

FILE

Mayor:
Dean Johnston
Council members:
Rita Conlin
Steve DeLapp
Liz Johnson
Anne Smith

**Lake Elmo City Council
Special Meeting
Tuesday
October 24, 2006**

3800 Laverne Avenue No.
Lake Elmo, MN 55042
777-5510 777-9615 (fax)

Please read:

Since the City Council does not have time to discuss every point presented, it may appear that decisions are preconceived. However, staff provides background information to the City Council on each agenda item in advance; and decisions are based on this information and experience. In addition, some items may have been discussed at previous council meetings.

If you are aware of information that has not been discussed, please fill out a "Request to Appear Before the City Council form; or, if you came late, raise your hand to be recognized. Comments that are pertinent are appreciated. Items may be continued to a future meeting if additional time is needed before a decision can be made.

Agenda

City Council Special Meeting Convenes 6:00 PM

- 1. Agenda**
- 2. The Village Area Planning Team Progress Report – Presentation and Discussion**
- 3. Interview candidate(s) for the Special Projects Director**
7:00 p.m. Susan Hoyt; 7:30 p.m. Jim Willis
- 4. Administrator Profile – Presentation and Discussion – Jim Brimeyer**
- 5. Adjourn**

MEMO

To: Mayor & Council

From: Chuck Dillerud

Subject: Special Projects Director

As directed by the Council Mayor Johnston and I have both pursued locating a party that might have interest in assisting the City with the several special projects now underway until a new City Administrator is hired.

Mayor Johnston has been in touch with Susan Hoyt. Ms. Hoyt's letter of interest and resume' is attached for the Council's consideration. She will be joining the Council for a chat at 7:00 – 7:30 PM on Thursday.

I have contacted Jim Willis who departed (Jim prefers to avoid the term "retired") the City Administrator position at Inver Grove Heights in August after 14 years of service there, 21 years as City Manager at Plymouth and 7 years as City Manager of Battle Creek Michigan. I have attached a resume' that Jim has provided as well. Jim will join us at 7:30 – 8:00 PM Thursday.

Jim Brimeyer will be working with the Council on the City Administrator Profile after 8:00. The Council may wish to discuss the Special Projects Director appointment with Jim at that time.

Susan Hoyt
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October 15, 2006

Mayor Dean Johnston
City of Lake Elmo
3800 Laverne Avenue North
Lake Elmo, Minnesota 55042
Email: deanjohnston@comcast.net

RE: Proposal for Project Management Services

Dear Mayor Johnston:

Thank you for asking me to submit a proposal for project management services for the city of Lake Elmo. I understand that the city is seeking someone to manage a variety of complex land use related projects during the transition to a new city administrator. The project manager will work closely with the city council, the acting city administrator, Mr. Dillerud, and the city staff to move these important initiatives forward. The project manager will report to Mr. Dillerud and to the city council. This work fits well with my experience, talents and interests because I've successfully managed a variety of complex local government projects at both the city and county level. I've helped city councils, with very different individual personalities and perspectives, accomplish key community goals through frequent communication, comprehensive information and reasonable options. And I enjoy working in a collegial and productive work environment with other staff members. One recent project I managed, the Sensible Land Use Coalition 2006 Project Showcase, acquainted me with three unique and creative metro area projects located in Lake Elmo - Tapestry, the Fields of St. Croix and the Lake Elmo Old Village Masterplan. I am excited to work in a community, whose vision for itself enhances its sense of place and respects its natural beauty. I would like to help turn projects like the Lake Elmo Old Village Masterplan and the family service center into a reality.

As a public manager and planner in city and county government, my attached resume covers many of the projects that I've managed. I will highlight a few for you. As a city administrator in Northfield, I helped a divided city council come to consensus on two major land use issues that dealt with business growth along a highway corridor and developing a downtown improvement plan. The projects that I managed over three years included: 1) a major revision to the city's commercial zoning code, 2) an 11 acre redevelopment project on a downtown site, which had been underutilized and vacant for 25 years, 3) the re-use of a 3 acre in-fill property on the site of the old hospital, 4) the re-use of the old middle school by Carleton College into a \$20 million dollar fine arts center by coordinating the land use processes for the school district, college and city, 5) an exploration of conservation development strategies to preserve the rural character on the edge of the community, 6) concepts to protect the environmentally sensitive streams that ran through Northfield and neighboring townships and 7) the delineation of the city's growth boundary with its neighboring city of Dundas. Other projects included negotiating a new lease with the four non profit tenants of a city owned Community Resource Center and getting agreement from the school district to donate school owned property for a new city swimming pool. All of these were accomplished by a committed and collegial staff under the direction of the city council with extensive citizen, stakeholder and community input. Some of these projects were very contentious. However, with strong council leadership, good communication, careful processes and creative solutions, all of them were accomplished.

My work experience is not limited to cities. In Dakota County, I served as the physical development director overseeing the transportation, parks, planning, environmental, GIS and survey departments. My county work involved collaborating with the county's twenty cities and thirteen townships on transportation, planning and environmental topics. One of the major project initiatives was the \$20 million farmland and natural area preservation program, which involved developing both criteria for land eligibility as well the financial and land use tools to implement the program. Recently, I've provided project management as an interim administrator and on many other small and large projects. I refer you to my resume for additional information.

Proposal

This proposal defines the project manager position as an interim position based upon the city's needs.

Project scope: Provide project management services for projects that are identified by the city council/interim administrator.

Introduction: The phases for managing the project and their timing are only suggested to provide a framework for the service. Input and direction from the city councilmember and the interim administrator will be needed to specifically identify these activities and define a timeline.

Phase I: (approximately November 1 to November 17)

Work with the city councilmembers and the interim administrator to define the projects and the expectations from the city council for this work.

Get to know the city staff and how things work within the organization to understand the processes and culture to effectively get things done.

Get up to speed on the status of these projects and the outstanding issues by reviewing the written information and talking with city councilmembers, staff and stakeholders about the projects and their perceptions of them.

Define specific next steps for each project and an approach(es) to moving each project forward.

Get staff input/city council support for the next steps.

Phase 2: (anticipated start November 20)

Proceed according to the next steps plan developed in phase 1.

Report on project status regularly to city council/interim administrator.

Request city council/interim administrator direction as needed.

(see next page)

Proposal continued

Hourly rate: \$ 45.00/hour

Business expenses: Expenses incurred directly related to Lake Elmo project.
No cell phone charges.

Mileage: At the city mileage rate for meetings outside of the city of Lake Elmo.

No mileage to and from the city of Lake Elmo or within the city of Lake Elmo.

Benefits: No health, insurance, retirement, sick, vacation or other benefits.

Availability: To be discussed depending upon city need .
Anticipate 15 to 30 hours per week.

Will be available for city council, other official city meetings and staff meetings as requested/needed to accomplish the projects' goals.

Will be available by telephone/email when out of the city office.

Location: City hall space provided on an as needed basis with a schedule of office hours, if desired.

Contractor's own office.

Start date: November 1, 2006

Duration: Four to five months

Liability: City provides a hold harmless agreement or covers liability through a short term contract employee status.

Please call me if you have any questions about my proposal. I look forward to discussing this proposal with you, councilmembers and Mr. Dillerud.

Thank you for considering my proposal for services.

Very truly,

Susan Hoyt

EXPERIENCE

January, 2006 to date, Consultant on projects. Projects include:

- May, 2006 to date, Interim Administrative Services, city of Harris. A city of 1,200 far northern edge of the Twin Cities. Providing part time administrative services.
- May, 2006 to date, contract, 2006 Debate Director, League of Women Voters of Minnesota Manage televised debates for state constitutional officers and U. S. offices for LWVMN. Work with campaigns, KSTP, LWVMN Board and Voter Service Committee.
- Discussions and presentation to the Regional Carpenters and Joiners on city capital project planning and financing process; create 2006 Project Showcase for the Sensible Land Use Coalition, pending contract to articulate, diagram planning application process for Dayton.

September, 2002 to November 15, 2005, City Administrator, city of Northfield, Minnesota

A city of 18,000; Home Rule Charter, reported to a seven member city council with eleven appointed citizen boards and commissions. Responsible for all operations including transit service, a library, a liquor store, an HRA and EDA. Supervised 10 department managers with a total staff of 110 FTEs and a \$30 million annual budget. Supported the city council in identifying and accomplishing its goals. Provided clear information, careful analysis and distinct options to the council for its decision making. Communicated about city council processes and decisions to the staff, stakeholders, the community and the media. Anticipated, planned for and managed major initiatives and issues. Represented the city on legislative matters. Worked closely with the council, staff, consultants and citizens to achieve results, which included the following major accomplishments:

- Improved the public decision making process by 1) helping the city council develop a culture of consensus, 2) creating specific, well publicized public processes on city issues, 3) reducing the time taken for routine decisions and 4) standardizing reports on requests for council action.
- Improved access to information through an updated web site.
- Increased responsiveness of city services through customer service training and by designing understandable systems for processing planning and infrastructure requests.
- Developed a cohesive management team by hiring managers who could help shape the organization's culture, by discussing shared goals and values and by encouraging the use of frequent and open communication to manage projects and resolve issues.
- Created an understandable budgeting process, budget document, capital planning and a status of funds report, received first certificate of achievement for financial reporting.
- Promoted planning and economic development with 1) an economic development plan, 2) revisions to the commercial zoning code, which helped alleviate tensions over 'downtown versus highway' development that had historically divided the community and 3) market studies on housing and the downtown and 4) a downtown improvement plan that is being implemented.
- Oversaw several redevelopment projects including an \$44m, \$3.7 m in TIF on 11 acre riverfront site in the downtown that was blighted for over two decades.
- Addressed growth issues by evaluating annexation agreements to determine their impact on future growth, by negotiating an agreement delineating future growth boundaries for Northfield and its neighboring city of Dundas and by updating the water, wastewater and surface water plans.
- Negotiated the transfer of property from the Northfield School District to the city for the site of a future city swimming pool.
- Renegotiated leases with the school district and three non profit agencies, tenants of a city owned building, that reduced the city's financial risk and assured tenants of affordable rents.
- Improved citywide transit services by contracting to provide service to St. Olaf and Carleton

April, 2000 to September, 2002, Director of the Physical Development Division, Dakota County, Minnesota

A rapidly growing suburban Twin City county of 380,000. Reported to the county administrator. Responsible for leading and managing one of four county divisions. Included the departments of environmental management, parks, transportation, survey, GIS and planning. Staffed the county board's Physical Development Committee of the Whole Served as the county liaison to the

Dakota County Community Development Agency and Dakota County Board of Soil and Water Conservation. Oversight for an annual operating budget of over \$20 million and an annual capital budget of over \$30 million, directly supervised eight employees including six department managers with a staff of 200 full time equivalent employees (FTEs). Represented the county at city and township meetings, at local organizations/boards, the Association of Minnesota Counties and with state and federal legislators. A member of the county administrator's management team where management policies and procedures, including performance measures, pay plan, communication and emergency planning, were discussed. Tracked legislation on transportation, environment and parks. Worked closely with county staff, consultants and local officials to achieve results, which included the following major accomplishments:

- Developed a division wide vision and objectives with department managers that increased interdepartmental communication and respect.
- Created more comprehensive staff reports on requests for action made to the county board.
- Established good working relationships with commissioners, the administrator, county colleagues and with local elected officials and staff from the 20 cities and 13 townships in the county through frequent email, telephone and face-to-face communication.
- Provided strategic guidance on the public planning process for three controversial issues: 1) the Lebanon Hills's Regional Park land use plan and environmental center, 2) a future site for an off leash dog park and 3) the creation of the Vermillion Water Management Organization.
- Negotiated road construction agreements between the county and cities and townships.
- Developed a process for prioritizing transportation projects based upon need and available funding so the county, cities and townships could better plan for projects.
- Collaborated with the city of Lakeville and the Minnesota Department of Transportation to reconstruct a 35W interchange to serve new commercial and residential growth in Lakeville.
- Designated the Cedar Avenue corridor for bus rapid transit.
- Received approval for the \$20 million farmland and natural area preservation program referendum that passed in 2002 and is now being implemented.
- Developed options for an east-west transportation corridor across southern Dakota County
- Completed the Hastings area water nitrate study and publicly reported the results.

March, 1991 to April, 2000, City Administrator, city of Falcon Heights, Minnesota

A Twin Cities suburb of 5,400. Reported to a five member city council with four appointed commissions. Responsible for all operations with a nine member regular staff, thirty member volunteer (paid by call) fire department and contracted personnel. Managed a \$4 million budget. Managed contracts for services including shared fire, police, water and snowplowing. Supported the council in identifying and accomplishing its goals. Communicated the city council processes and decisions to the staff, stakeholders, the community and the media. Anticipated, planned for and managed city council initiatives and issues. Represented the city at local, regional and state organizations and at the legislature. Worked closely with council, staff, consultants and citizens to achieve results, which included the following major accomplishments:

- Managed a study of the consolidation of the cities of Roseville and Falcon Heights
- Provided a clear budgeting process, budget document and sound recommendations.
- Completed the comprehensive plan; reviewed private redevelopment/development proposals.

Susan Hoyt
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City Administrator, Falcon Heights, continued

- Negotiated contracts for police services based upon clear service standards and for St. Paul Fire to provide an advanced life support (paramedic) first response to medical emergencies while respecting local EMS providers' long time service.
- Representative to U of M Master Planning Committee
- Managed the development and implementation of a major streetscape improvement.
- Improved nearly 90% of the city's streets and several parks in a fiscally responsible way.
- Collaborated with St. Paul and U of M to find a suitable site to locate the U of M Women's soccer stadium in Falcon Heights.

July, 1989 to March, 1991, City Planner, city of Falcon Heights, Minnesota

Reported to the city administrator; provided analyses, options and recommendations to a seven member planning commission and five member city council. Managed the development of a new comprehensive plan including the public process. Analyzed, recommended zoning code amendments. Reviewed all planning requests. Staffed the planning commission.

1985 to 1989 At Home Mother; also, president/treasurer, St. Anthony Park Nursery School

1981 to 1983 Teaching Assistant, University of Wisconsin-Madison, Department of Geography, taught environmental conservation class of 120 students.

1978 to 1981 Assistant City Planner, city of La Crosse, Wisconsin, dealt various planning issues, developed and administered a housing rehabilitation program, responsible for application for a federal Urban Development Action Grant for a hotel, convention center, office project.

1975 to 1978 Community Development Planner, city of Winona, Minnesota, managed the community development block grant process, downtown historic and housing rehabilitation

1974 to 1975: Planning Intern, state of Wisconsin Planning Agency, worked on statewide development policy, housing and infrastructure planning.

1972 to 1973: Community Liaison, Minneapolis Housing and Redevelopment Authority, worked with the Cedar Riverside neighborhood committee; attended Model Cities meetings.

EDUCATION

Graduate study in urban historical geography, 1981 to 1985, University of Wisconsin-Madison, course work in Ph. D. program, no degree completed

M. S. Urban and Regional Planning, 1975, University of Wisconsin-Madison, course work in land economics, public finance, housing, community development, and economic development.

B. A., Art History, 1971, Carleton College, Northfield, Minnesota, liberal arts curricula.

PROFESSIONAL AND SERVICE CLUB MEMBERSHIPS

- Northfield Chamber of Commerce, ex officio board, January 2006 to November, 2006
- League of Minnesota Cities fiscal futures policy committee, 1991 to 2000, 2002 -2005 (LMC). President, 1999 to 2000; Vice President and Board Member from 1996 to 1998;
- Association of Metropolitan Municipalities (AMM). President, 1998 to 1999, Vice President and Board Member, 1993 to 1998; Chair of Revenue Committee, 1994 to 1998
- Member, University of Minnesota Rosemount Advisory Committee, 2000 to 2002
- Association of Minnesota Counties, staff to Commissioner representing Dakota County
- Member, Metro Greenways Advisory Board, Department of Natural Resources, 1998 to 2000
- University of Minnesota Twin Cities Master Planning Advisory Committee, 1992 to 2000
- Metro Greenways Advisory Board Member, Minnesota DNR, 1998 to 2000
- North Suburban Chamber of Commerce 1991 to 2000; Northfield Chamber Board, 2005
- Ramsey County Public Works Technical Advisory Committee, 1992 to 2000
- ICMA, MCMA, MAMA, 1991 to date
- Sensible Land Use Coalition, 1989 to date, Board Member, 2001 - 2002
- Rotary International, Northfield Rotary, 2002 through 2005; Roseville Rotary, 1991 to 2000

JAMES G. WILLIS

16511 - 26th Avenue North
Plymouth, Minnesota 55447-1803

651-485-0700 (C)
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PROFILE

Chief Executive who has demonstrated effective leadership and direction in two growing metropolitan communities. Extensive knowledge and understanding of administrative practices. Developed and successfully implemented long-range capital improvement programs in both cities to achieve community development objectives. Demonstrated strength in managing diverse internal and external interests while executing community plans and achieving community objectives. Guided fiscal planning and management to achieve solid financial position. Effective in communicating and maintaining positive working relationships with the City Council, employees, community groups, and others.

PROFESSIONAL WORK HISTORY

1992-2006 City Administrator, City of Inver Grove Heights, Minnesota

1971-1992 City Manager, City of Plymouth, Minnesota

Inver Grove Heights is a growing suburb of St. Paul with a current population of approximately 33,000. Plymouth is a rapidly growing suburb of Minneapolis with an area of almost 36 square miles. It grew from a population of 18,077 in 1970 to over 53,000 in 1992. Accountable to a 5-member city council in both cities, the city manager/administrator is responsible for the administration of all municipal operations and services.

ADMINISTRATIVE MANAGEMENT

Planned and organized a dedicated and cohesive management team accountable for implementing city council goals and objectives.

Achieved a balance between meeting the service levels desired by the community while remaining sensitive to costs and resulting property tax burdens on both citizens and businesses.

Maintained a forward-looking vision to anticipate issues and problems rather than simply reacting to problems or events.

Created risk management funds that accumulated in excess of \$5 million through years of risk management efforts, including active employee safety programs, acquisition and replacement of appropriate equipment, and a self-insurance program with high deductibles.

Developed administrative and personnel policies to adhere to applicable laws and regulations and to promote the effective delivery of a full range of public services.

Developed and maintained effective working relationships with collective bargaining units.

FINANCIAL MANAGEMENT

Developed and executed all city and utility system budgets. This function involved extensive review of operating and capital budgetary requests and projected revenues, and continuous monitoring of revenues and expenditures.

Initiated program of planning and funding the future replacement of major capital assets with the creation of internal service funds for motorized and office equipment, and city facilities.

Planned and implemented a variety of service and utility charges adequate to meet long-range system capital requirements.

Established Tax Increment Financing Districts to achieve community development objectives. TIF districts with bonded debt were designed to avoid potential cost to taxpayers through developer-backed bonds and minimum assessment agreements.

Actively involved in developing a consolidated Dakota County wide 800MHz public safety (police/fire/EMS) system that is scheduled to commence operations next year.

DEVELOPMENT AND GROWTH MANAGEMENT

Developed and implemented comprehensive capital improvement plans for a wide variety of public infrastructure systems to meet community needs.

Initiated a long-range program to maintain and reconstruct streets involving the use of both general revenues and special assessments.

Developed the organizational structure to effectively respond to the diverse interests relating to growth-related issues.

COMMUNICATION

Established and maintained sound working relationships with the city council, employees, community groups, and other political jurisdictions and agencies.

Implemented a weekly informational memo for city council, advisory committee chairs, and staff to facilitate information sharing and trust building.

ELECTIVE OFFICE

Council member, City of Plymouth, 2005 to present

EDUCATION

Master of Public Administration: University of Michigan, Ann Arbor, Michigan

Bachelor of Arts: Simpson College, Indianola, Iowa

PROFESSIONAL AFFILIATIONS

International City Management Association – through 2005 when elected to public office

League of Minnesota Cities

Metropolitan Area Management Association