is located approximately 72 miles north of the Twin Cities Metropolitan Area, 90 miles southwest of Duluth, 60 miles southeast of Brainerd, and 52 miles northeast of St. Cloud. Mora is a small, relaxed town where the community comes together to support and lend a helping hand wherever needed. Mora really shined during the Covid pandemic due to its residents' keen sense of community and volunteerism. Mora is not only a beautiful place to raise a family, but it also has a tourist feel due to a variety of seasonal events and activities offered throughout the year.

Named after Mora, Sweden, the City of Mora, Minnesota, was first platted in 1882 and officially incorporated as a village in 1891. Its strong Swedish heritage can still be seen today in its buildings, decorations, monuments, and events. Located in the center of Mora, a twenty-foot tall Klocka stands as a symbol of the relationship between sister cities Mora, Minnesota, and Mora, Sweden. The City also has a replica statue of a Dalecarlian horse which highly valued and became a symbol of strength and courage in Sweden. The statue was constructed and decorated in 1971 by the Mora Jaycees and presented to the community as a reminder of their cultural heritage and as a tourist attraction. At the time of construction, the statue weighed approximately 3,000 pounds and was 22 feet tall, 17 feet long, and 6 feet wide. Many shops and buildings are also decorated in a Swedish theme.

Mora's population, shopping opportunities, and housing stock will continue to experience steady growth in the coming years as it benefits from its position as the county seat, its location at the intersection of two major state highways, and its proximity to other growing communities in the region such as Cambridge and Princeton. Fox Run Housing Development will welcome 19 new homes and a community park within the next 18-24 months. Mora appears to have a stable economy, especially in the retail area. The City's retail trade attracts from a wide area which has an impact on all City services. The community strongly supports its historic downtown area business district filled with homegrown and quaint service and retail offerings.

Mora's industrial base is remarkable for its small size and attracts employees from a wide area. Existing commercial uses are found in two major locations within the City – the General Business District (along State Highways 23 and 65) and the Central Business District (along Forest Avenue and Union Street). The Central Business District functions as "Main Street" which is a pedestrian oriented district. Although agriculture is an important economic activity of the County, manufacturing and other industrial activities have become increasingly more important for the City of Mora. The community strongly supports its historic downtown area business district filled with homegrown and quaint service and retail offerings.

Rich with natural resources, heritage, quality of life, sound values, and an enthusiastic spirit, the City of Mora makes an excellent place to live, work, and play.

HEALTHCARE



Welia Health is a self-sustaining, county-owned, critical access hospital and clinic system that provides comprehensive care services to the residents and visitors of Pine and Kanabec Counties. With clinics also in the Cities of Hinckley and Pine City, Welia Health is comprised of 24-hour emergency services and helipad access, inpatient care, surgical services, a birthing center, a primary and specialty care clinic, same day care, an eye center, rehabilitation services, infusion services, chemotherapy, imaging, lab services, and more.

EDUCATIONAL OPPORTUNITIES



Public education in the City of Mora is provided by Mora Public Schools which consists of an elementary school and a high school. Mora Elementary serves approximately 870 students in grades PreK-6. The school was proud to be designated a Minnesota School of Excellence in 2019. Sitting on over 100 acres, Mora Elementary is situated on the Trailview Campus of over 100-acres which also includes the Welia Health Wellness Center, school forests, bike paths, cross country ski trails, baseball fields, and more. Mora High School is home to grades 7-12 and enrolls approximately 720 students. It also houses the Alternative Learning Center. Twice recently, the school has earned the title of one of the nation's top high schools, according to U.S. News and World Report. Mora High School offers over 80 elective courses and has over 40 student activities and clubs. The community recently showed its support for the District in 2020 by passing a nearly \$62 million bond that includes construction of a new high school building on the Trailview Campus. Construction has begun, and classes are expected to be held in the new high school in 2023.

For those seeking higher educational opportunities, students have access to two college campuses within a 30-minute drive of Mora. Pine Technical & Community College is located in Pine City, and Anoka Ramsey Community College is located in the City of Cambridge.

RECREATIONAL ACTIVITIES AND EVENTS



The City is home to a nice parks and trails system as well as many great recreational sites. Two of the larger parks are Lions Park / Kids Kingdom near the Kanabec County Fairgrounds and Library Park near the shores of Lake Mora. Lions Park / Kids Kingdom offers a large wooden playground for youth, two shelter areas and restroom facilities. Library Park offers a picnic shelter, gazebo/band shelter, tennis and pickleball courts, a basketball court, and playground. Due to a community volunteer who raised \$25,000, the City was also able to build a dog park. The City has constructed and maintained approximately 5.2 miles of paved multi-use trails. They have identified additional sections of trail to be added to the system which will ultimately create a looped trail system. Lake Mora and Spring Lake also offer many opportunities for outdoor recreation by providing space for swimming, fishing, boating, sailing, water skiing, ice fishing, skating, cross country skiing, and snowmobiling.

The Vasaloppet Nordic Ski Center provides a convenient place for skiers to train or to simply enjoy skiing. Providing access to 15 kilometers of groomed trails, the center features a wax room, changing rooms and sauna, a small kitchen with plenty of room for ski gear and events. The complex was funded entirely by private donations and is used throughout the year. Rental of the facility is available for meetings and social events.

The Mora Aquatic Center is a city-owned outdoor pool complex that features one full-depth pool with two flume slides and one drop slide, two diving boards, and a zero-depth pool with water features. The Mora Aquatic Center offers swim lessons and lifeguard training courses each summer, and the facility is open during the months of June, July, and August.

The Mora Civic Center/MAYRA Complex (Mora Area Youth Recreation Association) is located on the Kanabec County Fairgrounds. The Center, as well as the adjacent MAYRA ice rinks and buildings, offer indoor and outdoor hockey, ice skating, and other events.

The Welia Health Wellness Center was constructed in 2017 and offers an indoor elevated walking track, fitness classes, health screenings, and wellness education programs.

Paradise Theatre serves Mora and its surrounding communities. First opened in 1947, it was fully restored in 1999 and continues to bring first-run movies and low-cost entertainment to the area.

The Mora community prides itself on the many annual festivals and activities that take place throughout the year. These include Mora's Music in the Park, the Mora Municipal Airport Fly-In, Fall Fest, the Mid-Summer Swedish Festival, and the Mora Classic Series (Vasaloppet Cross Country Ski Race, Snake River Canoe Race, Mora Half Marathon, and Mora Bike Tour). Mora is also home to the Kanabec County Fairgrounds. A thriving municipal liquor store holds monthly wine tasting events and a fall/spring fundraiser for the History Center and the American Legion.



THE ORGANIZATION

The City of Mora Values:

- Community growth through residential, commercial, and industrial development
- Residential development which provides a variety of housing options with an emphasis on multi-family, workforce, and affordable housing
- Preservation of community identity and traditions
- Staying current with information technology
- Promotion of health and wellness including mental health awareness
- Maintenance and improvement of municipal utility infrastructure

The City of Mora is governed by a five-member City Council that consists of a Mayor, who acts as the presiding officer, and four Council members elected at-large by the voters of the City. The City Administrator/Public Utilities General Manager is charged with planning and directing the administration of City functions as delegated by the City Council and Public Utility Commission to ensure efficient municipal services and development in line with Council and Public Utility Commission objectives. The Council is a well-balanced group, and its members respect each other. They listen to and trust the City staff.

City staff are dedicated to the community and have an opportunity to leave their mark. The staff is hardworking and gets things done. Mora is well maintained, in part, due to a great public works crew. The City employs 24 full-time and 8 part-time employees as well 30 paid on call Firefighters, 30 seasonal workers at the Aquatic Center, and 3 seasonal Public Works employees.

The City of Mora owns and operates an electrical distribution system and power plant through Mora Municipal Utilities (MMU). The City, represented by MMU, is also a member of the Southern Minnesota Municipal Power Agency, a not-for-profit joint action agency which allows its members to invest in reliable, affordable, and renewable and alternative energy sources. The Commission is an efficiently run utility and board. Mora residents pay lower electric rates than neighboring communities due to it being City-owned.

The Mora Municipal Airport is a public-use airport owned by the City of Mora and located two miles northeast of the downtown district. The City also has a large Housing and Redevelopment Authority with 100+ rental units.

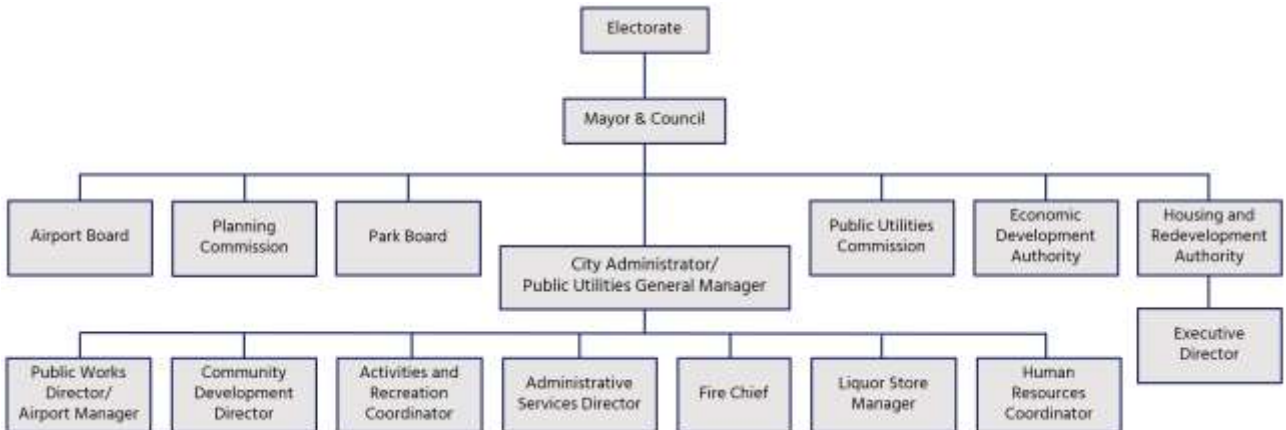


BUDGET SUMMARY

Fund	2020 Audited Expenses	2021 Adopted Budget
General Fund	2,883,056.73	2,884,207
Special Revenue Funds		
Fire Fund	265,771.83	293,183
Cemetery Fund	66,281.92	91,536
EDA Operating Fund	38,807.25	41,049
EDA Revolving Loan Funds	126,546.00	-
TIF Funds	108,366.99	-
Capital Project Funds	121,349.93	191,280
Debt Service Funds	350,347.36	348,250
Enterprise Funds		
Electric Fund	5,014,211.99	5,890,445
Liquor Fund	4,143,681.80	3,644,352
Sewer Fund	1,063,208.69	1,128,217
Water Fund	719,050.35	777,380
Storm Water Fund	54,516.12	81,897
Totals	14,955,196.96	15,371,796

ORGANIZATIONAL CHART

In addition to the listed Advisory and Independent Boards, the City Administrator/Public Utilities General Manager also works with various consultants/contract services and Joint Powers Agencies.





CORE DUTIES OF THE POSITION



- Directs and controls all line operations of the City. Works closely with department heads to plan and coordinate activities. Administers performance to ensure effective service to the public and efficient conduct of all municipal affairs.
- Supervises all staff functions of the City. Is responsible for all financial reporting, human resources, labor relations, and all other City functions.
- Develops and ensures effective utilization of appropriate budgeting, administrative planning, and control procedures. Ensures that proper control reports are developed and used, supervises the effective operation of purchasing procedures, and recommends changes in these procedures to the Council and Public Utility Commission.
- Ensures the development of an effective municipal organization which includes recommending changes in organizational structure, as appropriate, and recommending staffing changes or additions.
- Ensures the effective management and use of City assets.
- Provides administrative support to the City Council and Public Utility Commission. Prepares agendas and attends meetings. Presents recommendations concerning policies and objectives, participates in discussions, as appropriate, and implements Council and Public Utility Commission decisions. Keeps the City Council and Public Utility Commission fully advised of all significant matters and effectively presents all items which require Council or Commission action or approval. Responsible for enforcing City Ordinances and Resolutions.
- Ensures proper public relations. Follows up with all departments to make sure that public services are efficiently provided and that all complaints and public contacts are effectively handled. Participates in local affairs as is appropriate. Represents the City at various activities and events.
- Stays abreast of developments in the municipal and utility field.
- Cooperates with other governmental units on matters of mutual interest.
- Administers the affairs of the Administrator's office effectively and in accordance with Minnesota Law.

DESIRED ATTRIBUTES



- Approachable, open minded, seeks others' input, and sees both sides of an issue.
- Budget and finance experience. Has the ability to consider the impact of decisions on future projects.
- Coaches up, builds team morale, and delegates appropriately to City, contract, and consulting staff.
- Thick skin and ability to work with many different personalities.
- Responsive. Excellent verbal and written communication skills.
- Demonstrates a strength in follow through and observes a good balance of discretionary decision-making and pushing information and projects to the Council. Makes succinct, fact-based recommendations to assist the Council in their decision making.
- Works well with superiors, subordinates, and the public.
- Demonstrates being the right fit for the organization and a willingness to grow into the job.
- Exemplifies a balance of preserving and growing the community's economic development.
- Passionate about local government; experience working in a small community and ability to gauge the community's needs and personality. Avidly supports the local community.
- Comprehensive understanding of the various departments, varying schedules and communication styles.
- Recognizes which battles to fight and when to step back.
- Has a general understanding of the importance of public electric power.
- Energetic, relatable, and visible in the community.

PROJECTS/GOALS/PRIORITIES



- Move the City forward at a measured pace in terms of growth, business and industrial expansion, improving road and pedestrian ways, and a variety of housing and retail options in order to support a self-sustaining community.
- Quickly become apprised on the history and operations of the HRA and become a collegial liaison for the City and HRA.
- Update street improvement plan and CIP to include financing components. Work jointly with City and PUC on street and utility projects. Actively pursue opportunities to support pedestrian safety in future street improvement projects.
- Familiarize self with the municipal airport, Mora Lake drainage issues, and forthcoming City projects.
- Be a liaison for the City and MnDOT on the 2022 corridor study.
- Conduct project oversight on the expansion of the Snake River Bridge (2023) to include pedestrian walkways/trails.
- Be an active partner on the future expansion of Highways 65 and 23 (2029) in coordination with MnDOT.
- Drive coordination of the County, City, and School District in developing 9th Street as a safe corridor to access the new school campus.
- Lead the charge on rebuilding an electric line crew and hiring a Plant Line Supervisor. The City will also conduct electric pole replacements over the next four years and an arc flash study.
- Actively pursue daycare and housing initiatives.
- Seek additional funding for the construction of a new community park in the Fox Run Housing Development.
- Conduct labor contract negotiations for two unions.

POSITION ANNOUNCEMENT

City: Mora, Minnesota

Position: City Administrator/Public Utilities General Manager

Salary: \$91,936 to \$122,616

Application Deadline: 12/29/2021



City of
MORA
MINNESOTA
A City for All Seasons

Job Summary: Plans and directs the administration of all City functions as delegated by the City Council and Public Utilities Commission to ensure efficient municipal services and development in line with Council and Public Utility Commission objectives. Operates with considerable discretion in normal administrative functions and in implementing policies of the Council and Public Utility Commission. Responsible for effective recommendation in areas of policies, staffing, expenditures, etc. where Council and Public Utility Commission action is required. Serves as the General Manager of the Mora Municipal Utilities.

Minimum Qualifications: Bachelor's degree in Public Administration, or related field, and nine or more years of public sector administration experience, or a master's degree in Public Administration, or related field, and five or more years of public sector administration experience as an Administrator or Assistant Administrator, or an equivalent combination of education and experience sufficient to perform the essential functions of the position. Supervisory experience is required.

Apply: Visit <https://daviddrown.hiringplatform.com/81253-mora-city-administrator-public-utilities-general-manager/257783-application-form/en>, and complete the process by December 29, 2021. Finalists will be selected on January 18, 2022, and final interviews are scheduled for February 14, 2022.

Please direct questions to Liza Donabauer at liza@daviddrown.com or 612-920-3320 x111.

City of Mora / Mora Municipal Utilities

Position Description

CITY ADMINISTRATOR

Department:	Administration/Finance
Grade/Points Classification:	15/311
Reports to:	City Council And Public Utilities Commission
FLSA Status:	Exempt / Salaried
Union or Non-union Position:	Non-union

OBJECTIVE

To plan and direct the administration of City functions as delegated by the City Council and Public Utility Commission to ensure efficient municipal services and development in line with Council and Public Utility Commission objectives. Operates with considerable discretion in normal administrative functions and in implementing policies of the Council and Public Utility Commission. Responsible for effective recommendation in areas of policies, staffing, expenditures, etc. where Council and Public Utility Commission action is required. Serves as the General Manager of Mora Municipal Utilities.

SUPERVISION RECEIVED

Employees working in this position usually 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

Provides supervision to all Department Heads and Administration Department support staff. Elements of direct control over these positions include recommending hire, promotion, transfer, and termination, and planning and evaluating performance, including issuing corrective actions, resolving informal grievances, and initiating disciplinary actions.

ESSENTIAL FUNCTIONS

To perform this job successfully, an employee must report to work on a timely and regular basis and be able to perform each essential function satisfactorily. The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive. Other duties may be assigned.

1. Directs and controls all line operations of the City. Works closely with Department Heads to plan and coordinate activities. Administers performance to ensure effective service to the public and efficient conduct of all municipal affairs.
2. Supervises all staff functions of the City. Responsible for all financial reporting, human resources, labor relations, and all other City functions.
3. Develops and ensures effective utilization of appropriate budgeting, administrative planning, and control procedures. Ensures that proper control reports are developed and used, supervises effective operation of purchasing procedures. Recommends changes in these procedures to the Council and Public Utility Commission.
4. Ensures the development of an effective municipal organization. Includes recommending changes in organizational structure as appropriate, recommending staffing changes or additions.

City of Mora / Mora Municipal Utilities

Position Description

5. Ensures effective management and use of City assets.
 6. Provides administrative support to the City Council and Public Utility Commission. Prepares agendas and attends meetings. Presents recommendations concerning policies and objectives, participates in discussions as appropriate, and implements Council and Public Utility Commission decisions. Keeps the City Council and Public Utility Commission fully advised of all significant matters and effectively presents all items which require Council or Commission action or approval. Responsible for enforcing City Ordinances and Resolutions.
 7. Ensures proper public relations. Follows up with all departments to make sure that public services are efficiently provided and that all complaints and public contacts are effectively handled. Participates in local affairs as is appropriate. Represents the city at various activities and events.
 8. Stays abreast of developments in the municipal and utility field.
 9. Cooperates with other governmental units on matters of mutual interest.
 10. Administers the affairs of the Administrator's office effectively and in accordance with Minnesota Law.
- Performs other related duties as assigned or apparent.

MINIMUM QUALIFICATIONS

Master's degree in Public Administration or a related field, plus five (5) or more years public-sector administration experience as an Administrator or Assistant Administrator; or

Bachelor's degree in Public Administration or a related field, plus nine (9) or more years public-sector administration experience; or

An equivalent combination of education and experience sufficient to perform the essential functions of the position.

Supervisory experience required.

Valid Minnesota Class D driver's license required.

EQUIPMENT

Computer, Microsoft Office software, printer, telephone, copier, fax, vehicle, and other job-related software and equipment.

PLANNING

Planning relates to different and complex situations requiring analysis, complex projections, and generally new alternatives. Most planning extends into the future for one or two years.

KNOWLEDGE, SKILLS, AND ABILITIES

The requirements listed below are representative of the knowledge, skill, and/or ability required.

Knowledge of:

- Department, building, and City/PUC policies, procedures, and practices.
- Laws, regulations, ordinances, etc., applicable to City government.
- Budgeting, accounting, and government financing.
- Considerable knowledge of government processes, services, and planning.
- Management principles and practices as they apply to public sector management, including personnel management and organization development.

City of Mora / Mora Municipal Utilities

Position Description

Skill in:

- Reading, writing, and speaking English, clearly and persuasively in positive or negative situations, responding well to questions, and participating in meetings. Strong communication skills.
- Good interpersonal skills, including the ability to focus on solving conflict, not blaming; listening to others without interrupting, keeping emotions under control, and remaining open to others' ideas.
- Working as a team and contributing to building a positive team spirit.
- Strong organizational skills.

Ability to:

- Develop and maintain effective working relationships with the mayor and council members, PUC Commissioners, Department Heads, staff, and members of the public. Ability to approach others in a tactful manner, react well under pressure, treat others with respect, keep commitments, work with integrity, and uphold organizational values.
- Read, analyze, and interpret plans and specifications, contracts, ordinances, technical journals, financial reports, and legal documents.
- Prepare contracts, ordinances, resolutions, policies, reports, and correspondence.
- Show respect and sensitivity for cultural differences.
- Apply principles of logical thinking to a wide range of intellectual and practical problems.
- Considerable ability to plan and analyze City operations; develop alternatives and determine the costs, advantages, and disadvantages of various alternatives.
- Research and prepare accurate and thorough reports.
- Analyze and make recommendations on utility rates for Electric, Water and Wastewater Departments.
- Follow safety procedures and address potentially unsafe conditions.
- Read and interpret written instructions and to carry-out oral and written directives.
- Prioritize responsibilities, use good judgment, and make independent decisions.
- Effectively manage staff and workload in emergency and crisis situations.
- Continuously build upon own knowledge and skills and share expertise with others.
- Demonstrate accuracy and thoroughness and to look for ways to continuously improve and promote quality. Ability to work in a timely manner and strive to increase productivity.
- Adapt to changes in the work environment, manage competing demands, delays, or unexpected events.
- Follow instructions, respond to council/PUC direction, take responsibility for own actions, and to commit to long hours of work when necessary.
- Work in/for other departments or divisions as needed, in addition to assigned department. This requires the ability to understand and maintain moderate to extensive knowledge of other department's operations.

WORK ENVIRONMENT AND PHYSICAL REQUIREMENTS

The noise level in the work environment is usually quiet. Occasional travel outside the city is required. Evening meetings are required. Occasional outdoor work inspecting construction sites and observing field conditions. See the physical activity requirements sheet, attached.

ADA CONSIDERATIONS

The City of Mora is an equal opportunity employer. In compliance with the Americans with Disabilities Act, the City will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with a representative of the Human Resources department.

TIMELINE

The dates **highlighted in yellow** indicate required Council/Commission participation.

ITEM	TASK	COMPLETION DATE
Information gathering	<ul style="list-style-type: none"> ▪ Gather all pertinent background information ▪ Gather salary information and review job description ▪ Meet with staff, stakeholders, and each member of the City Council/Commission 	November 8, 2021
Professional position profile	Develop position profile and advertisement	November 23, 2021
Approve position profile	City Council/Commission approves profile, job description, salary range, and hiring process	November 30, 2021 Special Meeting
Candidate recruitment	<ul style="list-style-type: none"> ▪ Post position immediately upon approval of profile ▪ Comprehensively advertise ▪ Email and phone calls to prospective candidates 	December 1, 2021- December 29, 2021
Screening of applicants	DDA will review and rank applicants based on job related criteria and select semifinalists	December 30, 2021
Personality Index	DDA will administer a work-related personality index to all semifinalists	January 9, 2022
Video interview	Each semifinalist will complete a video interview	January 9, 2022
Selection of finalists	<ul style="list-style-type: none"> ▪ City Council/Commission selects finalists for interviews ▪ DDA will notify candidates not selected as finalists 	January 18, 2022
Background check of all finalists	Includes: <ul style="list-style-type: none"> ▪ Criminal background: county, state, national ▪ Sex offender registry ▪ Social Security number verification ▪ Education verification ▪ Credit check 	February 3, 2022
Reference check on all finalists	DDA will conduct reference checks with current and former employers on all finalists	February 3, 2022
Intellect profile	DDA will administer an intellect profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude.	February 3, 2022
Finalist packet	DDA will provide the Council/Commission information including: <ul style="list-style-type: none"> ▪ Summary of references ▪ Results of background checks ▪ Personality index reports ▪ Video interview ▪ Resumes, etc. 	February 4, 2022
Interviews	DDA will prepare all interview materials and be present at all interviews and other functions. It is recommended that Council/Commission interviews be at a special meeting	February 14, 2022
Decision	City Council/Commission will select candidate for offer	February 14, 2022
Offer and agreement	DDA will negotiate agreement with selected candidate	February 21, 2022
Projected start date	New Administrator/Public Utilities General Manager begins	March 2022
Follow up	DDA will follow up periodically with the new Administrator/Public Utilities General Manager	March 2023