



**City of Inver Grove Height
Meeting Via In Person**

City Council Special Meeting at 4 p.m.

**To be held at City Hall E.O.C. Center
(Entry on lower level - Police Department)**

Tuesday, January 19, 2020

A G E N D A

NOTICE TO RESIDENTS: If you are interested in participating please contact Rebecca Kiernan prior to this meeting via telephone (651) 450-2513 or email (rkiernan@ighmn.gov) to inform her - your name, address. Individuals may submit written public comments in advance of the meeting by emailing comments to Rebecca Kiernan (rkiernan@ighmn.gov). Comments received prior to 4:00 p.m. on Tuesday, January 19, 2021, will be provided to the Council at or before the January 19, 2021 meeting.

A. Call to Order - Mayor Bartholomew

1. Discuss 2021 Legislative Platform and Bonding Requests.
2. Considerations of Open Senior Management Level Positions and Organizational Structure. Positions to be discussed: City Administrator, Parks and Recreation Director, and Public Works Director.

B. Adjourn

**City of Inver Grove Heights
2021 Legislative Positions and Initiatives**

A. Support the Municipal Legislative Commission's (MLC) legislative program Specific areas of support are: 1) Grant State authority to approve sales tax exemptions on construction materials and capital equipment; 2) Increased flexibility on the life of Tax Increment Financing (TIF) districts; and 3) maintain the Homestead Market Value Exclusion program

B. Fiscal Disparities – The City of Inver Grove Heights advocates for legislation that would reflect a meaningful analysis of the present day applicability of the state's 1971 commercial industrial "tax-base sharing" law and opposes the use of fiscal disparities to fund social or physical metropolitan programs because of its complexities results in a metropolitan-wide property tax increase hidden from the public.

C. Levy Limits – The City of Inver Grove Heights supports the principle of representative democracy that allows city councils to formulate local budgets. The city opposes state restrictions on local budgets and opposes legislation that imposes levy limits or the imposition of artificial mechanisms proposals such as the "taxpayer's bill of rights," valuation freezes, payroll freezes, reverse referenda, fund balance restrictions, super majority requirements for levy or other limitations to the local government budget and taxing process.

D. Support Local Control – The City of Inver Grove Heights supports a) the necessary changes to the Data Practices Act to protect municipalities from abusive or harassing requests, while helping to compensate for overly broad and burdensome requests; and
b) supports reducing the number of state and regional agencies that regulate municipal activities related to water quality and water supply.

E. State Property Taxes – The City of Inver Grove Heights opposes the extension of state-levied property taxes to additional classes of property and/or the increase in taxation levels on the present state property tax.

F. Public Employees Retirement Association (PERA) – The City of Inver Grove Heights supports sharing the cost for retirement programs between employees and cities and supports cities and fire relief associations working together to determine the best application of State Fire Aid. This also includes advocating for state funding of costs related to state-mandated changes to the provision of the retirement program, which have the effect of enhancing benefits beyond existing levels.

G. Local Government Aid (LGA) – The City of Inver Grove Heights advocates for policies that more fairly address the disparities in property tax burdens as a percentage of income as documented by the Voss Data Base. The City supports continued funding of Voss Data Base and compilation of data by the Department of Revenue.

H. City's Role In Environmental Protection and Sustainable Development

The City of Inver Grove Heights is committed to environmental protection and sustainability. The city supports public protection efforts to reduce greenhouse gas emissions and to further protect surface and ground water, as well as infrastructure design and techniques that are environmentally and economically beneficial and compliant.

Economic Recovery

The past year has brought unprecedented challenges to cities, businesses, and individuals. The City of Inver Grove Heights has always supported economic development programs helping businesses and workers in our cities. This year economic recovery is a key priority for Inver Grove Heights.

A.) Support for Small Business

Small businesses are the engines of local economies; however, many have been hard hit by repercussions from the pandemic. Inver Grove Heights supports programs designed to keep local businesses, such as hospitality venues, fitness centers, and salons, afloat and thriving as they face the consequences of a global pandemic. Other states have created grant programs for targeted industries. For example, Nebraska is directing over \$75 million toward hospitality grants, allowing hotels, event centers, restaurants, and other hospitality venues to obtain relief of up to \$500,000. Wisconsin has allocated \$45 million to hospitality firms for grants of up to \$500,000, as well. The City of Inver Grove Heights supports programs that help our small businesses rebound from the pandemic.

B.) Support Increased Investments in Minnesota Investment Fund (MIF)

The Minnesota Investment Fund provides financing to help add new workers and retain high- quality jobs in Minnesota. Funds are awarded to local units of government that provide loans to assist expanding businesses. The focus is on industrial, manufacturing, and technology-related industries to increase the local and state tax base and improve economic vitality statewide. All projects must meet minimum criteria for private investment, number of jobs created or retained, and wages paid. At least 50 percent of total project costs must be privately financed through owner equity and other lending sources (most applications selected for funding have at least 70 percent private financing).

Of the approximately 100 projects funded with MIF since 2015, around one-quarter were in MLC Cities, including: Apple Valley, Chanhassen, Eagan, Eden Prairie, Lakeville, Maple Grove, Minnetonka Plymouth, Savage, Shakopee and Woodbury. Many cities had one than one investment from MIF since 2015.

C.) Support Increased Investments in Job Creation Fund

The Job Creation Fund provides financial incentives to new and expanding businesses that meet certain job creation and capital investment targets. Companies must work with the local government (city, county or township) where a project is located to apply to DEED to receive designation as a Job Creation Fund business. Companies deemed eligible to participate may receive up to \$1 million for creating or retaining high-paying jobs and for constructing or renovating facilities or making other property improvements. In some cases, companies may receive awards of up to \$2 million.

Of the approximately 100 projects funded with JCF since 2015, around one-quarter were in MLC Cities, including: Apple Valley, Bloomington, Chanhassen, Eagan, Eden Prairie, Lakeville, Maple Grove, Minnetonka, Plymouth, Savage, Rosemount, Shakopee, Shoreview, and Woodbury. Many cities had more than one investment from MIF since 2015.

Transportation and Infrastructure

According to census data, MLC cities combined are among the biggest job producing areas in the state with over half a million employees (619,470) compared to Minneapolis/St. Paul with a combined total of 518,637. Along with those jobs comes added congestion and demand on transit and roads in MLC Cities. The City of Inver Grove Heights and MLC supports increased investment in transportation to maintain and grow a robust transportation network.

A.) Support Comprehensive Transportation Bill

The City of Inver Grove Heights and MLC supports regionally balanced transportation funding that addresses the long term needs of our state and is inclusive of all modes of transportation. Inver Grove Heights and MLC supports long-term increased transportation investments that will reduce congestion, provide funding for local roads and bridges, invest in non-motorized modalities, and build a transit system that matches demands in a post-pandemic world.

B.) Invest in Transportation Economic Development (TED)

The City of Inver Grove Heights and MLC supports increased investments in the Transportation Economic Development (TED) program. MLC was a key stakeholder in passage of the Transportation Economic Development Program (TED) in 2010. The program is a partnership between DEED and Mn DOT to leverage public and private funding for transportation programs with significant economic impact. The Bonding Bill passed in October 2020 included \$2.9 million for TED. The City of Inver Grove Heights and MLC supports additional funding in a comprehensive transportation bill.

Examples of TED projects in MLC Communities:

- 1-494/ East Bush Lake Road (Bloomington/ Edina)
- 1-394/ Ridgedale Drive Interchange (Minnetonka)
- Lexington Avenue adjacent to 1-694(Shoreview)
- Shady Oak Road widen and reconstruct (Eden Prairie)
- 1- 94 and 34th Avenue Interchange (Bloomington)

C.) Invest in Corridors of Commerce

Corridors of Commerce was established by the Legislature in 2013 with an initial authorization of \$300 million. Corridors of Commerce funds projects that provide capacity in areas with bottlenecks; improve the movement of freight; and reduce barriers to commerce. There is currently \$0 in Corridors of Commerce funding available.

Examples of Corridors of Commerce projects in MLC Communities:

- I-494/ I-35W Inter change and 1-494 MnPass Lanes (Bloomington)
- Highway 169 - Nine Mile Creek Bridge (Edina)
- I-35W - Minnesota River Crossing (Burnsville)
- 1-694 - Additional lane between Rice Street and Lexington Avenue (Shoreview)
- Hwy 13 and Dakota Avenue Freight Access and Mobility (Savage)

D.) Infrastructure Fees

New development and the resulting growth have placed an increased demand on cities for public infrastructure. This demand and limited financial resources have forced cities to reconsider how they pay for the significant costs associated with new development. Traditional financing methods tend to subsidize new development at the expense of existing taxpayers and this approach does not allow for the best land use planning. As a result, cities are exploring methods to ensure that new development pays for new development.

In *Harstad v City of Woodbury*, the Minnesota Supreme Court ruled that the current state statute does not provide authority for cities to impose infrastructure fees for all necessary road improvements external to a new development. However, current law does allow cities to

impose fees on new development of other infrastructure such as water, sanitary and storm sewer, and for park purposes. Thus, it seems reasonable to extend the fee for infrastructure concept to additional public infrastructure such as major roadway improvements that are necessitated by new development. The MLC supports legislation that gives cities the ability to impose infrastructure fees so the costs of new development aren't shifted onto existing taxpayers.

Local Control

Local government entities are closest to their constituents, most knowledgeable about their communities, and most invested in the welfare and success of their residents. These locally elected officials are in the best position to make important decisions about regulations, finance, and operations.

A.) Preserve Local Authority

1. Support local government authority for land use decisions, zoning and regulatory controls.

Cities are in the best position to understand the needs of the community and must have sufficient decision-making authority to manage development in the community. The City of Inver Grove Heights opposes any statutory changes that would erode this critical long-standing decision-making authority.

2. Support city authority to protect existing taxpayers and recover costs associated with development activity

Cities have the responsibility to minimize the impact of new developments on existing residents. Local leaders must ensure balance and equity on infrastructure investments, however, those initiated by new developments must not be passed on to existing taxpayers.

B.) Oppose Fiscal Limitations such as levy limits or reverse referenda on the decisions of local government officials

Local taxpayers hold their local elected officials accountable for local government spending and taxing decisions. When the State imposes levy limits, reverse referendum or other fiscal restraints on local elected officials, it negatively impacts the ability of cities to meet the needs of their residents and removes the autonomy of local officials.

The City of Inver Grove Heights opposes state limitations on local decision-making that inhibit the ability of cities to plan their budgets with confidence.

C.) Preserve the integrity of the Fiscal Disparities Program

The Fiscal Disparities program was enacted in 1971 to reduce disparities in tax base wealth between taxing units within the metropolitan area. Removing revenue from the pool to pay for legislative priorities runs counter to the purpose of the program. Further, the Program should not be expanded to include residential housing and should be used solely for commercial/industrial tax base redistribution. The intended uses of the program should remain intact.

D.) Support Repeal of the Local Government Salary Cap

Minnesota law limits the salaries of city employees to 110 percent of the Governor's salary, with an annual inflationary adjustment based on the Consumer Price Index. No other state in the nation puts a limit on local government salaries. Locally elected city councilmembers and mayors are in the best position to determine the needs of their communities, including the compensation of city employees.

The artificial cap on salaries places Minnesota cities at a disadvantage when recruiting and retaining talented individuals. Minnesota law already requires that each political subdivision post the salaries of its three highest-paid employees on its website, so the salaries of key employees are readily known to the local taxpayers and voters who provide the ultimate check on the actions of city councils.

Between 1998 and 2003, the Legislature exempted entities including school districts, hospitals, clinics and health maintenance organizations owned by a government organization from the salary limitation. During the 2018 session, the Legislature expanded that exemption by allowing the Metropolitan Airports Commission to be exempt from the salary limitation.

The Legislature should end the salary cap altogether and be consistent with all political subdivisions.

2021 State of Minnesota Bonding Bill Effort

A.) Public Works Maintenance Facility Expansion and Remodeling Project

The city's existing Public Works Maintenance Facility was constructed in 1985. At that time, the maintenance staff numbered 14 and a total of 24 pieces of equipment were stored in the building. The number of fulltime maintenance staff has grown to 31 and the number of pieces of equipment needing to be stored has more than quadrupled. During the warm weather months, staff numbers increase to approximately 45 with the addition of seasonal staff. In addition to expanding to meet these needs, the building requires numerous improvements to address ADA deficiencies and modifications to address operational inefficiencies.

The existing cold storage building, which includes the salt storage area, was constructed in 1991. Revisions are needed to improve salt handling and to heat some of the building to allow repurposing to improve operations.

A 2015 space needs study determined that an expansion totaling over 57,000 square feet, coupled with major renovation of the existing building, was needed to meet the city's current and future needs. The estimated cost of the improvements, assuming construction in 2023, is \$14,000,000. Our request is for \$10,000,000 .

B.) 117th Street Reconstruction and Modernization Project

The existing street was constructed in the 1960s. It is badly deteriorated and in need of reconstruction. The street is narrow, with minimal shoulders and drainage issues. There are many access points to abutting industrial properties, but no turn lanes on 117th Street. This creates safety problems.

The 117th Street corridor is an integral component of the broader Dakota County CSAH 32 corridor that connects Interstate 35W in Burnsville on the west to Trunk Highway 52 in Inver Grove heights on the east. The street is an "A" Minor Expander roadway and is on a Tier 2 Regional Truck Corridor.

The project will consist of a two-lane, median divided roadway for a one-mile segment of 117th Street between County State Aid Highway (CASH) 71 (Rich Valley Boulevard) and the Flint Hills Resources Refinery access, just west of the Trunk Highway 52/117th Street interchange, and pavement preservation improvements between the refinery access and the interchange.

The roadway project will be constructed to a 10-ton design, improve safety and access to the abutting industrial businesses, upgrade two at-grade railroad crossings to current railroad standards and integrate those crossing signals into the existing MnDOT TH52/117th Street ramp signal to reduce delay and back-ups as feasible.

The project is in the Capital Improvement Plan for construction in 2023 and 2024. The estimated construction cost is \$10,000,000. Our request is for \$2,000,000 .

C.) Rich Valley Trail Connection – The Rich Valley Greenway Master plan has been approved and adopted, which details an east-west Rich Valley Trail connection to the Mississippi River Regional Trail and MNRRA providing an opportunity to request both State and Federal funding. The City of Inver Grove Heights supports this expansion and participated in a technical advisory group that met regularly to discuss each phase of the master plan to provide guidance and insight into technical questions, options, partnerships and future projects.

D.) Heritage Village Park (\$2,500,000)

Heritage Village Park is located in the far northeastern corner of Inver Grove Heights along the Mississippi River, abutting the South St. Paul City limits on the north, the railroad track on the west and north of 65th Street.

The City of Inver Grove Heights is seeking funds for the development of Heritage Village Park; a park with regional, ecological and historical significance. The 65-acre Heritage Village Parks development has begun and the park will provide major public access to the Mississippi River; access to regional and national trails; space with ample parking to accommodate festivals and celebrations; and interpretive opportunities highlighting the natural, cultural and transportation history of the site.

The Dakota County Mississippi River Regional Trail (MRRT) runs through the park and the proposed improvements are well positioned to support interest in the MRRT, providing links to the river, recreational facilities (private marinas and parks); existing local and regional bikeways and trails; and nearby transit lines. The city has constructed an off-leash dog park and plans to construct an historically significant themed inclusive playground, restroom facility, splash pad, and shelters with a successful grant application. The investments in this public infrastructure will encourage private investment/reinvestment in the area all designed to increase the tax base. Our request is for \$2,500,000 .

INFORMATION MEMO

Hiring a City Manager or Administrator Toolkit

Learn the steps to take in hiring a city manager or administrator, including how to manage interim time, whether or not to use a search consultant, setting position qualifications and attracting, interviewing and offering positions to candidates.



This toolbox icon marks the link to a downloadable tool.

RELEVANT LINKS:

800.925.1122
651.281.1200
HRbenefits@lmc.org

Take action with Information Memo toolkits. They contain the forms, samples, or models a city can use to take action on a process or project. Look for the toolkit icon so you can download that tool to use or modify it for your city.

I. Pre-hiring action steps

Your city is suddenly faced with the prospect of hiring a city administrator or city manager. What should you do? What should you be thinking about? Maybe even more importantly what should you NOT do? This overview is designed to address some of the questions you may have about how to go about hiring the top appointed position in your city.

A. Interim administrator or city manager duties

When there is a vacancy in the office of the city administrator or manager one option is to designate some other trusted staff member (finance director, clerk) to serve as interim administrator until a replacement can be hired. Another option is to divide responsibilities between several staff during the interim. This can work, but the council must be very clear about who has specific responsibilities for what functions, and to whom they all report. Cities with the council-manager form of government should probably not use this option, since State law or the city charter vest the city manager with very specific authorities.

Another option is to work with or contract with a neighboring city to have its city clerk or administrator help out. Or, some cities hire a retired administrator to serve as an interim administrator or look for an administrator who is in-between jobs to serve in this role. LMC can provide a list of individuals who may be available for such interim service.

This material is provided as general information and is not a substitute for legal advice. Consult your attorney for advice concerning specific situations.

B. Using a consultant or doing it on your own

The first decision the mayor and council will need to make is whether to hire a consulting firm to assist with the recruitment. There are both national and Minnesota-based firms specializing in the recruitment of city administrators/managers. The fees vary, but about \$15,000 to \$20,000 plus direct expenses, can be anticipated. While the consulting fee may appear substantial up front, many cities have found it to be a very worthwhile investment in keeping the overall recruitment process objective and in hiring a manager/administrator who is the best fit for their city. Search firms may also offer some type of “guarantee” if the employee doesn’t work out or doesn’t end up staying in the position for a specified amount of time. One option for examining search firms is to seek formal proposals from vendors. Please contact the League for sample Request for Proposals for Executive Search Consulting Services. There is no requirement for a formal RFP process for this type of service. Another option that can be accomplished more rapidly, is to reach out to specific firms and request they submit a service quote. The Council should evaluate the proposals or quotes using the same process used for other service proposals or quotes.

If the council decides not to retain a consultant, but to handle the recruitment on its own, it is usually necessary to designate a trusted member of the existing city staff to manage the details of the process – the individual responsible for personnel matters would be the best choice, with the city clerk or finance director being other viable options. If the city is too small to have a staff member available for this purpose, the council will probably need to designate the mayor or a council member to handle it. The city attorney will also be a necessary and helpful resource in keeping the process legal and in finalizing the details of any employment agreement. If city decides not to retain a consultant, involvement of the City Attorney is strongly encouraged.

The council should agree up front on how it is going to organize itself for the task ahead – i.e. development of the posting, who will speak on behalf of the council in contacting candidates and the media, how the application process will occur, how the final terms of employment are established between the city and the successful candidate, etc. It should be very clear and agreed upon as to what roles individual councilmembers will and will not play in the process.

II. Hiring tasks

The remaining steps outlined in this memo would be similar regardless of whether a consultant is used.

RELEVANT LINKS:

The difference is that in one case, the consultant would coordinate most of the tasks, while in the other, it would be the designated staff member in consultation with the mayor or the whole council.

A. Establishing qualifications for the position

The mayor and council will want to start by thinking carefully and broadly about the qualifications they would like in a new manager/administrator.

For a moderately sized or larger community (e.g., population 4,000 to 5,000), it would be very reasonable to expect previous experience as an assistant city manager/administrator in a similar-sized or even larger city. Ideal candidates would hold a bachelor's degree and some candidates will have a master's degree in a relevant field (e.g., public administration, public affairs, business administration, leadership, urban affairs).

Smaller communities (e.g., under 2,500) have often reported better results attracting less experienced city administrator candidates, including candidates with limited previous work experience (e.g., someone who has served as an assistant in a larger city, a candidate with experience that is not directly related but still generally relevant, or someone who has just graduated from a master's level program but has little or no experience).

Beyond that, the council will want to think about specific demonstrated skills they may desire – i.e. staff leadership, policy work with the council, media relations, financial management, community and economic development, intergovernmental relations. No candidate is going to be strong in all areas! What skills are most important to the city at this time? It will be helpful to assess the strengths of existing staff, and then think about what skills the administrator/manager should bring in order to create a well-rounded staff team. Also remember managers and administrators are usually trained as generalists; if a particular skill is important, but not highly critical, most can learn quickly and apply those generalist skills in addressing particular issues and problems.

On the more intangible side, the city administrator/manager is a critical position for setting a “tone” for the city. What personal traits will work best for the city at this time? What “style” is needed to earn the confidence of the council and effectively lead the staff? What values does the community expect to see in its city administrator/manager?

Two basic core values any administrator/manager should bring to the job are a keen understanding of the public purposes and obligations of the city (which would be different than those for a private corporation) and a strong commitment to highly ethical behavior. The International City/County Management Association (ICMA) and its state counterpart, the Minnesota City/County Management Association (MCMA), are the professional associations for city and county managers and administrators.

[ICMA.](#)
[MCMA.](#)

RELEVANT LINKS:

[Minnesota City/County Management Association, Code of Ethics.](#)



[City Manager position description, City of Moorhead sample.](#)
[City Administrator position description, City of Fosston sample.](#)

ICMA and MCMA have adopted a very specific code of ethics to guide the behavior of members

While the mayor and council have the ultimate responsibility for hiring and supervising the city manager/administrator, it can be a very good idea to gather input from others in this beginning stage. Asking the opinions of key city staff is an especially good idea.

The council may want to consult with the Chamber of Commerce, key local industries, school district and county officials, community leaders, or labor leaders (including city labor unions if appropriate). The key is to carefully balance the input of the many diverse groups, and to avoid weighing the input of any one group or any one suggestion too heavily. When asking for input, it is important to make it clear the council will have to balance the many suggestions received with its own assessment of the needs of the city; every suggestion will not be able to be accommodated. Another option is to ask for input from these groups later in the process when candidates are being interviewed.

The council will want to complete this phase of the process by drawing up its list of the main qualifications being sought in the new city administrator/manager.

B. Job descriptions and position profiles

As with any recruitment, having a good job description is critical. The council should work with the consultant or staff member to review the existing job description, incorporating and emphasizing key qualifications and attributes established in the first step above.

Many local governments go further, creating a “recruitment profile.” Search firms routinely develop these for their clients. Such a profile usually goes into some detail about the community and city, describing its strengths, challenges and issues. The profile then describes the type of city manager/administrator the city would like to recruit to help address those challenges. Disclosing the salary range and benefits the council is willing to consider, along with information about the community, such as schools, recreational opportunities, etc. helps candidates decide whether to apply for a position. A profile is an opportunity for the city to “sell” itself to prospective candidates. Good administrators and managers are sometimes hard to find, so it is important for the city to put its best foot forward throughout the process.

RELEVANT LINKS:

[Minn. Stat. § 412.651.](#)



[City Administrator Job Advertisement, LMC Model Form.](#)

[League of Minnesota Cities city jobs posting.](#)
[Association of Minnesota Counties, employment listings.](#)
[International City/County Management Association Job Center, Employer Overview.](#)

Finally, in cities with the position of city administrator (as opposed to city manager which is more clearly defined in state statute – Minnesota Statutes §412.651) the job description or profile should be clear about the specific duties, responsibilities, and authorities of the position – i.e. does this position present a recommended budget to the council, what role does he/she have in hiring, disciplining or firing employees?

III. Recruitment of candidates

Next, the mayor and council must decide how broadly to “cast the net” for potential applicants.

Given the specialized nature of a city administrator/manager position, it is a good idea to advertise at least statewide. Both the League of Minnesota Cities (LMC) and the Association of Minnesota Counties (the skills between city and county managers are often transferable) will place advertisements on their websites. The Minnesota City/County Management Association (MCMA) is also willing to distribute information about positions of professional interest to its members via its online MemberLink community with over 300 members around the State. Many cities choose to advertise their position nationwide through the International City/County Management Association (ICMA). For some cities, it might make sense to at least advertise the position in the nearby states. LMC can assist you in placing notices with the municipal leagues in those states. The city may also want to consider sending the advertisement to universities and colleges with graduate degree programs in relevant fields such as public administration or public policy. Many can bring the position to the attention of alumni, as well as current students.

Another decision is whether to place the advertisement in local or statewide newspapers of general circulation. The disadvantage is you will likely be deluged with applications from individuals who are not really qualified, and most professional local managers will see your notice in association publications from LMC, MCMA, and others. On the positive side, there is always the possibility of finding a great candidate you might not otherwise have reached!

If you use a consultant, he or she will actively recruit applicants they believe might be a good fit with your position. If you do not use a consultant, the council may want to direct staff as to specific individuals to whom they would like to send the position announcement. There is also nothing wrong with individual council members and even staff bringing the position to the attention of potential candidates. That said, it is critical everyone **respects the established process**. Individual contacts should be solely an encouragement to consider applying, with no implication whatsoever the person is being promised a job, an interview or any other special consideration.

RELEVANT LINKS:

See *Employment Application*, LMC Model Form.

LMC information memo, *Veterans Preference in Hiring*, Section I-B-3, exception for department head positions.



City Manager or Administrator Training and Experience, LMC Model Rating Sheet Form.

Interested candidates should be directed to the consultant, city staff member, mayor, or whoever has been designated to coordinate the process.

Interested applicants are usually asked to send a professional resume, along with cover letter of interest, to the designated recruitment coordinator. Some cities require applicants to complete the city’s employment application form or another standardized form called a “supplemental application” that requests specific job-related information and allows for the applicant to elect Veteran’s Preference points, if appropriate.

A. Evaluation of applications

Cities may need to comply with veterans’ preference laws when hiring a manager or administrator. The law does not require cities to give preference to department head positions, but cities should use caution in applying this exemption and consult an attorney before assuming an employee will be considered a department head.

You may receive resumes and applications from more candidates than you wish to interview. The agreed upon process should include deciding who is going to narrow the list to a reasonable number for further consideration. If you have hired a professional recruitment firm, they will do this for you. If not, it may be done by the designated staff member, or perhaps the mayor or a small council committee working with the staff member. You will likely end up with at least three candidate groupings –those clearly not qualified; those that seem to fit the bill; and a third middle pile of strong potential candidates but lacking in some area. If you and the city attorney determine the position is subject to the veterans’ preference law, you will need to rate all candidates and veterans on a 100-point scale.

Otherwise, at this point it is usual to come up with a list of about 15 – 20 semi-finalists for further consideration. Copies of the resumes/applications of these top candidates are sent to each councilmember for their review and evaluation. It is very helpful to have some type of rating sheet to help the councilmembers score each candidate on key criteria. The scoring sheet can be based on a numerical rating system, but also allow opportunities for more subjective reactions. It is important everyone keeps in mind the identity of applicants is still private information at this point in time, and, thus, complete confidentiality must be maintained.

The council will then meet to discuss their ratings of the semi-finalists and attempts to reach agreement on typically five or six finalists to be interviewed. As a prelude to this discussion, the consultant or designated staff member may compile the councilmembers individual ratings into some type of integrated report that helps council more quickly see where there is agreement as to the top candidates.

RELEVANT LINKS:

LMC information memo, [Data Practices: Analyze, Classify Respond](#), Section VIII-A-1-c, Applicants for employment.

LMC information memo, [Meetings of City Councils](#), Section II-G-2, Interviews.

[Minn. Stat. § 13.43 subd. 3.](#)

Call HR for sample interview questions for a city administrator.

See LMC information memo, [Meetings of City Councils](#).

At this point in the process, the city must begin to balance the somewhat conflicting demands of the Minnesota Data Practices and Open Meeting Law statutes. The council discussion to select finalists for interviews must be done in a public meeting, but the identity of applicants must still be kept private! Therefore, the council discussion should be general, and with reference to specific candidates being something like “Candidate Number 4” or “Candidate D” rather than by name. Avoid using job titles that would identify the candidate as well.

Once candidates are chosen for an interview, they are considered “finalists” and the names of finalists are public data. Therefore, a highly recommended last step is to have the consultant, or designated staff member contact the finalists to advise them that they are going to be invited to interview and their identity is now public. This gives the applicant an opportunity to notify his or her current employer of their application before it comes out in the newspaper.

B. Interview process

In order to realistically compare candidates, it is best to complete all interviews in a relatively compressed timeframe, often over a one- or two-day period. Some cities choose to keep the candidates separated from one another, while others opt for a group event, including tours, receptions, and a group dinner with the council. As noted above, the identity of all finalists is public information at this point, and most candidates will understand that they are only one of several individuals being evaluated and considered. It is a nice idea to give all of the candidates a tour of the community, and perhaps even an opportunity to meet department heads, either one-on-one, or as a group. The candidates are evaluating you and your community at the same time you’re evaluating them, so it is important to be open and provide a setting for them to ask questions and get honest answers. No one benefits by unpleasant surprises later.

It is then typical and preferable for the full council to meet as a group to interview the candidates, although some councils may appoint a subcommittee to conduct initial interviews. If either the full council or an official committee of the council conducts the interviewing, the interviews are subject to the Open Meeting Law.

Council members should be prepared with a list of preset questions and some type of evaluation sheets to help them keep track of what they hear. At the end of the day, individual responses can begin to blur into one. Be sure all of the candidates leave the interview with an understanding of approximately when a decision will be made, and how they will be contacted.

RELEVANT LINKS:

LMC HR Reference Manual,
[Chapter 2](#), Section V,
Interviewing.



[Release for Employment
Reference Checks](#), LMC
Model Form.

[Minn. Stat. § 364.021](#).

HR Reference Manual,
[Chapter 5](#).

[Minn. Stat. § 364.021](#).
HR Reference Manual [Hiring
chapter](#).

You can find out more about the interviewing process, including questions you should not ask, and whether you are asking the right kinds of questions, in the League's Human Resources Reference Manual.

After all interviews are completed, the council usually tries to agree on a top candidate for further consideration. They may also want to agree on a second candidate in case something doesn't work out with their top pick.

1. Covering expenses

Candidates may have expenses for traveling to your city, either by car, or even by plane, if necessary. There might also be overnight lodging and meal expenses. It is common for the city to reimburse such interview expenses up to a capped amount, provided detailed receipts are received from the applicant. Some cities also invite the candidates' spouses to be present at city expense with the idea that the city is selling a family, not just an individual, on the idea of moving to the community.

2. Reference and background checks

Never make a final job offer without this last, critical piece of due diligence; reference checks! An excellent tool for evaluating how a candidate is likely to perform in your city is his or her past track record with other employers.

Potential legal issues can arise when considering Minnesota Statutes prohibit employers from requesting or considering an applicant's criminal history until an applicant has been selected for an interview. Thus, the city's employment application should not include any criminal history type questions. For additional information, refer to the Background checks section included in the Hiring Chapter of the HR Reference Manual linked to the left.

From time to time, cities express an interest in completing the employment reference check stage early in the process on all potential finalists prior to inviting them to an interview. This action is problematic with the 2009 Criminal Offenders Rehabilitation Act. The Criminal Offenders Rehabilitation Act prohibits cities from inquiring into the criminal history of an applicant for employment prior to being selected for an interview, unless the background check is required by state or federal law. In 2009, the law was specifically designed to require public employers to remove the questions from their employment application forms that ask about criminal convictions, and then in 2012 the law was expanded to cover both private and public employers.

RELEVANT LINKS:



[Release for Employment Reference Checks, LMC Model Form.](#)

LMC HR Reference Manual, [Chapter 2](#), Section VII, Background checks and bonding.

A less time-consuming practice is to complete reference checks on the council's top one or two candidates. However, the city should avoid making an offer of employment contingent upon employment and personal reference checks.

Instead, let the candidate know that at this point, they are under serious consideration for the position, and with their permission, you will be continuing the evaluation with reference checks. Let the candidates know you will be calling the references they have listed, and likely a few others who would be in a position to comment on their past work record and make sure the city's authorization form allows for this practice (see below).

Again, an agreed upon process is important. Who will conduct the checks? Who will they talk to? If you are working with a professional recruiter, they will perform that task for you. If not, the City should have a trained person who is not a decision maker conducting the reference checks and any additional searches, so in the event protected class information is found, it will not be passed along to the decision makers. It is important to make sure the reference check process is objective, professional, and completed the same way for all candidates being given final consideration.

Work with your human resources staff and city attorney regarding what are and what are not allowable topics to be discussed during those reference checks. It is also a good idea to make sure candidates have signed an authorization and release form allowing you to verify the information they provided – i.e., their backgrounds and employment references.

It is best to check with multiple references, including some who the candidate has not listed, to make sure you are getting a true, complete, and accurate picture of past performance. Then carefully evaluate and balance what you are being told. Remember, any one reference you talk with may have really liked, or really not liked, the candidate; you need a broader picture. Also, be on the lookout for inconsistencies in what the references shared and the candidate shared in his/her application and interview responses. Inconsistencies are something to check on but don't necessarily mean you shouldn't hire a candidate. Often there is a good reason for an inconsistency. It is good to check with both elected officials, and trusted staff in the candidate's current city or county. And it is fine to talk with others, such as the Chamber Executive Director, or even professional peers from nearby cities.

As with any position, it is also a good idea to complete a criminal history and financial background review. Many cities have also started to do a simple public Google search on all finalists for city employment. Again, ideally, the city will have a trained person conducting this search who is not a decision maker, so in the event protected class information is found under this public search, it will not be passed along to the decision makers.

See LMC [Salary and Benefits Survey](#).

C. Making an offer

Once everything looks good for your preferred candidate, a contact should be made to tentatively offer him or her the position.

If you are using a professional recruiter, they will handle this for you. If not, it should probably be done by the mayor. The administrator will be working for the mayor and council, so you owe it to him or her and to yourself to establish that relationship right from the beginning. You may or may not choose to include a specific salary and benefit package in that initial discussion; however, both parties should be aware of the range you are considering. It can be helpful to include the salary offer because for some candidates the process will not move forward without that on the table from the beginning

1. Establishing the compensation package

Once the council and candidate have agreed they are mutually interested in pursuing an employment relationship, there are a number of benefits and terms and conditions of employment your candidate will likely want to discuss. Beyond salary, candidates with a number of years of experience will probably expect to receive some credit for that experience when it comes to the vacation, PTO and/or sick leave schedule – i.e., they will not want to start at the bottom of the schedule in many cases.

The administrator/manager may also expect to be reimbursed for participation in one or two civic organizations, and for the considerable expense of moving to your community. An automobile allowance or mileage reimbursement arrangement may also be requested by the candidate. And professionals will also be looking for financial support for their on-going professional memberships, involvement, and continuing education programs in organizations like the International City/County Management Association, the Minnesota City/County Management Association, and, of course, the League of Minnesota Cities.

The Survey Navigator for Minnesota Salary & Benefits Survey can help you evaluate what similarly sized cities around Minnesota are currently paying.

Frequently, the council will want to agree on an initial salary offer but will give some latitude to the mayor or other designee to negotiate with the candidate. The council should also discuss in advance what is acceptable as far as other types of compensation, such as moving allowances, but again, needs to leave some flexibility to the designee for negotiating the offer.

RELEVANT LINKS:

See LMC information memo,
[Governors Salary Cap.](#)

See LMC information memo,
[Local Government Pay
Equity Act.](#)

A best practices tip is to ensure the salary not only falls below the Governor's salary cap (link provided to the left) but also maintains compliance with the City's pay equity reporting since Minnesota Rules require a jurisdiction to "maintain equitable compensation relationships." After the city makes its initial offer, the candidate will likely ask for some time to think it over and will more often than not come back with a request that is somewhat higher, at least in some areas, than the city's initial offer.

Be flexible and realistic in considering the candidate's counterproposal. It is unlikely the council will want to approve a compensation package wildly out of line with community values or what similar cities are paying. On the other hand, the manager/administrator position is extremely important to the overall success of your city government, so the council should weigh the cost/benefit of losing a preferred candidate over small differences, after spending so much time, effort and money recruiting the candidate. And "haggling" over small differences can start an important relationship off on the wrong foot. If both the council and the candidate maintain professionalism and mutual respect, differences can usually be worked out and an agreement reached that everyone can feel good about and defend.

2. Employment agreement

You will need to decide how the salary, benefits, and other terms and conditions of employment will be documented. Your city may choose to rely on standard city personnel policies in all or many of these areas. In this case, you will at least want to provide a letter of appointment to the candidate.

You should be prepared, however, that your candidate is likely to ask for an employment agreement. Hiring a city manager/administrator is different than hiring any other city employee. While other city employees may be covered by a collective bargaining (union) agreement or civil service rules, the manager/administrator generally serves "at the pleasure" of the council, and should be considered an "at will" employee (i.e., the council can discharge him/her for any or no reason – except as prohibited under federal or state law, i.e. protected class status such as ethnicity or gender). Granting the council such discretion preserves the democratic underpinnings of the council-manager plan and others form of local government where a chief administrative officer, appointed by the elected officials, exercises a significant amount of influence and discretion on city policy and administration.

While as a general principle LMC does not recommend cities enter separate employment agreements with individual employees, the top-level administrative position in the city is very well an exception your council may wish to consider.

RELEVANT LINKS:

[Minn. Stat. § 465.722.](#)
See HR Reference Manual,
[Chapter 3](#) Section III K 4
Severance pay.



See [City Manager or Administrator Employment Agreement](#), LMC Model Contract.

HR Reference Manual [Hiring chapter](#).
MN Dep't of Labor and Industry: [Wage Theft Legislation 2019 and Summaries](#).

In exchange for agreeing to be an “at will” employee, many, perhaps most, professional administrators and managers will expect the employment agreement includes a severance clause establishing what compensation will be provided should the council choose to terminate the administrator/manager’s services. State law generally limits such severance compensation to no more than the equivalent of six months wages. Entering a well-crafted agreement can help avoid a lot of conflicts in the future, including the chances of a messy and very public dispute or even litigation should the council terminate the administrator or manager.

Refusing to grant an employment agreement may also mean your city is not able to attract the desired candidate.

The Minnesota City/County Management Association, in cooperation with the League of Minnesota Cities, developed and reviewed sample employment agreement for possible use. If you choose to enter this, or any other agreement, please be sure to consult extensively with your city attorney to understand the obligations being created on both parties. Once the terms of your employment agreement have come together, it is best to have the city attorney draw up the final document for signature by both parties. The candidate is likely to have his or her own attorney review it as well so don’t be surprised or offended if there are still a few details to iron out.

3. Required employee notice

Effective July 1, 2019, at the start of employment, all employers are required to provide a written notice containing specific information. According to the Department of Labor, this start-of-employment notice must be given to all employees, including temporary employees. The employer must keep a copy of the notice provided to the new hire and signed by each employee acknowledging receipt of the notice. For additional information see “Offer letter” in the Hiring Chapter of the HR Reference Manual.

IV. Declined offers

It is possible you won’t get your first choice of candidate. That’s why the city council will want to agree on a second candidate up front. Sometimes, things just don’t work out, and you’ll need a second choice.

If number two doesn’t work out, the city can go on to number three, and so forth, as long as the Council feels good about the candidate and believes he/she will meet the city’s needs well. If the city council is not satisfied with anyone else interviewed, the council can always go back to that “middle” pile for another look and conduct more interviews.

RELEVANT LINKS:

See LMC information memo,
[Veterans Preference in Hiring.](#)

800.925.1122
651.281.1200
HRbenefits@lmc.org

Keep in mind selection of these additional candidates will need to be in accordance with Veteran's Preference, if applicable, just like that which was undertaken for the first set of interview candidates. Or if that doesn't work, many cities and counties have had positive experiences completely opening up the process again. Someone really great who didn't apply the first time just might be available now or be willing to give your city another look. Probably the worst thing a city can do is to settle for a candidate the council really is not enthusiastic about. Whoever is serving as your interim city administrator/manager can probably handle the job for a few more months while the city takes the time to get the right person.

Hiring a new city administrator/manager is one of the most important decisions your council will ever make for the city. It will cause the council to come together in focusing on what's really important to your community and to your city government right now. In finding the right person for this key position, you'll be well on your way to forging a council-administrator-staff partnership that will undoubtedly lead to great results for your city. Take whatever time is necessary to do the job right, keep your perspective and sense of humor, and be professional. If the city chooses to hire a search firm to assist you may also discover that expenditure of resources is a worthwhile investment in the future of the City. You and your constituents deserve the very best administrator/manager you can find.

V. Further assistance

Please feel free to call on us at the League if we can be of further help.

MESSERLI | KRAMER

ATTORNEYS & ADVISORS

To: Inver Grove Heights City Council
From: Katy Sen, Government Relations Division Chair, Messerli Kramer
Date: January 19, 2021
Subject: Legislative Strategy for 2021 Session

I am so sorry that a prior commitment prevented me from attending this meeting; I look forward to connecting with each of you sometime soon. I am available anytime by email: ksen@messerlikramer.com or on my cell phone: 612-280-2249. Feel free to reach out with any questions or suggestions.

I have greatly enjoyed working on several successful legislative proposals with the City of Inver Grove Heights in recent years. Working together, we have received funding for:

- Argenta Trail (\$6.1 million)
- Broderick Boulevard (\$1 million) and
- State construction sales tax exemption for the fire station

The following memo describes upcoming session priorities and how a bonding bill might fit in, as well as a strategy for communicating the importance of the City's legislative priorities at the Capitol.

Budget Year vs. Bonding Year

In Minnesota, the Legislature must pass a two-year (biennial) budget in odd years. Large bonding bills are typically passed in even, non-budget, years. Smaller bonding bills are often passed in Budget Years for emergency items. Here are a few other key facts to keep in mind for the upcoming session:

- A historically large bonding bill of \$1.8 billion passed in October 2020 during one of the Special Sessions so it's likely that this year only a "small" bill (or no bill) will pass.
- Beginning the process of requesting bonding funds during a budget year is ideal, even if the project is unlikely to be funded until the following session. Starting in the budget year allows time to draft language, find authors, discuss with chairs and prepare for the critical summer bonding tours that legislative committees make ahead of a bonding year.
- Our goal is to position the bonding priorities for Inver Grove Heights to be considered if a bonding bill passes in 2021; however, realistically, the requests will spill over to the bonding year of 2022.
- Cities (other than Minneapolis and St. Paul) rarely get more than one project in a bonding bill so prioritizing projects is key. Most cities do not get any projects in the bonding bill. Requests often outstrip funding by a margin of four to one.
- Because of COVID, everything is taking longer and the Legislature is likely going to focus on fewer items than usual.

MESSERLI | KRAMER

ATTORNEYS & ADVISORS

Challenges and Opportunities for Inver Grove Heights Bonding Projects

The Governor and legislators consider many factors when reviewing bonding bill projects, including: regional and statewide significance of the project; a local match equal to the state investment; the size of the project; and the positive impact of the project.

It is unusual for a city (other than Minneapolis and St. Paul) to get more than one bonding project in a bonding bill so I would recommend prioritizing one or two projects. My comments below are based on reading the draft legislative platform. It's possible, with more detail and information, my initial analysis of strengths and challenges might change but I wanted to send some preliminary thoughts.

- **117th Street Reconstruction and Modernization Project - \$2 million**
 - *Strengths:* The project has regional significance and support from communities beyond IGH. Local road projects are often included in the bonding bill. The request amount is typical for city projects.
 - *Challenges:* There is ongoing debate about funding transportation in the bonding bill (rather than through a comprehensive transportation bill). That being said, city road projects have been included in recent bills. Trunk Highway earmarks are more difficult but this does not appear to need Trunk Highway earmarks.

- **Heritage Village Park - \$2.5 million**
 - *Strengths:* Constructing the only inclusionary park in Dakota County would meet the regional significance test and boost interest in the project. There could be opportunities to get support beyond IGH for groups advocating for more inclusive opportunities. The request amount is typical for city projects.
 - *Challenges:* Local parks rarely get state bonding dollars.

- **Public Works Maintenance Facility Expansion and Remodeling Project - \$10 million**
 - *Challenges:* It would be difficult to make a case for regional significance and \$10 million will be seen as a large request. Legislators are likely to push for the city to pay at least half of the cost, if they were willing to consider it at all.

- **Rich Valley Trail Connection – request TBD**
 - *Challenges:* There is a lot of competition for money for trails, in part because the state trails tend to be top priority for state money. Success would depend on the size of the request and how vocal and widespread the support is for this particular park. We would have to make the case that it's a regional attraction.

MESSERLI | KRAMER

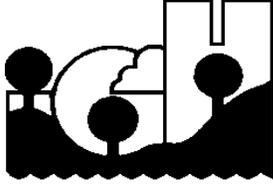
ATTORNEYS & ADVISORS

Communicating the Importance of a Bonding Project to Policy Makers

Messerli and Kramer will facilitate items in the list below (as well as others) to boost visibility of legislative priorities. Once your legislative platform is finalized, we will tailor this list and add more details.

- **Keep local legislators looped in:**
 - Meet with local legislators to describe the project. Offer to provide a tour if they are unfamiliar with the project.
 - Local legislators will be influential with Capital Investment Chairs and leadership in their caucuses.
 - Both Majority and Minority caucus members are influential since a bonding bill needs a super-majority to pass.
- **Meet with Capital Investment Chairs and Capital Investment Staff**
 - Meet with Chairs during the 2021 Session to describe the project.
 - In June, contact chairs and staff and request to be included in the bonding tours in the summer and fall.
- **Meet with the Governor's Office Staff**
 - In the fall of the odd year, meet with the Governor's staff and MMB. The Governor generally makes many decisions between mid-November and mid-December. The Governor's Capital Budget is due January 15th of even years.
- **Meet with other interested parties**
 - If our project will be overseen by a particular state agency, plan to meet with the appropriate staff in that agency. The agency may testify about your project or be asked informally their opinion about it by the Governor or legislators.
 - If our project crosses into another committee's jurisdiction, meet with the chairs and staff for that committee.
 - If our project has allies in other legislative districts, loop them in to see if they would reach out to their legislators as well.
- **Monitor our project throughout the process and weigh in as needed**
 - Have bills drafted and introduced in both bodies as early in session as possible.
 - Work with our bill authors to request hearings in both bodies.
 - Prepare straight-forward, compelling testimony for committee.
 - Review both the spreadsheet dollar amounts and language in the Governor's Capital Budget Recommendations, the Senate Bonding Bill, House Bonding Bill and final Conference Committee report.

The general outline above gives you a high-level idea of how we have been successful in the past. Once your legislative platform is finalized, I look forward to strategizing about the specific priorities and projects. Please don't hesitate to reach out at any time with questions or suggestions!



CITY OF INVER GROVE HEIGHTS

MEMORANDUM

TO: Mayor & City Council

FROM: Joe Lynch, City Administrator

SUBJECT: Senior management positions replacement

DATE: January 11, 2021

CC:

Encl: LMC Hiring a City Manager or Administrator Toolkit

Background:

Council finds itself in the position of having to consider what to do about the replacement of three Director level positions with the city: The City Administrator, the Parks & Recreation Director, and the Public Works Director.

These are all positions that are members of the Senior Management Team which is responsible for management and operations of their respective departments of the city, as well as be a resource and background for all information about policy, regulations, and best management practices for the city.

Council needs to discuss and decide what it would like to do with each of these positions in terms of short-term solutions and long-term solutions.

Overview:

The City needs to replace three Senior management positions. There are short terms considerations, long term considerations, timeframe and schedule considerations and the process the city would like to use to fill these positions- using a search firm or on their own.

City Administrator

Short Term Considerations

The League of Minnesota Cities keeps a list of former (some retired) city administrators/managers that are willing to provide Interim services to the city.

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The Council could invite a candidate or candidates in, interview them, and then decided to proceed with one of them as Interim Administrator or not. This Interim period could be up to 5 months, depending on other decisions the Council will make about longer term considerations.

Opportunities

- Experienced administrator could come in with shorter lead times needed to get up to speed.
- This person would not be a candidate for the job on a long-term basis.
- This person would only be responsible for Administrator duties not any others.

Challenges

- Depending on the list, you might not have candidates with experience working in a city of this size.
- You need to find the right fit, even for a short-term experience.
- If they are not retired, candidates could leave if they found full time work in another city job or field.

Another possibility is to consider if there is someone inside of the organization who is capable and willing to serve in the Interim role for the period necessary to find a new Administrator start. Someone would have to have experience in municipal government, management and supervision experience and political savvy as well as knowledge of most if not all the operations of the city.

There is such a person in this organization who is capable and willing to serve in this capacity, Community Development Director Heather Rand. Ms. Rand has municipal experience, worked in several other government agencies, she has worked for a larger city, for the State of Minnesota and in an associated government partner agency.

Opportunities

- Familiar with all remaining department heads and of most operations
- Would provide continuity with strategic planning.
- Has prior experience with other, larger organizations who could handle the speed and volume of work.

Challenges

- If doing her regular department head work, would have need for additional staff resources to help accomplish both jobs.

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- As a department head would need assurance and protection that her current position is still available at completion of Interim period.
- Has not had city administrator experience, but large department and state agency experience.
-

Another option is to consider accepting applications for the Interim position from those outside the city and from the private sector.

Opportunities

- Provides a different perspective and can bring best practices from the private sector.
- May not be a candidate for permanent position.
- Not tied to any working relationship with any current Senior Management staff

Challenges

- The regulations and requirements for operating a city are different than running a business and need experience and understanding of what those are.
- Could be more costly than the other options.
- Getting up to speed would be a longer time frame than the other options.

Long Term Considerations

The City Council needs to determine how best to replace the City Administrator on a permanent basis. The City could consider using an outside consulting search firm.

Opportunities

- Directed recruitment of city candidates meeting set expectations and experience.
- Marketing efforts to attract candidates through a city and position profile.
- Expertise in the process used and regulations on the availability and use of personnel data and meeting data practices requirements.

Challenges

- Cost – expect between \$18-\$25,000 dependent upon what the parameters of needs for marketing and recruitment.
- Added time – because position profile and marketing materials need to be developed, meetings with various groups to gain insight into expectations and desired qualifications and characteristics.
- Not a guarantee – however most will work with city if match does not work within the first year for free replacement process.

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The city could attempt to hire the administrator using existing staff and city resources. The city did not use a search firm the last time the position was filled.

Opportunities

- Organic input and feedback.
- Cost – significantly cheaper than using an outside consulting firm.
- Time- a much shorter time frame to complete the process – about 30-45 days could be saved.

Challenges

- Not professionally managed, no community or position profile developed.
- No direct recruitment of qualified candidates
- Risk – need to be cognizant of data practices, private vs public data and keeping separation of each.

This process could take up to 20 weeks (5months) to complete given all the requirements for notification, advertising for position, drafting profiles, setting up interviews, background checks, etc.

Parks & Recreation Director

Short Term Considerations

The City Administrator is currently working on gathering the necessary information to supply to the City Council to consider appointing an individual as Interim Parks & Recreation Director on January 25th. If possible, the plan is to have that information into the Council's hands by this meeting to give you time to read through it, consider it and see if there are any other questions.

Long Term Considerations

The Council will need to determine how best to fill this position on a permanent basis. The Council could use an outside consulting search firm.

Opportunities

- Directed recruitment of city candidates meeting set expectations and experience.
- Marketing efforts to attract candidates through a city and position profile.
- Expertise in the process used and regulations on the availability and use of personnel data and meeting data practices requirements.

Challenges

- Cost – expect between \$10-15,000 dependent upon what the parameters of needs for marketing and recruitment.

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- Added time – because position profile and marketing materials need to be developed, meetings with various groups to gain insight into expectations, desired qualifications, and characteristics.
- Not a guarantee

This process could take up to 16 weeks (4 months) to complete given all the requirements for notification, advertising for position, drafting profiles, setting up interviews, background checks, etc.

Public Works Director

Short Term Considerations

The current Public Works Director is working on getting information on possible Interim solutions. Like the other management positions, there are at least two considerations. One option is to appoint an outside individual or firm to handle the duties.

The Council can consider approaching a former or retired Public Works Director to fill the Interim role for up to 4 months.

The League of Minnesota Cities does not provide a resource for this type of position, like they do for Interim City Administrator services. There may be some success in advertising in professional or trade association magazines or publications. The American Public Works Association does not provide such a resource either. We would have to recruit an individual or advertise for such services.

Opportunities

- Experience serving in such a role previously provides little ramp up time.
- Can handle the breadth and depth of the regulatory environment of municipal work.
- Would not be a candidate for the permanent position.

Challenges

- The readily available resources for recruitment seem to be minimal.
- Advertising and going through an application process take time.
- Ensure that P.E. license is current.

The Council could also consider appointing a consulting engineering firm, designating an individual with that firm to fill the Interim role. In the case of the Public Works Director, this option is much more viable than considering it for the Parks & Recreation Director position because of the technical nature of most portions of this job. The P.E. credentials benefit the city because when reviewing road plans, storm water plans, utility plans etc. having that license ensure

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complete review by two and sometimes three engineers so standards are met or exceeded. The same is true when talking about design and construction issues.

Opportunities

- Experience, qualified, licensed by consulting P.E. firms.
- If personality or style is in conflict can change to another individual within firm
- Available to be on site for part time work – up to 20 hours/week or as designated.

Challenges

- Costly- hourly rate is charged at private sector rate and would be about 2-2.5x that of hourly rate of current compensation.
- Not invested in outcomes for community
- Not a comprehensive approach

The Council could consider appointing someone from within the organization to this role for that time necessary until a permanent replacement is found. To my knowledge and based upon conversations with the current Public Works Director, there is no one on staff who is interested or capable at this time of filling this role.

Long Term Considerations

The Council will need to determine how best to fill this position on a permanent basis. The Council could use an outside consulting search firm.

Opportunities

- Directed recruitment of city candidates meeting set expectations and experience.
- Marketing efforts to attract candidates through a city and position profile.
- Expertise in the process used and regulations on the availability and use of personnel data and meeting data practices requirements.

Challenges

- Cost – expect between \$10-15,000 dependent upon what the parameters of needs for marketing and recruitment.
- Added time – because position profile and marketing materials need to be developed, meetings with various groups to gain insight into expectations and desired qualifications and characteristics.
- Not a guarantee

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This process could take up to 16 weeks (4 months) to complete given all the requirements for notification, advertising for position, drafting profiles, setting up interviews, background checks, etc.

Structure

I had previously mentioned that it would be good to discuss the possibility making changes to the organizational structure. These opportunities do not present themselves often because of the longevity of staff. However, when they occur, I think the Council should entertain the discussion to see if that is a direction it wants to proceed.

The initial thought dealt with the Public Works and Parks & Recreation maintenance portions of each position, as well as coordination of engineering services. There are other departments that would also like to explore changes within their structure and possibly across departments to better coordinate and deliver services.

OVERVIEW

- Short term and long-term considerations for each position have been given.
- Opportunities and challenges for each of the short- and long-term considerations has been presented.
- Need a decision on each of the short term and long terms situations to move forward to stabilize the organization and prepare to work on the longer-term solutions.
- Need to take into consideration the timing of the start of the search for each position – do you want to hire the City Administrator first have have that person be a part of the conclusion of the searches for the tow Director level positions?

Recommendations:

City Administrator

I recommend appointing Heather Rand as the Interim City Administrator and the Mayor/Council negotiate the terms and conditions for the position.

I recommend that the Council appoint the individual I offer to serve as the Interim Parks & Recreation director on Monday, January 25th. This would be a four-month, temporary assignment.

I recommend that the City Council direct the City Administrator and Public Works Director to seek a request for a proposal from our pool engineering firms to have

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an individual serve as the Interim Public Works Director for a four-month temporary assignment. These proposals would be brought to the City Council at your January 25th meeting with a recommendation to appoint an individual from one of these firms for that position.

I recommend that the City Council move forward with drafting an RFP (Request for Proposals) to fill all three positions through a professional consulting search firm utilizing their process.

Given the number of positions to fill, the short term and long-term decisions and approaches to be taken into consideration, I recommend that the City Council wait until you have hired the permanent City Administrator so that she/he could be involved in these types of discussions and better make recommendations, in coordination and communication with department heads and other staff at that time.