



Our Vision

Red Wing thrives as a vibrant, creative river town that values its natural environment, welcomes all people, and unlocks opportunity for everyone.

Our Mission

We strive to create a sustainable, healthy, accessible, resilient, and equitable community where every person feels at home.

Meeting Announcement and Agenda Personnel Committee Regular Meeting

**Jordan River Room, City Hall Second Floor, 315 West 4th Street, Red Wing, MN
Monday, August 14, 2023, at 5:00 PM**

- 1. Call to Order**
- 2. Approval of Minutes**
 - 2.A. Motion to Approve July 24, 2023, Minutes.
- 3. Old Business**
 - 3.A. Consider a Motion to Reaffirm the April 17, 2023, Personnel Committee recommendation on the City Council Administrator Hiring Process.
- 4. Communication Items**
 - 4.A. Personnel Updates (Verbal)
- 5. Adjournment**

Accommodations for signing interpreter, Braille, large print, etc. can be made. Call City Hall at 385.3600 seven days prior to the need. Hearing assistance devices are available during meetings.

PERSONNEL COMMITTEE MINUTES
Monday, July 24, 2023

City Hall, Jordan River Room

Members Present: Don Kliewer, Janie Farrar, Kim Beise

Members Absent: None

Staff Present: City Council Administrator Kay Kuhlmann, Interim Human Resources Manager Patti Schmidt, Public Works Director Shawn Blaney, Fire Chief Mike Warner, Assistant Fire Chief Peter Hanlin, Administrative Business Director Marshall Hallock, Police Chief Gordon Rohr, Assistant Police Chief Nick Sather and Engineering Director Jay Owens

Others Present: City Council Member Vicki Jo Lambert arrived 4:45 p.m.

Call to Order: Farrar called the meeting to order at 4:29 p.m.

Approve Minutes: Beise made a motion and Kliewer seconded the motion. Motion to approve minutes approved unanimously.

Library Director Hiring Process: Kuhlmann provided a verbal report sharing the number of applications received thus far and the August 6 deadline for applications.

Process Manager – Assistant Airport Manager Position: Blaney presented a written report requesting to modify the organizational chart by combining two current positions into a Public Works Process Manager/Assistant Airport Manager position. The Contract Manager position is currently vacant. Beise made a motion to present the organizational change to the City Council at their next meeting. Farrar seconded the motion. Motion carried unanimously.

Fire Personnel Addition for 2024: Warner presented a written report providing budget information for the proposed staffing increase of three firefighter/paramedics in 2024. If the budget allows, Warner would like to have a staffing study completed.

Police Recruitment Incentives: Rohr and Kuhlmann presented ideas for hiring incentives for Patrol Officers as well as current employees. Education, benefits and wages were also mentioned. This item will be further discussed at an upcoming budget workshop.

General Recruitment for Exempt Employees: Kuhlmann shared information regarding recruiting strategies to entice individuals into exempt positions in governmental agencies. Staff in attendance shared personal and also departmental information. No action required.

Personnel Updates: Schmidt provided a verbal report on the status of hiring processes.

Next Meeting Date: Kuhlmann will review calendars and send out possible dates for the next meeting.

Adjourn: Farrar adjourned the meeting at 5:29 p.m.



Memo

To: Personnel Committee
From: Kay Kuhlmann
RE: City Council Administrator Hiring Process
Date: August 14, 2023

Title

Consider a Motion to Reaffirm the April 17, 2023, Personnel Committee recommendation on the City Council Administrator Hiring Process.

Background

The 2023 Personnel Committee has had three conversations about the hiring process for the Council Administrator position starting on March 13, 2023 when I mentioned my target retirement date of March, 2025.

I reported this to the Personnel Committee to provide the City with plenty of time to determine the hiring process and transition plan.

On April 17, 2023, the Personnel Committee reviewed a staff memo and a Hiring Process for the City Council Administrator with target dates, Plan A -Succession Planning and Plan B - External Hiring Process.

Plan A - Succession Planning is consistent with the City's 2019 Strategic Plan, which is to "Continue succession planning that provides for the orderly replacement of key positions. Plan B is to launch an external process.

At that meeting, the Personnel Committee voted to recommend the City Council approve Plan A, initiating an internal search. The timeframe for the internal posting was July. Staff initiated the hiring process by posting the position internally in July. One person signed the posting. The action taken to post the position was consistent with the direction of the Personnel Committee, but premature because it had not received Council approval.

The Personnel Committee met on June 20, 2023 and staff shared that one employee had signed the job posting. There was discussion about Plan A vs. Plan B, and two members expressed a preference for Plan B.

On August 14, 2023, the Personnel Committee is scheduled to meet. Staff will ask for clarification and direction on the recommendation that will be sent to the City Council in the near future. The Personnel Committee is asked to provide a recommendation to the City Council.

Discussion

City department leaders believe stability is a positive quality in a city organization. Recently, a recruiter from Baker Tilly reported that the four primary things candidates are looking for when considering an executive level position are:

1. Stability in the organization;
2. Job Security;
3. Work life balance; and
4. Internal promotion policies/opportunities.

Organizationally, we have been successful in identifying employees early on in their careers and supported their interest in taking on more responsible management positions. The City has provided these individuals with additional training and/or experience to support their promotion within the organization. We believe this gives employees a desire to work hard in the organization because there is a path upward.

Our commitment to succession planning has been fruitful in departments such as Engineering, Public Works, Police and Fire. The City Department Heads many years of combined organizational experience and are extremely invested in the City organization. I encourage you to reach out to ask them for their thoughts on the position and the best approach to hiring.

Attachments

1. City Council Administrator Job Description
2. Timeframe for hiring CA
3. 230417 Personnel Committee Meeting Minutes
4. Internal posting

Strategic Plan Alignment

Strategy 75 – Continue succession planning that provides for the orderly replacement of key position.

Financial Plan and Impact

The City Council will likely want a ballpark cost estimate for Plan A vs. Plan B. Plan A, the internal process can be coordinated by city staff, including any outreach you would want to create for community engagement. Cost is primarily employee time. We are confident we could lead this process when we are fully staffed with our HR staff. The process would include interviews with Mayor Wilson and members of the City Council, testing, and meetings with stakeholder groups such as other civic leaders, business leaders and internal staff.

The timeframe for Plan A could be initiated in October when HR is fully staffed and completed by the end of the year. The internal candidate's replacement search would begin as soon as possible so that the person could be in place in early 2024. The transition for the new Council Administrator would be approximately 14 months.

Plan B is the external candidate option, with internal candidates encouraged to apply. If the Council decides to go with Plan B, staff recommends hiring a professional search firm to lead the process. A cost estimate would be \$30,000 - \$40,000 depending on how much stakeholder engagement is organized prior to the search process, and how extensive the interview/tour process.

Our most recent examples of costs are for the Library Director, HR Manager and Assistant Engineering Director searches, which range between \$27,000 and \$30,000. Cities generally pay toward the Administrator's moving expenses, which can add \$5,000-\$10,000 to the cost.

The plan B process will take more time. A contract for search firms could be brought to the City Council this fall, and the search could be initiated shortly after that. It may take 4-5 months to complete the process, again depending on the stakeholder engagement. Ideally, the administrator would be on board by the end of summer so that there would be several months' overlap. Overlap is estimated to cost between \$17,000-\$20,000 per month, depending on starting salary costs and ICHRA insurance costs.

Recommendation

Staff recommends the Personnel Committee confirm the original recommendation of Plan A to consider an internal hiring process. This recommendation is based on my belief that succession planning has been and will continue to be an important value in our organization, that we have an internal candidate that is uniquely qualified to lead the organization and supported by city staff leadership, and because the cost savings will be at least \$150,000.



Job Description

Council Administrator

Pay Grade: F102

Employment Status: Full-Time

FLSA Status: Exempt

Experience Required: Ten (10) years of progressively responsible experience in a municipal government administration and five (5) years of department level supervisory experience. Experience as top City Administrator in a city with a population of 8,000 or more is desired.

Minimum Education Requirements: Bachelor's Degree in Public or Business Administration, Finance, or a related field or equivalent combination of education and experience. Master's Degree is desired.

Department: Administration.

Direct Supervisor: City Council.

Supervisory Responsibility: Direct (13) Indirect (185)

Primary Work Location: Office setting.

Certification: Valid MN Class D driver's license or equivalent.

Job Summary: Under the general direction of the City Council, performs complex executive work directing City government operations including managing and directing daily operational activities through direct communication with department heads, ensuring ordinances, resolutions and policies are enforced, and creating and administering the annual budget. Responsible for the managerial oversight of all department heads and subordinate staff in order to meet the needs of the citizens of the City. Work involves collaboration with local businesses and government institutions to continue the economic development of the community and provide advanced opportunities to the residents of the City. Implements policy directives from the Mayor and City Council. Plans, directs, coordinates and oversees the provision of all city services, the development of major projects and programs, effective staffing, and the care and use of municipal buildings, equipment and facilities. Committed to operating the City in an efficient, customer service-oriented manner. Instills the City's values and mission to create a positive working environment. Chief Executive Officer for the City of Red Wing.

Essential Job Functions

An employee in this position may be called upon to do any or all of the following essential duties:

- Perform administrative responsibilities as a Council Officer.
- Maintains good relationships with the Library and Sheldon Board to navigate the unique relationship.
- Direct and ensure the organizational culture continues to strive to be a progressive, creative, competitive employer that attracts and retains top-quality employees.
- Acts as mentor and coach for employees so that they can meet their potential.
- Represent the City on various boards, at meetings, conferences, legislative events, and other assigned public affairs. This includes attending City Council meetings as needed or required. Acts as staff liaison to assigned boards or commissions.
- Lead and serve on the City's executive team, project management team, department head team, and on various Council committees.
- Statutory responsibilities as required by position.



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- Responsible for the implementation of the City Council's strategic plan.
 - Prepare, maintain, and implement City Budget process approval and management.
 - Responsible for coordination of provision of services.
 - Works with City Council Committees to process work projects including new policy, agreements with other parties and new projects.
 - Serves as Ex Officio member of all boards and commissions.
 - Works closely with the Mayor and City Council President on City Council regular, special, and workshop agendas.
 - Appoints staff liaisons to boards and commissions.
 - Advise the City Council, committees, and Mayor on the City's financial status, capital improvement needs, operating and staffing conditions, expenditures, financial controls and related concerns.
 - Responsible for implementation of personnel policy and is responsible for all hiring and firing except for the Council Officers identified in the City Charter.
 - Exercise control and oversight over all affairs of City government; conduct internal investigations; oversee departmental operations; issue administrative orders, rules, and directives; outline procedures for provision of City services; and interpret Council and administrative intent.
 - Negotiate or oversee negotiation of labor contracts; serve as a designee in the established grievance process.
 - Monitor City operations to ensure effectiveness and compliance with applicable laws, regulations, rules, policies, and ordinances.
 - Recommend the content and oversee the drafting of City ordinances, resolutions, and policies for City Council approval.
 - Respond to concerns, issues, complaints, and questions from the public and employees; mediate disputes and resolve issues as appropriate.
 - Represent the City on issues affecting development problems or concerns.
 - Maintains communications with elected leaders during emergency events and serves as backup Public Information Officer.
 - Perform other duties as assigned.

Knowledge, Skills, and Abilities (KSA's) for Position

An employee in this class must have the following knowledge, skills, and abilities upon application:

Knowledge

- Government and financial management in a government setting.
- Computer systems in a business or city environment.
- Practices, methods, and laws relating to public personnel management.
- Budgeting and financial practices.
- Business and management principles.
- Thorough understanding of City's functions, policies, and procedures.

Skills

- Ability to establish productive relationship with elected leaders.
- Strong written and oral communications and relational skills.
- Create, follow and relay complex oral and written instructions, policies and procedures.



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- Strong organizational, leadership and motivational skills.
- Strong mathematical, problem solving and decision-making skills.
- Sound judgement.
- Strong Government relations and employee team building skills.
- Strong public communications messaging and presentation skills.
- Operate a variety of office equipment, including computer terminal, printer, calculator, fax, and copier.

Abilities

- Exercise discretion regarding confidential matters.
- Supervise and direct the work of others.
- Remain calm in stressful situations and set example of integrity and professionalism.
- Develop and maintain cooperative working relationships with a diverse group of associates including other professionals at the local, state, and national level and those providing services to the City.
- High attention to detail and meeting deadlines.

Physical

- There is limited exposure to field or construction site conditions when visiting properties within the City.
 - Attendance at evening and weekend Council meetings and other meetings is required.
 - Normal office environment.
 - Lift and/or move up to 25 pounds.
 - Driving to various City facilities and functions required.
 - May be required to respond to natural disasters and nuclear events.
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**This position description is a general guideline for work behavior and is not intended to be a comprehensive listing of all job duties. Therefore, it is also not, nor can it be implied to be, a contract of employment. The contents of this position description may be changed without notice, and employment may be terminated by either party, at will. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential tasks.

HIRING Process for City Council Administrator - target date is March of 2025

Plan A – Succession Planning

A successful succession planning process timeframe:

June 20, 23 – July 7, 23

The Personnel Committee, seeking input from the full Council will develop a summary of the position description and desired qualifications for the new CA.

All qualified candidates are asked to prepare a brief statement of intent, and outline factors to be discussed with the City Council.

July – August, 23

The Personnel Committee, with input from the full Council will also determine a process and timeframe for interviewing the internal candidates. Staff suggests the timeframe be completed by October, 23.

Administrator will outline a transition plan to ensure the newly appointed CA will share all necessary experiences with the incoming CA.

October, 23 – November, 23

Council makes a decision on an offer and directs staff to implement a transition plan.

Newly appointed CA will work with HR to discuss reorganization to provide an organization that will best meet their needs.

Or Council decides to open Internal Hiring process to external candidates, moving to Plan B

December, 23

Personnel Committee and then City Council will approve reorganization and approve hiring process for replacement of position that will be open by the CA promotion.

January, 24 – May, 24

New reorganization process is complete.

Hiring process is completed for new position (replacing the position open by the new CA).

May, 24 – August, 24

New hire (replacing the position open by the new CA) will be trained.

September, 24 – March, 25

Newly appointed CA will transition into new position.

Plan B – Hiring Process

An external process timeframe:

January, 24

Personnel Committee initiates process to hire new CA.

February, 24

Names of possible firms are brought to the Personnel Committee for consideration. A contract is approved by the City Council to begin in spring of 2024.

April – August, 24

Recruitment for CA is completed, job is offered and start date is established for September-October, 24.

October, 24 – March, 25

New CA is hired. Kuhlmann supports the transition and takes on special projects.

March, 25

Kuhlmann retires.

PERSONNEL COMMITTEE MINUTES
April 17, 2023

In Person-City Hall, Jordan River Room

Members Present: Don Kliewer, Janie Farrar, Kim Beise

Members Absent: None

Staff Present: Human Resources Manager Jewel Thurman, City Council Administrator Kay Kuhlmann, Fire Chief Mike Warner, Assistant Fire Chief Peter Hanlin, and Public Works Director Shawn Blaney.

Others Present: Mayor Mike Wilson

Call to Order: Farrar called the meeting to order at 11:02 am.

Approve Minutes: Beise made a motion and Kliewer seconded the motion. Motion to approve minutes approved unanimously.

Planning for Retirements: Kuhlmann presented written report. Farrar made a motion to recommend to City Council to conduct an internal search July 2023-November 2023 for the City Council Administrator position. Kliewer seconded the motion. Motion approved unanimously.

Discussion on 2024 Staffing Levels: Kuhlmann presented written report. No action requested.

Hiring Standards in the Fire Department: Warner gave a verbal report on the changing standards related to proposed contract changes and due to recruitment, training and staffing challenges. No action requested.

Library Director Hiring Process: Kuhlmann gave a verbal report that firms were being reviewed on May 2nd with anticipated contract to City Council on May 8th for approval.

Personnel Updates: Thurman gave verbal report on the new hires, promotions and departures along with an overview of the positions that currently have candidates in the interviewing, background check, conditional and final offer stages.

Next Meeting Date: May 15th at 11:30 am.

Adjourn: Beise made a motion adjourn and Kliewer seconded the motion. Motion carried to adjourn at 12:10 pm.

Job Posting

CITY COUNCIL ADMINISTRATOR Administration



City Hall

Only authorized individuals should remove this posting.

NOTICE: The City Council Administrator, Kay Kuhlmann, has notified the City Council of her interest in retiring in March of 2025. The City Council has supported succession planning for the orderly replacement of key positions. The Council is interested in knowing if there are any internal candidates. Any City of Red Wing employee interested in being considered for the City Council Administrator position is encouraged to sign this posting or email Jackie Carlstrom directly and she will put your name on the posting. The position notice will come down the morning of Tuesday, June 20, at 8 am. The Personnel Committee will consider individuals who sign the posting. If no interested parties sign the posting, the City Council will proceed with planning an external hiring process that will commence later in 2023.

POSITION OPEN: City Council Administrator

REASON FOR OPENING: Kay Kuhlmann retirement in March 2025

SALARY: Starting – Grade F102, \$4,372 bi-weekly

LOCATION: City Hall

SUMMARY OF JOB: See job description attached to this posting. Copy can be obtained from the Administrative Services Department at City Hall. ***You must meet the minimum qualifications to be considered for this position.***

APPLICATION: Sign posting or email Jackie Carlstrom: Jackie.Carlstrom@ci.red-wing.mn.us

TENTATIVE SCHEDULE: Posting of Position – June 5, 2023
Posting Deadline – June 20, 2023 at 8am

EOE

1.	_____	_____
	Name	Date
2.	_____	_____
	Name	Date
3.	_____	_____
	Name	Date
4.	_____	_____
	Name	Date
5.	_____	_____
	Name	Date



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