



**APPLICATION FOR CITY OF DULUTH BOARDS AND COMMISSIONS**  
Mayor's Appointments Advisory Committee  
411 West First Street, Room 330  
Duluth, Minnesota 55802

**FOR OFFICE USE**

DATE \_\_\_\_\_

APP# \_\_\_\_\_

CC DIST 3RD

DOA \_\_\_\_\_

BAC \_\_\_\_\_

Type in your information by tabbing through the boxes below. Print the application and submit to the address above.

**DATA CLASSIFICATION ADVISORY:** Please be advised that the information that you are requested to provide is classified as private data pursuant to Minnesota Statute 13.601, subd. 3, except for the following data which is classified as public data: (1) name; (2) city of residence except when the appointment has a residency requirement that requires the entire address to be public; (3) education and training; (4) employment history; (5) volunteer work; (6) awards and honors; (7) prior government service.

If you are appointed to a position on a board or commission, the following additional data will be classified as public data: (1) residential address; (2) either a telephone number or electronic mail address where the appointee can be reached, or both at the request of the appointee. Any electronic mail address or telephone number provided by the city for use by an appointee shall be public. An appointee may use an electronic mail address or telephone number provided by the public body as the designated electronic mail address or telephone number at which the appointee can be reached.

NAME Heather Rand

EMAIL ADDRESS \_\_\_\_\_

OCCUPATION: Economic Developer PLACE OF EMPLOYMENT: State of MN

ARE YOU PRESENTLY SERVING ON A CITY BOARD OR COMMISSION? YES ☒ NO ☐

IF YES, WHICH ONE(S)? Duluth Airport Authority

WHICH BOARDS OR COMMISSIONS WOULD YOU LIKE TO BE CONSIDERED FOR? (List up to 3 in order of preference.) Also list what types of experience or education you have had that would help you be an effective member.

CHOICE 1: Duluth Planning Commission

EXPERIENCE OR EDUCATION RELATING TO CHOICE 1:

Past service as Duluth Planning Commissioner, chair of successful Duluth 2006 Comp Land Use Plan Committee, UDC Development Committee, B.A. in Urban Land Use Planning, Augsburg College, professional work experience as city planner, city/county administrator, economic dvlper.

CHOICE 2: \_\_\_\_\_

EXPERIENCE OR EDUCATION RELATING TO CHOICE 2:

CHOICE 3: \_\_\_\_\_

EXPERIENCE OR EDUCATION RELATING TO CHOICE 3:

## HEATHER RAND

### PROFILE

Highly experienced state and regional economic developer with successful professional service as city and county administrator, city land use planner and business and community developer. Working knowledge of Duluth port, airport and related transportation assets as an economic development catalyst. Successful project management experience in business development, recruitment, expansion and retention including strategic planning, property marketing, construction management and the financing of redevelopment initiatives. Well developed working relationships with local, regional, state and federal economic development partners and representatives from pertinent government agencies. Excels at building teams and solving problems.

### PROFESSIONAL WORK EXPERIENCE

**8/04 – Regional Economic Developer – MN Office of Business & Community Development**  
State of Minnesota Dept. of Employment and Economic Development (DEED)

Manage state economic development activities in 12 county region of Northeast Minnesota. Strategically respond to business recruitment, expansion and retention opportunities by identifying real estate options, coordinating site visits and aligning federal, state and regional development resources of partners to maximize development opportunities. Perform trouble-shooting (intergovernmental relations) on behalf of a business and/or community when state or federal regulations and related policy inhibits economic development progress. Goal is to increase high wage employment opportunities, increase business profitability and increase private sector capital investment.

**6/02 – 7/04 Management Consultant** Project management, grant making, public communications and government relations for the MN DNR, The Nature Conservancy and The Duluth – Superior Area Community Foundation. Included budget review, strategic planning, coordinating working teams, and analyzing and reporting on outcome assessments.

**12/96 – 5/02 Government Relations Administrator (Registered State and Federal Lobbyist)**  
Minnesota Power/ALLETE, Duluth MN

Advocate for legislative and regulatory improvements to Minnesota business climate that meet customer needs and strengthen economy of NE Minnesota. Specialized in policy areas of economic development, transportation, public infrastructure, taxes and energy. Strategized public policy objectives with teams and determine impact on regional stakeholders utilizing working knowledge of legislative and regulatory public policy process and related relationships with agency staff and elected officials. Represent organization on a variety of levels including participation in broad-based coalitions and industry specific trade organizations including service on local and state chamber of commerce government affairs, tax and energy policy advisory committees. Developed working relationships and patterns of ongoing advocacy with local, state and federal decision makers. Administer ad hoc grassroots programs and activities designed to recruit, inform, and mobilize numerous constituent groups to support company efforts to influence federal, state and local governmental agencies. Plan, prepare and relayed information to targeted constituencies via newsletters, brochures, videos, public speaking engagements, and training sessions.

**4/94 – 10/96 Deputy County Administrator**

St. Louis County, Duluth MN

Population 198,000

\$223 Million Annual Operating Budget

2400 FTE Employees

Served as primary assistant to Chief Administrative Officer (County Administrator). Professionally managed organization's administrative activities under the general direction of the County Administrator and the elected board of 7 full-time County Commissioners and their constituencies. Responsible for formulation and execution of administrative policies, practices and procedures in a manner consistent with County Board directives, federal, state and local government agency requirements. Responsibilities included:

- Acting liaison between administration, county board, department heads, other governmental entities and general public for purpose of coordinating work activities, information flow, analyzing data and program information. Developed formal operating recommendations for weekly meeting agenda submittals and official correspondence.
- Supervised administration of organization's centralized planning, budget development and financial monitoring, purchasing, safety/risk management, internal/external communications, facility management, intergovernmental relations, clerical team support and special project management functions including acting as liaison between central administration, County Board, programmatic department heads and other governmental entities.
- Managed interdepartmental projects supervising activities of professional consultants and external service providers. Initiated and conducted continuing studies of organizational systems and procedures for purpose of recommending

solutions to better meet public service delivery needs with emphasis on efficiency and effective outcomes.

**10/93 - 3/94      Township Administrator**

Town of Rice Lake MN

Population 3500

\$975,000 Annual Operating Budget

8 FTE Employees

Managed day-to-day administrative activities with overall purpose of providing efficient municipal services in a manner consistent with policies and parameters established by 3 member elected Town Board of Supervisors and in compliance with federal, state and local government agency requirements. Responsibilities included:

- Formulated and managed annual operational budget including the monitoring of monthly financial statements and investment performance. Prepared monthly Board of Supervisor meeting agendas with appropriate background information on issues and developed recommendations on items requiring Board action.
- Supervised and performed human resource function for township staff (finance, road and parks, zoning, police, utilities) in a manner consistent with Board policy and federal and state laws and regulations.
- Coordinated efforts and activities of hired consultants including legal and financial advisors and of township citizen task forces and volunteer committees.
- Responded to inquiries from public pertaining to local service delivery issues. Facilitated working relationships with other governmental units and represented township on numerous state and local government agency committees.

**4/91 - 8/93      Commission Administrator**

Duluth/Fond du Lac Economic Development Commission

Duluth MN

200 FTE Employees

Administrator of government Economic Development Commission comprised of seven representative members appointed by the city of Duluth and Fond du Lac Indian Reservation. Commission responsible for oversight and management of joint venture enterprise known as Fon-du-Luth Gaming Casino and related economic development activities. Monitored daily business activity to insure profitability and compliance with federal, state and local government regulations. Advised Commission on financial conditions, regulation compliance, property management, purchasing needs, selection of consultants and related operational recommendations. Disbursed monthly financial and facility activity reports to governmental agencies including federal government, state agencies, city of Duluth and Indian Country entities. Represented Commission at public meetings and routinely delivered statements to the general public and media.

1985 - 3/91

Progressively responsible city administration, economic development and land use planning positions for cities of Woodbury, Anoka and Robbinsdale, Minnesota

**EDUCATION**

Mini Masters in Leadership	U of MN St. Paul Campus, MN	2014
Public Policy Fellow Program	U of MN Humphrey School of Public Affairs, MN	1997-1998
MA Public Administration Mgmt	Hamline University, St. Paul MN	-coursework complete in 1995, thesis pending
BA Political Science/Pre Law	Augsburg College, Mpls MN	1986
BA Urban Land Use Planning	Augsburg College, Mpls MN	1986

Continuing education in tax law, public policy and program evaluation, transportation planning, urban design, community planning, community and economic development. 1981 graduate of Cloquet Public High School.

**PROFESSIONAL AND CIVIC AFFILIATIONS**

Member of 7 county Strategic Arrowhead Growth Alliance (AGA), ARDC Board of Directors, Duluth Airport Authority, Duluth – Superior MIC Transportation Technical Advisory Committee, ARDC Business Revolving Loan Review Committee, Northland Foundation Business Loan Technical Advisory Committee, Economic Development Association of MN and MAPE Local 1402 Vice President. Former member, Duluth Planning Commission (past president), Generations Health Care Initiative Board (past president), Healthshare Board (past president), Catalyst to Duluth-Superior Area Community Foundation 2006 Knight Creative Community Initiative, Duluth YWCA Board of Directors (past president) and a 1995 graduate of Duluth Area Chamber of Commerce Leadership Duluth Program.