

**City of Ramsey**  
**Agenda**  
**City Council Special Work Session**  
**2022 Strategic Planning Session**  
**Tuesday, February 15, 2022**  
**Immediately Following Public Works Committee**  
**Lake Itasca Room, 7550 Sunwood Drive NW**

Remote Attendance available at [www.cityoframsey.com/meetings](http://www.cityoframsey.com/meetings). To maximize social distancing due to the COVID-19 Pandemic, those that can join remotely are encouraged to do so. Those joining remotely and requesting to speak are asked to use a webcam when speaking.

- 1. Call to Order**
- 2. Topics for Discussion**
  1. Discussion Regarding the Process to fill the Pending City Administrator Vacancy
  2. Annual Planning Session
- 3. Adjournment**

**CC Special Work Session**

**Meeting Date:** 02/15/2022

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**Title:**

Discussion Regarding the Process to fill the Pending City Administrator Vacancy

**Purpose/Background:**

As the Council is aware, City Administrator Kurtis Ulrich is retiring after 42 years of public service in public administration, of which, fourteen of those years were with the City of Ramsey. Administrator Ulrich’s last date of work in the office will be May 6, 2022. Dr. Ulrich is the longest serving City Administrator in the history of the City of Ramsey.

At the February 8, 2022, City Council meeting the Council accepted Dr. Ulrich's resignation and called for a special session this evening to discuss the process to fill the position.

Staff is seeking feedback from the City Council as to if they would like to outsource this recruitment to a professional search firm, direct staff to conduct an in-house recruitment, or an alternative approach. At the time of this writing, staff solicited five proposals from search firms. The status of those requests is as follows:

| Firm                                   | Cost              | Timeframe                               | Proposal Status |
|--|-------------------|---|-----------------|
| Baker Tilly                            | \$24,500          | 16 Weeks (2 consultants)                | Pending         |
| DDA Human Resources, Inc.              | \$22,000          | 16 Weeks (Mark Casey)                   | Attached        |
| Gov HR USA                             | \$23,500          | 16 to 18 weeks, approximately           | Pending         |
| The Mercer Group                       | \$17,500-\$21,500 | 16 to 18 weeks, approximately           | Attached        |
| Public Administration Association, LLC | NA                | Unable to provide services at this time | N/A             |

Once received, staff will attach the remaining proposals.

The consultant proposals outline the process that those firms recommend and have used in other communities to find and vet candidates for this important position. The Council can discuss which of these recruitment activities seem important and consider both internal staff resources and consultant services for filling this position in a timely manner.

**Timeframe:**

Up to 30 minutes.

**Funding Source:**

To be determined.

**Responsible Party(ies):**

Colleen Lasher, Administrative Services Director

**Outcome:**

Based on discussion.

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**Attachments**

DDA Proposal

Mercer Proposal

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**Form Review**

**Inbox**

Kurt Ulrich

Form Started By: Colleen Lasher

Final Approval Date: 02/10/2022

**Reviewed By**

Kurt Ulrich

**Date**

02/10/2022 03:58 PM

Started On: 02/10/2022 01:25 PM



**DDA**

**Human Resources, Inc.**  
a David Drown Associates Company

New Brighton Office:  
2241 17<sup>th</sup> Street NW  
New Brighton, MN 55112-5457  
(612) 920-3320 x113 | fax: (612) 605-2375  
mark@daviddrown.com  
[www.ddahumanresources.com](http://www.ddahumanresources.com)

February 7, 2022

*Sent via email only*

Honorable Mayor and Council Members  
City of Ramsey  
7550 Sunwood Drive NW  
Ramsey, MN 55303

Dear Mayor Kuzma and Members of the Council,

Thank you for the opportunity to submit a proposal to assist the City of Ramsey with a search for your next City Administrator. Our firm has extensive experience with local governments, and we thoroughly understand the complexities faced by city governments in Minnesota. DDA HR uses a proven, comprehensive process ensuring clients can identify the best candidate for their organization and community.

The attached proposal includes several elements that set is apart in our approach to providing this service. Highlights include:

- **Knowledge and experience:** Our firm comprehensively knows and understands local government in Minnesota. DDA has conducted more Minnesota City Manager/Administrator searches in the last five years than any other firm, by a wide margin. Additionally, we attract candidates from across the country. I would be the lead consultant for this process bringing over thirty-three years of experience in public service, and my work as a City Manager forged connections with a large pool of potential candidates.
- **Communications:** We will be on site multiple times throughout the search process and will provide weekly email updates to the City Council throughout the process.
- **Profile/Brochure:** We develop a detailed professional profile to present the City in the most positive manner. A sample profile is attached.
- **National and local outreach:** We advertise nationally, regionally, and locally to attract a greater pool of candidates.
- **Adherence to deadlines:** When a deadline is established, we will meet it.
- **Video Interview:** DDA uses video interviews in the screening process to get quality data that may not be apparent on resumes. These videos are made available to the City prior to selecting candidates for final interviews.
- **Work Personality Index:** Each semifinalist will complete a work personality index which describes key features of the candidate's personal style that influence their approach to tasks, ways of interacting with people, and performance at work.
- **Background check process:** Instead of doing a comprehensive background check on a single finalist, we do so for all interviewees, including personal reference checks from current and former supervisors.
- **Intellect Profile:** Each finalist will complete an intellectual profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude.
- **Comprehensive and competitive service:** We take great pride in providing the best service at a fair price. Our low overhead means you receive more service for the money.

Thank you for your consideration.

Sincerely,

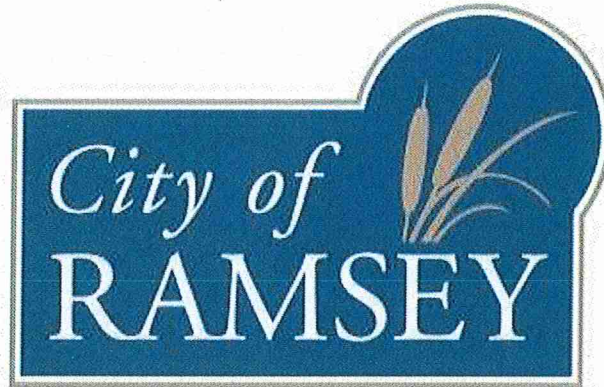
Mark Casey  
DDA Human Resources, Inc.

Enclosure

# TIMELINE

*This timeline is tentative. The final timeline will be set after the City Council's decision to proceed. Dates highlighted will require Council participation.*

| ITEM                                       | TASK   | COMPLETION DATE                   |
|--|--|-----------------------------------|
| <b>Decision by City Council to proceed</b> |  | February 22, 2022                 |
| <b>Information gathering</b>               | <ul style="list-style-type: none"> <li>▪ Gather all pertinent background information</li> <li>▪ Gather salary information and review job description</li> <li>▪ Meet with staff, stakeholders, and each member of the City Council</li> </ul>                  | March 1, 2022                     |
| <b>Professional position profile</b>       | Develop position profile and advertisement   | March 15, 2022                    |
| <b>Approve position profile</b>            | City Council approves profile, job description, salary range, and hiring process   | March 22, 2022                    |
| <b>Candidate recruitment</b>               | <ul style="list-style-type: none"> <li>▪ Post position immediately upon approval of profile</li> <li>▪ Comprehensively advertise</li> <li>▪ Email and phone calls to prospective candidates</li> </ul>   | March 23, 2022-<br>April 20, 2022 |
| <b>Screening of applicants</b>             | DDA will review and rank applicants based on job related criteria and select semifinalists   | April 21, 2022                    |
| <b>Personality Index</b>                   | DDA will administer a work-related personality index to all semifinalists  | May 3, 2022                       |
| <b>Video interview</b>                     | Each semifinalist will complete a video interview  | May 3, 2022                       |
| <b>Selection of finalists</b>              | <ul style="list-style-type: none"> <li>▪ Finalists selected for interviews</li> <li>▪ DDA will notify candidates not selected as finalists</li> </ul>  | May 10, 2022                      |
| <b>Background check of all finalists</b>   | Includes: <ul style="list-style-type: none"> <li>▪ Criminal background: county, state, national</li> <li>▪ Sex offender registry</li> <li>▪ Social Security number verification</li> <li>▪ Education verification</li> <li>▪ Credit check</li> </ul>           | May 24, 2022                      |
| <b>Reference check on all finalists</b>    | DDA will conduct reference checks with current and former employers on all finalists   | May 24, 2022                      |
| <b>Intellect profile</b>                   | DDA will administer an intellect profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude.  | May 24, 2022                      |
| <b>Finalist packet</b>                     | DDA will provide the Council information including: <ul style="list-style-type: none"> <li>▪ Summary of references</li> <li>▪ Results of background checks</li> <li>▪ Personality index reports</li> <li>▪ Video interview</li> <li>▪ Resumes, etc.</li> </ul> | May 25, 2022                      |
| <b>Interviews</b>                          | DDA will prepare all interview materials and be present at all interviews and other functions. It is recommended that Council interviews be at a special meeting   | June 1, 2022<br>Special Meeting   |
| <b>Decision</b>                            | City Council will select candidate for offer   | June 1, 2022                      |
| <b>Offer and agreement</b>                 | DDA will negotiate agreement with selected candidate   | June 3, 2022                      |
| <b>Projected start date</b>                | New Administrator begins   | July 2022                         |
| <b>Follow up</b>                           | DDA will follow up periodically with the new Administrator   | July 2023                         |



# CITY OF RAMSEY

City Administrator Search Proposal

Submitted by **DDA Human Resources, Inc.**

February 7, 2022



Prepared by:  
**Mark Casey**  
**Management Consultant**

## CONTENTS OF THE PROPOSAL

- Description of the Firm
- Approach to the Process
- Service Team
- Timeline
- Process Details
- Fees
- Assurance
- References

## DESCRIPTION OF THE FIRM

Proudly based in Minnesota, David Drown Associates (DDA) is a full-service consulting firm with more than 20 years working with local governments providing a full range of fiscal and economic development services, along with compensation and classification services and executive searches, to over 450 government clients throughout Minnesota. Over these years, we have gotten to know local government well, and we have worked hard to keep our services up to date to meet the ever-changing needs of our clients.

In 2013, we expanded our scope to provide human resources services we started with executive recruitment and organizational studies and more recently added classification and compensation studies. Because of growth in our human resource service area, a new human resource affiliate company was created in 2017. DDA Human Resources Inc. currently employs eleven individuals serving cities, counties, and special districts throughout Minnesota. The vast majority of our consultants are recent practitioners having served as Administrators or Human Resource Managers.

We have provided executive search services to over 100 cities and counties throughout Minnesota, drawing on candidates from across the country. Therefore, we understand the current challenges, know hundreds of potential candidates, and have our finger on the pulse of hiring City and County Administrators and Managers anywhere in the state.

We take great pride in providing the best service at a fair and equitable price. We think you will find that our small company is nimble, efficient, and personable. We know and understand local government, and that will always guide our work.

## APPROACH TO THE PROCESS

Our approach to this search will be to focus on finding the best fit for the City of Ramsey. This is accomplished, first and foremost, by listening to what you are saying, understanding your goals and objectives, and building the search process off of that foundation.

After gathering background information, we comprehensively advertise the position and make sure that the posting gets into the hands of prospective candidates. In some cases, those persons are not active job seekers, so we will make every effort to find those folks through direct outreach efforts. After the posting closes, an analysis of candidates will be completed so that, when the semifinalists are presented to the City you will be confident that these people are the best matches from the submitted applications.

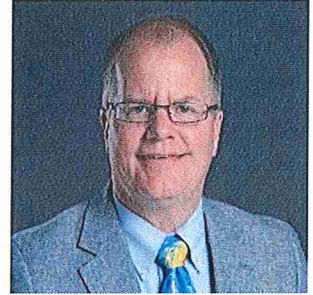
The finalists will be fully researched, and all necessary hiring information will be available prior to making a decision.

Communication with the City Council is a high priority. In addition to our Mark Casey being on site regularly, the City Council will receive weekly email updates, and he will always be available for questions.

## SERVICE TEAM

### MARK CASEY – PROJECT LEAD

Mark joined DDA as a Management Consultant specializing in executive searches, strategic planning, and organizational consulting in the Twin Cities metropolitan area. In his thirty-three years of public service, Mark has served as the City Manager for the City of St. Anthony Village, City Administrator for the City of Annandale, and Director of Community Education for both the Annandale and Maple Lake school districts. He also worked for the Cities of Faribault, Saint Peter, and Columbia Heights.



Mark received his undergraduate degree from the University of Minnesota and a master's from St. Cloud State University. He has served on numerous boards and commissions including the League of Minnesota Cities, Metro Cities (President), Metro Area Management Association, and the Allina Hospital Board of Directors (Buffalo, MN), and he has been a frequent guest lecturer at the University of Minnesota, Hamline University, and Metro State University.

**Contact Information:**

[mark@daviddrown.com](mailto:mark@daviddrown.com)

612-920-3320 x113

2241 17<sup>th</sup> Street NW

New Brighton, MN 55112

### LIZA DONABAUER

Liza came to DDA with both private and public-sector experience. With a background in construction and finance administration, her passion for public sector work led her to Wright County where she provided support to the HR Department, County Coordinator, and Commissioners. While pursuing her MBA, Liza entered city management for Clearwater, Kansas, and then later moved to Arlington, Minnesota.



During her four years in Arlington as a City Administrator, she completed a reorganization of the administration department, developed an orientation and capital planning process for two new councils, conducted compensation studies for several departments, engaged in a strategic planning session, and took part in developing a leadership curriculum for up and coming leaders in Sibley County. Her work has centered on human resource management, strong community participation, and leadership development. Liza enjoys working with colleagues throughout the state through her involvement in MCMA, a state affiliation of ICMA. She currently serves on the MCMA Women in the Profession Committee and Annual Conference Planning Committee.

Since joining DDA, Liza has conducted over 30 Administrator/Manager and Department Director searches. Liza will assist in recruitment and consulting as needed.

**Contact Information:**

[liza@daviddrown.com](mailto:liza@daviddrown.com)

612-920-3320 x111

4796 Merganser Drive

St. Bonifacius, MN 55375

## SERVICE TEAM - CONTINUED

### GARY WEIERS

Prior to joining DDA in 2013, Gary had over 20 years of county government management experience, the last 11 years as County Administrator in Rice County. Prior to becoming Administrator, Gary served as the Social Service Department Director in Rice County and worked as a Social Service Supervisor in Mower County and Sherburne County. Gary received his bachelor's degree from the University of St. Thomas and has honed his skills by working his way up from an entry level social worker position to be the head of a \$50 million organization with over 350 employees.



Gary has worked with local governments ranging in size from a couple thousand residents to communities of over 150,000 persons.

In addition to conducting executive searches, Gary has done work with communities on sharing services, organizational analysis, strategic planning, and other management related work.

Gary has conducted over 80 executive searches and numerous organizational studies. Gary will assist in recruitment and consulting as needed.

**Contact Information:**

[gary@daviddrown.com](mailto:gary@daviddrown.com)

612-920-3320 x109

1327 Merrywood Court

Faribault, MN 55021

### LIZ FOSTER

Liz is an Assistant Consultant that provides support and assistance within our Human Resources Division. Since joining DDA in 2015, Liz has been involved in numerous executive searches and other HR projects.

Some of Liz's duties include community research, creating position profiles, assembling interview materials for our clients, and providing general administrative support to our consultants.



**Contact Information:**

[liz@daviddrown.com](mailto:liz@daviddrown.com)

612-920-3320 x108

704 10<sup>th</sup> Ave SE

Austin, MN 55912

# PROCESS DETAILS

## STEP 1: INFORMATION GATHERING

DDA will gather and assemble background information pertaining to the City and position. In addition, Mark will meet individually with all Council members to discuss candidate attributes, experience, and other important qualifications. Others will be interviewed as per the direction of the City. At the same time, the job description will be reviewed and, if needed, we will gather relevant comparative salary information for consideration by the Council. We will quickly develop a comprehensive understanding of the organization, community, and position.

### Deliverables:

- In-person information gathering via interviews with City stakeholders
- DDA receives information from the City such as organizational chart, logos/images, budgets, existing job description, etc.

## STEP 2: DEVELOPMENT OF POSITION PROFILE

Based on the information received from the City Council and others, DDA will develop a professional position profile that is customized to present the City of Ramsey in the most positive manner and provides prospective candidates with meaningful information. A draft will be presented to the City Council for consideration and approval prior to advertising. A sample profile is attached.

### Deliverables:

- Draft profile sent to City Council for approval
- Review and approval of job description and salary range by Council
- Review and approve proposed search timeline for purposes of advertisement and scheduling

## STEP 3: ADVERTISEMENT AND RECRUITMENT

DDA will comprehensively advertise the position and make direct contact with possible candidates who are not active job seekers. Some of the places the position will be advertised include: League of Minnesota Cities, International City/County Management Association, Minnesota Association of City/County Managers, Association of Minnesota Counties, National Association of County Administrators, GovernmentJobs.com, and municipal associations in Iowa, Wisconsin, North Dakota, and South Dakota. In addition, the posting will be shared with professional networks through the Universities of Minnesota, Iowa, Wisconsin, South Dakota, and Nebraska, as well as the MN Private Colleges Consortium, MN State Universities, and other colleges and universities. Beyond the traditional advertising sites, our advertising also penetrates diverse markets such as Woman Leading Government (WLG) and the International Network of Asian Public Administrators (I-NAPA)

Other local advertising will be done as per direction from the City. Regular communication with candidates will occur throughout the process.

The simple DDA online application process will be used unless the City prefers to use an existing City methodology. Our online application system enables us to efficiently manage applicant flow, and corresponding reference information, and allows us to communicate with each applicant quickly and effectively. We are known for our communication with both the applicant and our client which engages and informs both parties of each step. Our system also allows us to access, review, and evaluate thousands of prior applicants who may not be

actively seeking a job but who may be open the “right opportunity.”

**Deliverables:**

- Advertising outreach begins with posting on identified websites and social media platforms
- Direct contact through established professional network
- We utilize our database of identified prospective candidates to contact via email or phone call

**STEP 4: INITIAL SCREENING AND REVIEW**

DDA will complete a comprehensive analysis of every application received and determine approximately 8-12 semifinalists, based on job related criteria, to complete a video interview. Our clients have most notably been pleased with the video interview component of our process. Video interviews allow our clients to determine whether they see the candidate as a good prospect for a final interview and gain additional insight on the candidate’s education, experience, personality, as well as their ability to think on their feet, all of which has been said to help lay the foundation for the final interview process. Access to, and viewing of, this information is as simple as clicking on a link from the individual client’s laptop, phone, or smart device in a location and at a time that is convenient for them. Candidate confidentiality is maintained by assigning and referring to each semifinalist candidate as a number. Candidates are considered public once they are chosen as a finalist.

Each semifinalist would also complete an information disclosure and a work-related personality index. About one week prior to selecting finalists for interviews, the information disclosure, video interview, personality index, cover letter, and resume from each of the semifinalists will be made available for viewing. This will allow ample time to comprehensively review candidates prior to determining who to bring in the for the final interviews. Those not selected as finalists will be notified by DDA.

**Deliverables:**

- List of approximately 8-12 semifinalists with cover letter, resume, and video interview
- Results of personality assessment
- Results of information disclosure that provides insight about conduct that could be viewed as impacting one’s ability to perform the requirements of this leadership role.
- Confirm interview schedule and logistics
- DDA will contact those not selected

**STEP 5: SELECTION**

DDA will complete comprehensive background screenings including criminal history, civil court history, verification of education, driver’s license review, credit check, and other items. Along with background checking all finalists, DDA will conduct character references with current and former supervisors to discuss various work responsibilities, projects, initiatives, leadership style, personality characteristics, etc.

In addition, DDA will administer an intellectual profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude.

Approximately one week prior to the final interview process, the City will have access to each of the candidate’s application materials, video interview, background check results, reference information, information disclosure, a work personality report, and an intellectual profile on each person.

Early in the search process, Mark will discuss interview possibilities including leadership staff participation or

individual and/or full Council panel interviews, a City tour, lunch with City leadership, or other functions.

Prior to interviews, Mark will prepare questions and then facilitate all interviews and other activities the City Council determines appropriate. Our goal is to make the process smooth and painless so the City Council can focus all its energy on finding the right person for the job and minimize staff disruptions to ensure the City can focus on the tasks at hand.

**Deliverables:**

- List of 3 to 5 finalists, confirming interview schedule and logistics
- Leadership staff interview panel including summary of comments
- Tour of the City logistics
- Video Interview
- Summary of References
- Results of background checks
- Personality Index
- Intellect Profile
- Information Disclosure
- Cover letter and resume
- Press release

## STEP 6: OFFER

After interviews are complete, Mark will assist the City Council with deliberations, and he will facilitate the offer to the selected candidate. Mark will negotiate the terms with the candidate based on the parameters established by the City Council.

**Deliverables:**

- Employment agreement
- Press release
- DDA will contact those not selected

## STEP 7: FOLLOW UP

DDA will make periodic contact with the new Administrator for at least the first year of employment.

**Deliverables:**

- Periodic check in with new Administrator and Council representative

## LIST OF SEARCH CLIENTS FROM THE PAST TWO YEARS

In addition to the specific references listed on the following page, the City of Ramsey is encouraged to speak with any of the entities listed below:

| Entity                            | Type of Search             | Entity                             | Type of Search          |
|-----------------------------------|----------------------------|------------------------------------|-------------------------|
| City of Stillwater, MN            | Administrator              | Kitchigami Regional Library System | Director                |
| City of North St. Paul, MN        | Manager                    | Morrison County, MN                | Administrator           |
| City of Norwood Young America, MN | Administrator              | City of Winthrop, MN               | Administrator           |
| City of White Bear Lake, MN       | Manager                    | City of Aitkin, MN                 | Administrator           |
| City of Barnesville, MN           | Administrator              | Metro-INET                         | Executive Director      |
| City of Mahnomon, MN              | Administrator              | Kittson County, MN                 | Administrator           |
| Nicollet County, MN               | Administrator              | Roseau County, MN                  | Engineer                |
| City of Watertown, MN             | Administrator              | City of Redwood Falls, MN          | Finance Director        |
| City of New Prague, MN            | Administrator              | Mahnomen County, MN                | Adminstrator            |
| Le Sueur County, MN               | Administrator              | Jackson County, MN                 | Adminstrator            |
| City of Staples, MN               | Clerk/Finance Director     | City of Watertown, SD              | Manager                 |
| Waseca County, MN                 | Public Works Dir./Engineer | Kittson County, MN                 | Engineer                |
| Prairie Lakes Youth Programs      | Executive Director         | Hubbard County, MN                 | Administrator           |
| City of St. Anthony Village, MN   | Manager                    | City of Cannon Falls, MN           | Public Works Director   |
| City of Monticello, MN            | Administrator              | City of Paynesville, MN            | Administrator/ED Dir.   |
| Beltrami County, MN               | Administrator              | Kittson County, MN                 | Administrator           |
| City of Albert Lea, MN            | Manager                    | Cook County, MN                    | Administrator           |
| City of Crookston, MN             | Administrator              | City of Waseca, MN                 | Director of Engineering |
| Brainerd HRA, MN                  | Executive Director         | City of Aitkin, MN                 | Administrator           |
| City of New Brighton, MN          | Manager                    | City of Lake City, MN              | Finance Director        |
| City of St. James, MN             | Manager                    | Waseca County, MN                  | Administrator           |

DDA is currently conducting searches for the Cities of Benson, Breezy Point, Corcoran, Lester Prairie, Mora, Spring Park, and Wadena, Minnesota, the Counties of Goodhue and Polk, Minnesota, Des Moines Valley Health and Human Services, the Mississippi Watershed Management Organization, and the Watertown Development Company (South Dakota).

## FEES

The fee for the search process is \$22,000, payable at the completion of the search. This all-inclusive fee covers professional services and all expenses including travel, advertising, personality index, intellectual profile, background checks on all finalists, etc.

If the City chooses to offer a travel stipend or reimbursement for expenses of the candidates, that cost is handled directly between the City and the candidates. DDA would be available to provide input and guidance on this item.

## ASSURANCE

If the newly hired Administrator leaves the organization within the first 24 months of employment, DDA will complete another search without professional service fees. Only actual expenses will be billed to the City.

## PROFESSIONAL REFERENCES FOR MARK CASEY

**Patricia Nauman**

Executive Director, Metro Cities  
Phone Number: 651-215-4002  
Email: [patricia@metrocitiesmn.org](mailto:patricia@metrocitiesmn.org)

**D. Love**

Mayor, City of Centerville  
Phone Number: 651-402-7753  
Email: [dlove@centervillemn.com](mailto:dlove@centervillemn.com)

**Jerry Faust**

Former Mayor, City of St. Anthony Village  
Phone Number: 612-789-7684  
Email: [jofaust1@yahoo.com](mailto:jofaust1@yahoo.com)

**Patrick Trudgeon**

City Manager, City of Roseville  
Phone Number: 651-792-7021  
Email: [pat.trudgeon@cityofroseville.com](mailto:pat.trudgeon@cityofroseville.com)

**Brad Wiersum**

Mayor, City of Minnetonka  
Phone Number: 612-723-3907  
Email: [bwiersum@minnetonkamn.gov](mailto:bwiersum@minnetonkamn.gov)

**Randy Stille**

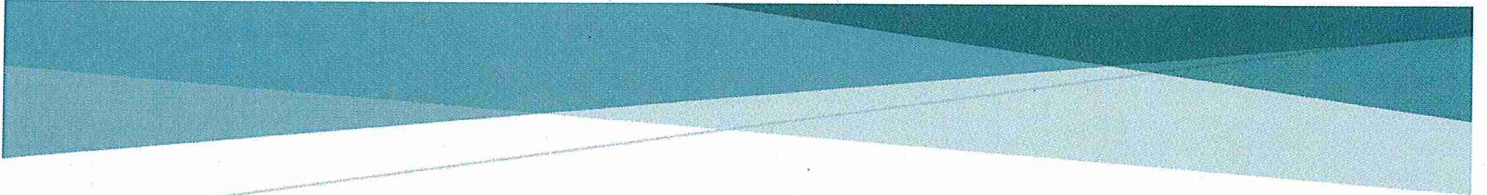
Mayor, City of St. Anthony Village  
Phone Number: 612-201-7365  
Email: [randy.stille@savmn.com](mailto:randy.stille@savmn.com)

**Terry Schwerm**

Former City Manager, City of Shoreview  
Phone Number: 651-490-4611  
Email: [tschwerm@shoreviewmn.gov](mailto:tschwerm@shoreviewmn.gov)

**Tom Harmening**

Former City Manager, City of St. Louis Park  
Phone: 952-924-2526  
Email: [tharmening@stlouispark.org](mailto:tharmening@stlouispark.org)

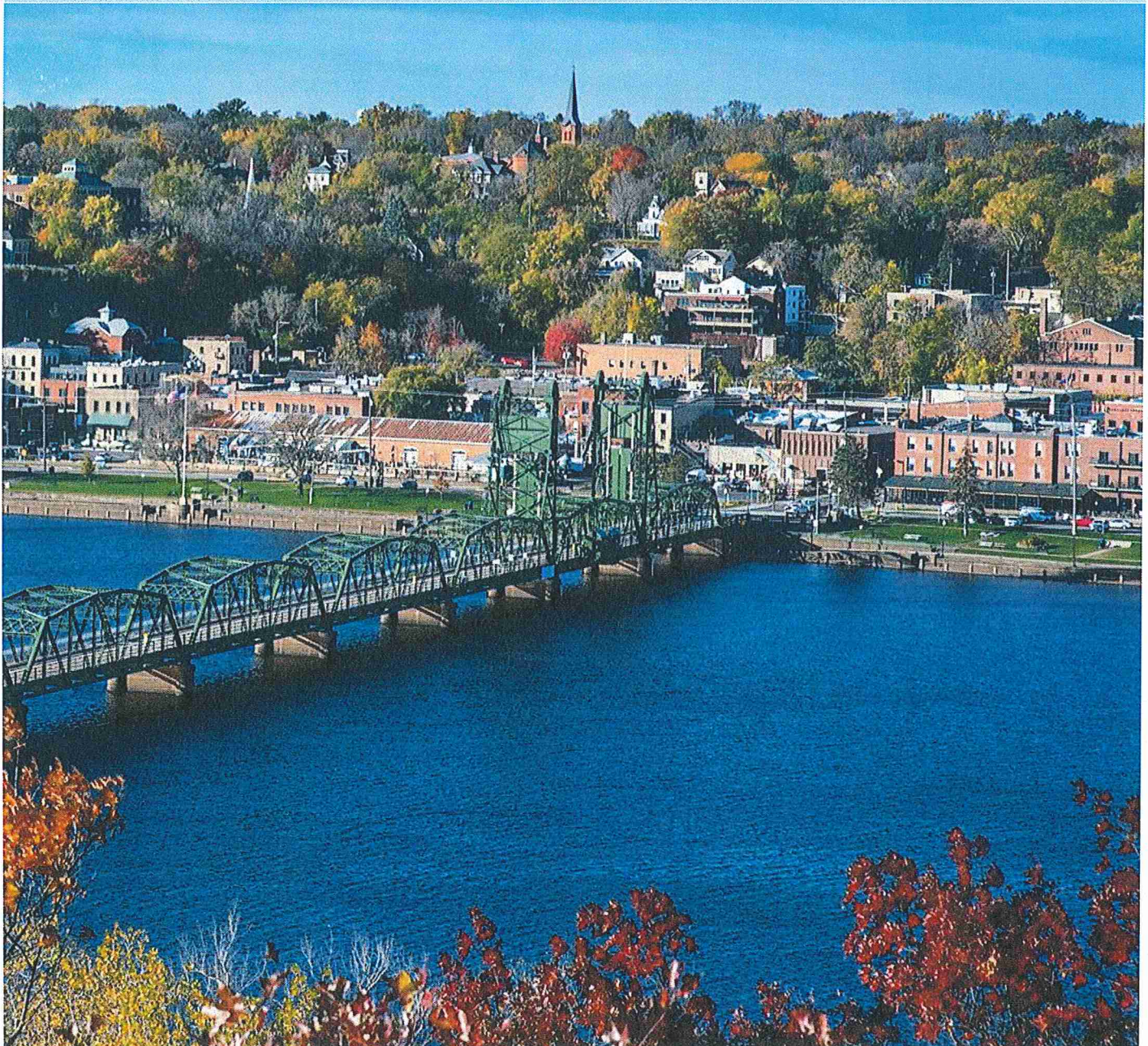


# Sample Profile



# CITY ADMINISTRATOR

Salary Range: \$150,207 to \$164,865



# WELCOME TO STILLWATER

## *The Birthplace of Minnesota*

*Voted*

- ▶ America's Most Picturesque Small Towns
- ▶ Best American Towns for Fall Colors
- ▶ Best U.S. Towns for Antiquing
- ▶ Best Twin Cities Day Trips
- ▶ Best Minnesota Weekend Getaway
- ▶ Best U.S. Small Town Food Scenes
- ▶ Most Romantic Cities

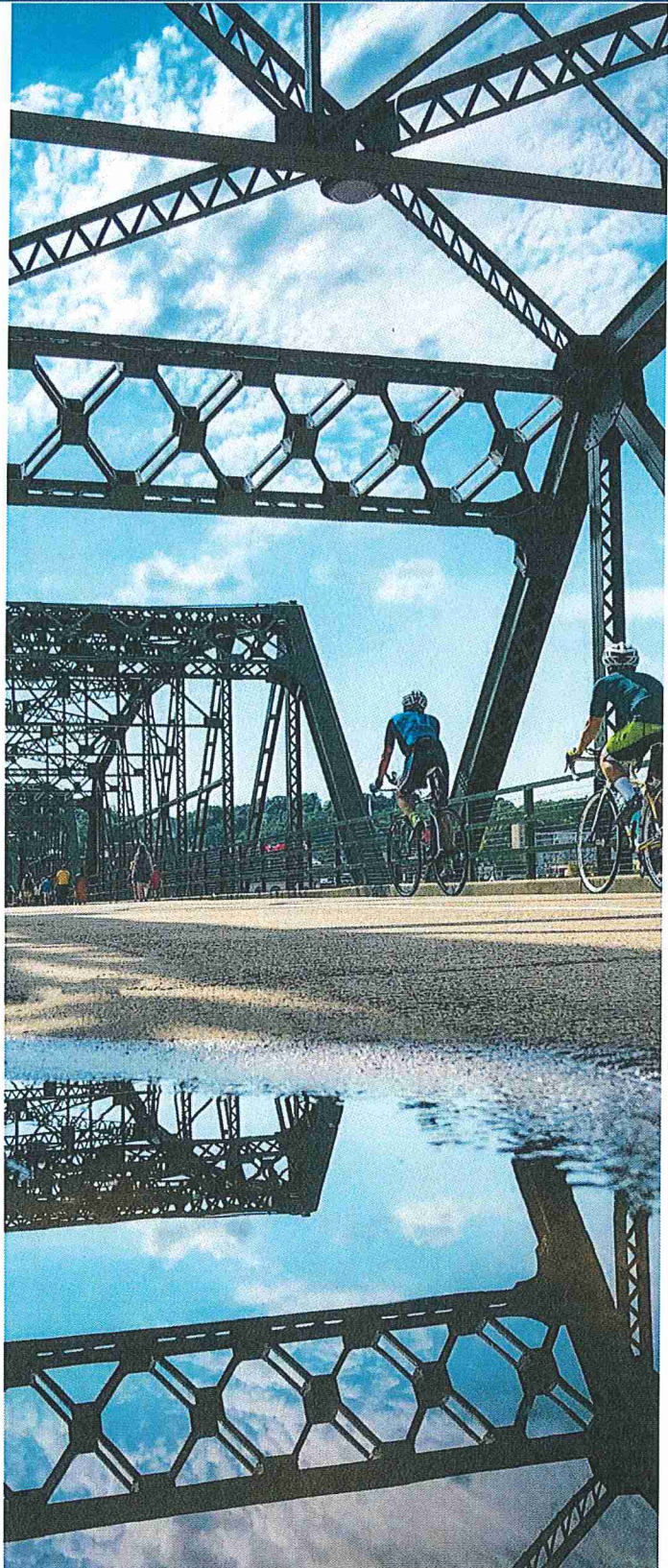
*Welcome to the historic Birthplace of Minnesota* and year-round travel destination. Located just outside the Twin Cities of Minneapolis and St. Paul, and on the Wisconsin border, Stillwater, Minnesota, is nestled along the St. Croix National Scenic Riverway, St. Croix Byway, and is part of the North Woods and Waters of the St. Croix Heritage Area.

In 1848, the first territorial convention that began the process of establishing Minnesota as a state was held on the corner of Myrtle and Main Street in downtown Stillwater. Stillwater is one of Minnesota's oldest towns, preceding Minneapolis by years. At the time of incorporation as a city in 1854, Stillwater was the largest in the state.

The City of Stillwater is federally recognized as a Preserve America Community, and the downtown Main Street area is nationally registered as the Stillwater Commercial Historic District. In addition, there are 21 buildings on the National Historic Registry and over 100 Heirloom Homes and Landmark Sites.

The lumber industry made Stillwater famous at the height of the log boom. In fact, Stillwater Lumber Company is one of the largest lumber mills in the country. The City's lumber mills turned out thousands of rail cars of timber of mostly white and Norway pines. The City is fortunate to have connections that are needed for successful lumbering: river connections to northern Minnesota, the Wisconsin pine lands, still waters to assemble rafts, and water power. The Historic Lift Bridge, connecting Minnesota and Wisconsin, was built in 1931 and is one of few that still remain in operation in the country today.

Today, Stillwater's rich and vibrant history is evident everywhere you look and is now mixed with modern amenities, restored historic mansions, over 100 owner-operated shops and restaurants downtown, over 20 outdoor dining patios, historic sites, wineries and breweries, paddlewheel cruises, antiques, museums, art galleries, music and events, and much more. Stillwater is truly a premier Minnesota river town!



# WELCOME TO STILLWATER

*The Birthplace of Minnesota*

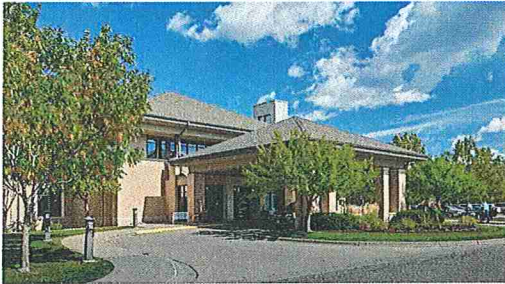
## Amenities

Experience the natural beauty of the St. Croix River, bluffs, and historic architecture while cruising on a boat, taking a trolley tour, or exploring on foot or by bike. Discover the independently owned shops and restaurants along historic Main Street or try anything from candlemaking to golf to kayaking or spas. Winter, Spring, Summer or Fall you'll find fun festivals, live music, culinary classes, and fabulous lodging options in this dream destination. The City boasts an expansive parks and trails system featuring a dog park, outdoor skating rinks, a skatepark, pickleball courts, a community garden, amphitheaters, and so much more.

## Recreation



## Healthcare



### Lakeview Hospital and HealthPartners Clinic

- ▶ Level III Trauma Hospital
- ▶ Primary Care, Urgent Care, Specialty Care

### M Health Fairview Clinic - Stillwater

- ▶ Preventative, Diagnostic, Treatment Services

### Stillwater Area Public Schools

- ▶ Enrolls approximately 8,300 students from PreK-12<sup>th</sup> grade.
- ▶ Consists of early learning, seven elementary schools, two middle schools, one high school, an alternative learning center, and Bridge Transition (program for 18- to 21-year-olds with disabilities).

### St. Croix Catholic School

- ▶ Enrolls approximately 428 students from PreK-8<sup>th</sup> grade.

### Salem Lutheran School

- ▶ Enrolls approximately 157 students from PreK-8<sup>th</sup> grade.

### St. Croix Montessori School

- ▶ Enrolls approximately 70 students from ages 16 months to 12 years.

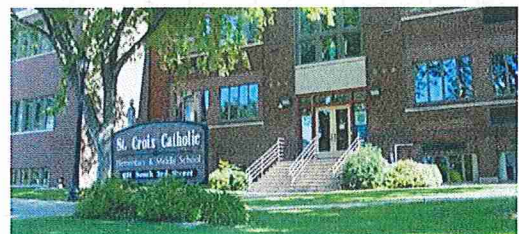
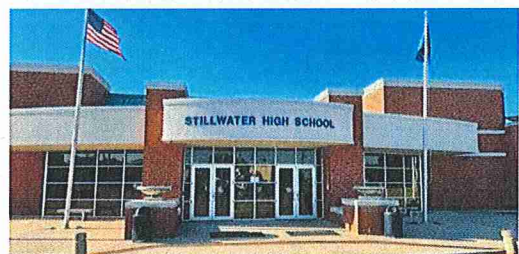
### St. Croix Preparatory Academy

- ▶ K-12 charter school.
- ▶ Enrolls approximately 1,200 students.

### New Heights School

- ▶ K-12 charter school.
- ▶ Enrolls over 100 students.

## Education



# WELCOME TO STILLWATER

*The Birthplace of Minnesota*

## *Recent Development*



In the early 1970s, the City's residents and business owners began to encourage the historic preservation of commercial and residential buildings in the community. This movement has gathered momentum, acceptance, and regulatory authority and has been at least partially responsible for recapturing the historical rivertown character of the City's downtown business district. It has also encouraged the maintenance and restoration of historic homes in the City's residential neighborhoods. Many residences, businesses, and shops are housed in buildings more than 100 years old. Downtown Stillwater and eight residential structures are on the National Register of Historic Places. Another 61 homes are estimated to be eligible for the National Register of Historic Places. A number of the City's older homes have been restored to their historical character and are open for public tours. In addition, a substantial downtown infrastructure improvement project was completed in 1991 and 1992, which included the separation and replacement of the 100-year-old storm sewer and sanitary sewer systems, new streets and sidewalks, and new street lighting. This restoration and preservation movement has generated a significant tourist trade that is important to the City's economy.

The City's 2040 Comprehensive Plan calls for continued growth of the City toward the west. An undeveloped area encompassing approximately 670-acres was annexed into the City in 2015. Of this area, 340 net acres are guided for residential development. At build-out, this expansion area could yield approximately 1,300 housing units, 60-acres of office and non-retail commercial property along State Highway 36, and five acres of retail. Ten residential developments are currently under construction with the potential for another 125 home sites. The estimated price points for these single-family homes range from under \$350,000 to over \$700,000. A commercial mixed-use development is proposed on a 35-acre site recently annexed into the City at the SE corner of the intersection of Hwy 36 and Manning Avenue.

The City has recently completed development/redevelopment activities in the downtown area: the opening of two new hotels and a hotel addition to a third hotel in downtown, MnDOT rehabilitation of the historic Lift Bridge completing a pedestrian/bike recreation Loop Trail from downtown into the State of Wisconsin south to the new St. Croix Crossing bridge and trail back to downtown completed in 2020, sidewalk improvement projects in the downtown area, riverbank improvement and elevated walkway project along the St. Croix River from downtown south to City limits to be completed in 2022, and Chestnut Street Pedestrian Plaza project from Main Street to the historic Lift Bridge to be completed in 2022. Additionally, the City has recently approved the redevelopment of one City block to accommodate 61 market-rate rental apartments in the downtown core.

The St. Croix River Crossing Bridge project (a joint \$680 million project between Minnesota and Wisconsin) is complete and opened to traffic in August 2017. The historic downtown Lift Bridge was recently refurbished as a pedestrian/biking trail and opened to the public in 2019.

# WELCOME TO STILLWATER

*The Birthplace of Minnesota*

## Mission

To provide the community with a quality living environment and quality public services and facilities while protecting cultural, historical, and natural resources through fair and open government, careful planning, effective management, and efficient fiscal policy.

The City of Stillwater has been a municipal corporation with a Mayor - Council form of government since 1854 and is organized and governed pursuant to a Home Rule Charter adopted in 1926. The Council is composed of a Mayor, who is elected at large, and four Council members who are elected by wards. Each Council member is a resident of the ward from which they are elected and serves a four-year term. The Mayor also serves a four-year term.



The Council is the governing body of the City and exercises the corporate power of the City. The Council is vested with all powers of legislation in municipal affairs adequate to a complete system of local government consistent with the Constitution and laws of the state.

The City Administrator is the Chief Executive Officer for the Council and plans, coordinates, and directs the administration of city government in accordance with the City Charter, ordinances, policies, and procedures established by the City Council.

The City boasts a well-run government and employs 95 full-time and 58 part-time staff.

## Organizational Structure

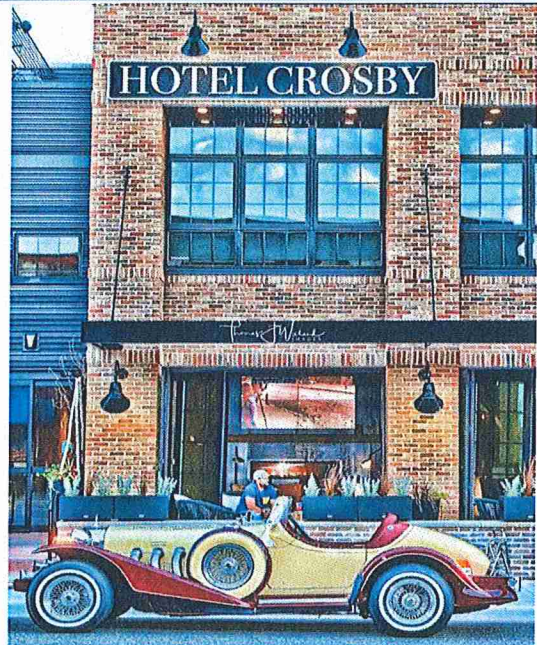


# WELCOME TO STILLWATER

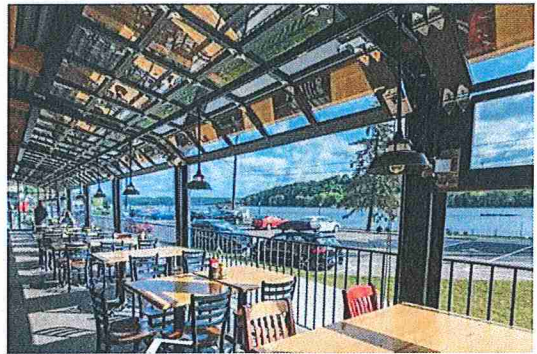
*The Birthplace of Minnesota*

## Operating Expenditures

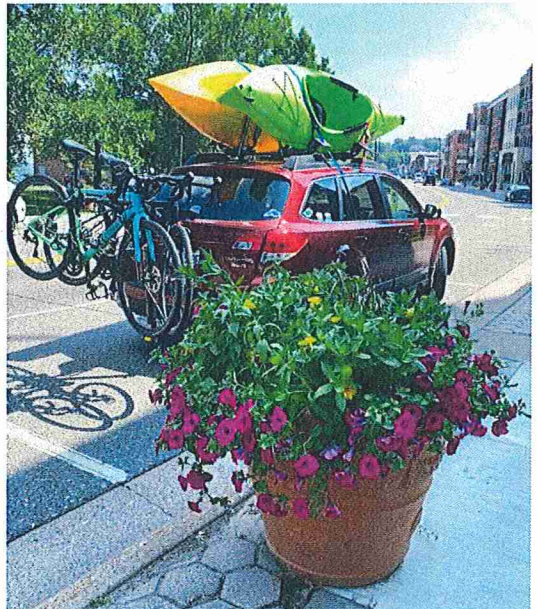
| General Government    | 2021 Adopted     | 2022 Proposed    |
|-----------------------|------------------|------------------|
| Mayor & City Council  | 167,710          | 198,950          |
| Elections             | 20,380           | 56,127           |
| MIS                   | 391,585          | 662,902          |
| Finance               | 537,093          | 530,248          |
| Human Resources       | 280,944          | 286,716          |
| Administration        | 665,959          | 749,983          |
| City Attorney         | 192,084          | 203,105          |
| Plant/City Hall       | 348,074          | 336,221          |
| Community Development | 466,624          | 492,920          |
| Unallocated           | 1,251,875        | 1,097,200        |
| Lodging Tax           | 160,696          | 270,485          |
| <b>Total</b>          | <b>4,483,024</b> | <b>4,884,857</b> |



| Public Safety        | 2021 Adopted     | 2022 Proposed    |
|----------------------|------------------|------------------|
| Police               | 3,904,881        | 4,261,648        |
| Fire                 | 2,213,662        | 2,316,008        |
| Building Inspections | 459,242          | 495,296          |
| Emergency Management | 3,280            | 12,780           |
| <b>Total</b>         | <b>6,581,065</b> | <b>7,085,732</b> |



| Public Works                | 2021 Adopted     | 2022 Proposed    |
|-----------------------------|------------------|------------------|
| Engineering                 | 398,193          | 3,999,365        |
| Streets                     | 1,290,073        | 1,370,520        |
| Washington County Recycling | 32,000           | 120,406          |
| <b>Total</b>                | <b>1,720,266</b> | <b>1,890,291</b> |



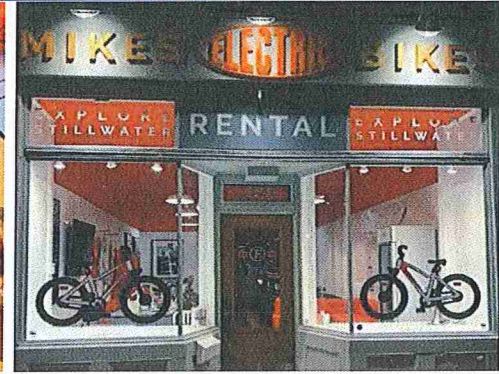
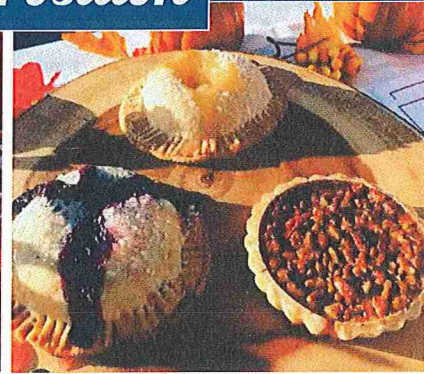
| Culture and Recreation      | 2021 Adopted     | 2022 Proposed    |
|-----------------------------|------------------|------------------|
| Special Events              | 75,800           | 60,000           |
| St. Croix Valley Rec Center | 1,725,321        | 1,683,815        |
| Library                     | 1,428,083        | 1,560,106        |
| Parks                       | 1,226,844        | 1,413,181        |
| Community Beautification    | 15,000           | 15,000           |
| <b>Total</b>                | <b>4,471,048</b> | <b>4,732,102</b> |

**Total Operating Expenditures**      **17,255,403**      **18,592,982**

# WELCOME TO STILLWATER

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## *Core Duties of the Position*

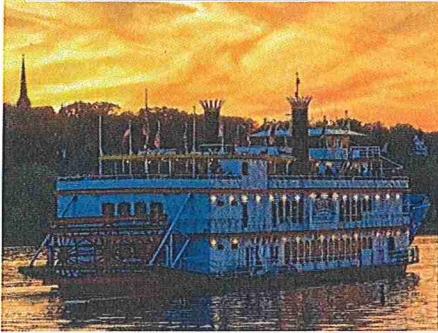


- ▶ The Administrator serves as the Chief Administrative Officer for the Council and coordinates the administration and supervision of all City departments, divisions, programs, and activities as authorized by the City Council.
- ▶ Develops and recommends adoption of policies that further the goals of the City Council. Advises department heads and other employees as to administrative procedures and policies. Evaluates performance and results of programs and services in accordance with overall City objectives and makes appropriate recommendations.
- ▶ Responsible to the City Council for the effective management of City funds and assets to ensure effective investment of available funds; coordinates and directs department heads in the development, presentation, and administration of the annual operating budget.
- ▶ Prepares and submits the annual budget and long-range capital improvement program to the City Council including supporting documents.
- ▶ Develops and evaluates financial and accounting policies, practices, procedures, and controls relating to the overall financial management of the City.
- ▶ Responsible to the City Council for planning and the carrying out of all capital improvement projects and service programs; serves as chief project and program director for the City.
- ▶ Coordinates with department heads to ensure effective utilization of employees; authorizes salary adjustments, appointments, firings, promotions, and demotions of all regular full-time, regular part-time, and consulting personnel; oversees employee development.
- ▶ Recommends the appointment, suspension, or removal of all department heads.
- ▶ Represents the City in collective bargaining matters and negotiates, or delegates the negotiation, with representatives of employee organizations as necessary.
- ▶ Makes recommendations to the City Council regarding any changes to the organizational structure of the City.
- ▶ Engages in intergovernmental relations and collaborative partnerships with other cities and public and private organizations.
- ▶ Represents the City in local, regional, and state meetings and functions as directed by the City Council.
- ▶ Attends all meetings, performs all reasonable tasks, and furnishes all verbal and written reports as assigned by the City Council.
- ▶ Serves as City Treasurer and Deputy City Clerk as required.
- ▶ Performs other work as required.

# WELCOME TO STILLWATER

## *The Birthplace of Minnesota*

### *Desired Attributes*



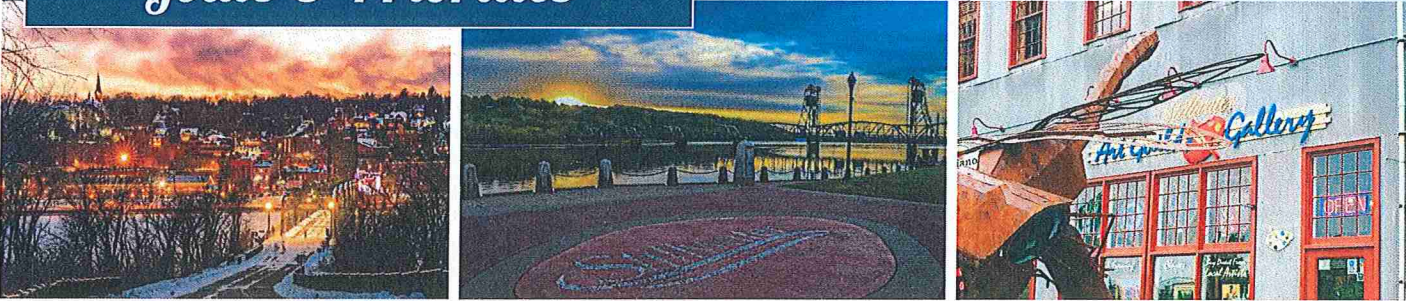
- ▶ Professional, high integrity, honest, and open.
- ▶ Strong ethical behavior.
- ▶ Leadership skills - anticipates important policy issues and develops sound solutions.
- ▶ Follow-through – ability to implement and revisit initiatives.
- ▶ Create and support a positive work environment.
- ▶ Visible community engagement presence and ability to manage community engagement as necessary.
- ▶ Models quality customer service.
- ▶ Collaboration – develops alliances that add effectiveness, resources, and perspective.
- ▶ Is comfortable leading at all levels of the organization.
- ▶ Sense of humor.
- ▶ Forges a strong leadership with the Council.
- ▶ Educates, informs, and works with the Mayor and City Council as a team.



# WELCOME TO STILLWATER

*The Birthplace of Minnesota*

## *Goals & Priorities*

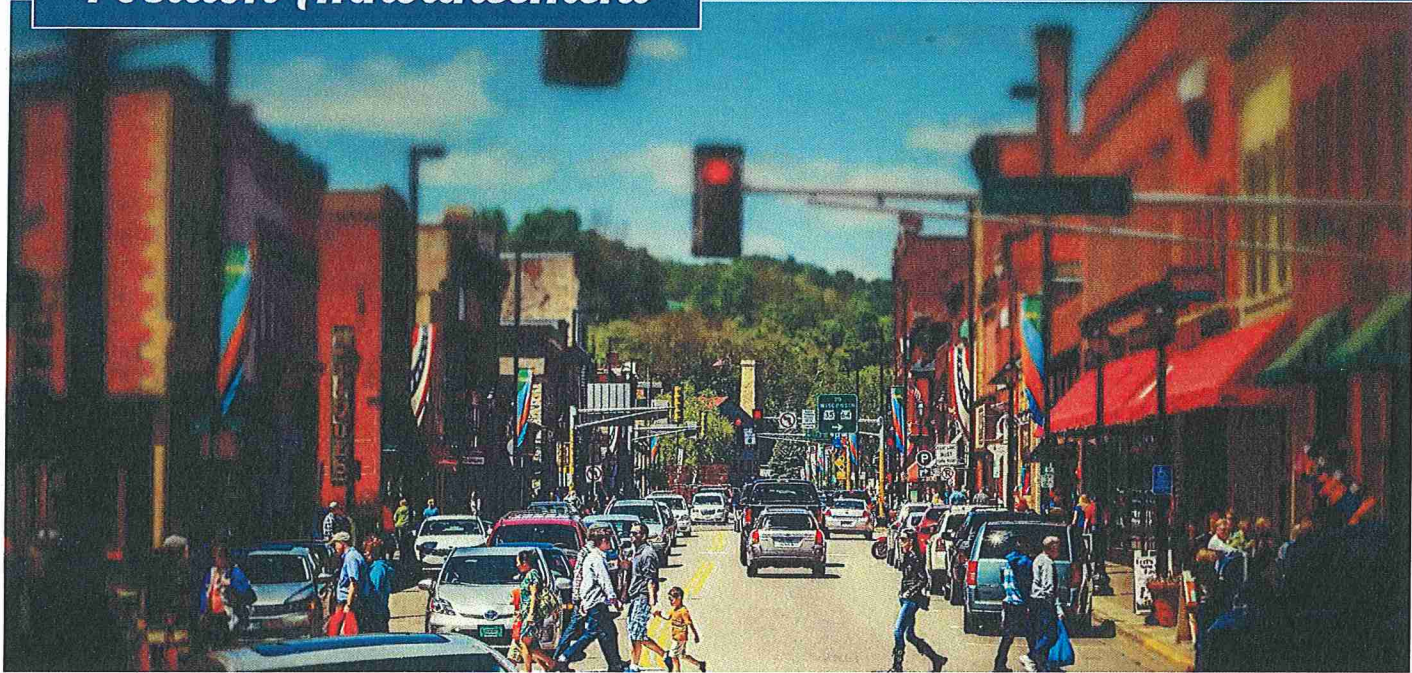


- ▶ Facilitate City Council Strategic Plan Workshop – engage consultant in summer 2022 to facilitate a Strategic Plan update; allocate resources to implement programs consistent with strategies; engage facilitator to finalize branding strategy and logo update.
- ▶ Excellence in organizational development; continue engagement with department heads and staff.
- ▶ Legislative Agenda – continue to monitor pending legislation impacting the City; work with City Council to develop legislative priorities including possible special legislation for optional City sales tax, schedule meetings with City's state legislators.
- ▶ Emotional intelligence in self-management, self-awareness, social awareness, and relationship management
- ▶ Continue efforts to develop comprehensive analysis and future recommendations for leased and licensed City properties for City Council consideration.
- ▶ Work with Emergency Management Director to update City Emergency Operations Plan (EOP) including Continuing of Government (COG) and Continuity of Operations (COOP) sections of EOP.
- ▶ Sound fiscal management and utilization of City resources.
- ▶ Engage in outcomes and implementation of results related to Police Department organizational review and Fire Department organizational review.
- ▶ Recognize Diversity, Equity, Inclusion in the organization and community and share related resources for community engagement, inclusiveness, equity, social/racial justice discussions, and policy reviews.
- ▶ Facilitate Economic Development Authority consistent with recommendations of 2021 economic development report; finalize economic development related branding and marketing analysis.
- ▶ Assist Human Resources Manager in 2023-2024 labor negotiation strategy, ongoing staff training, and succession planning programs; develop transition/mentoring approaches for new management staff and support a learning culture.
- ▶ Continue to create a Special Events strategy – Assist staff and Council with special events management, financing plan for possible St. Croix Recreation Center expansion, Central Commons mixed use development, Lakeview Hospital expansion and relocation, Lumberjack Landing park development, downtown parking strategies, and coordination of related resources.
- ▶ Explore funding opportunities (special city tax, special events related fees, and funding of public improvements).
- ▶ Work closely with Finance Director, staff, and City Council to develop and adopt a 2023 budget; assist with bond issuance for capital projects and enterprise fund general obligation (GO) bonds.
- ▶ Monitor White Bear Lake level litigation and its impact on the City of Stillwater.

# WELCOME TO STILLWATER

*The Birthplace of Minnesota*

## *Position Announcement*



**City:** Stillwater, Minnesota

**Position:** City Administrator

**Salary Range:** \$150,027 to \$164,865

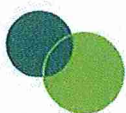
**Application Deadline:** 12/08/2021

**Job Summary:** The Administrator is the Chief Administrative Officer for the Council and coordinates the administration and supervision of all City departments and divisions and programs and activities as authorized by the City Council.

**Minimum Qualifications:** Master's degree in Public Administration, Business Administration, Political Science, or related field, and seven years of experience related to the field of Public or Business Administration or Community Development. A combination of related education and experience may be considered qualifying. ICMA Credentialed Manager is desired.

**Apply:** Visit <https://daviddrown.hiringplatform.com/80655-stillwater-city-administrator/255997-application-form/en>, and complete the process by December 8, 2021. Finalists will be selected on January 4, 2022, and final interviews will be held January 21 & 22, 2022.

Please direct questions to Mark Casey at [mark@daviddrown.com](mailto:mark@daviddrown.com) or 612-920-3320 x113.



**DDA**

Human Resources, Inc.  
a David Drown Associates Company

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Phone: 612-920-3320 x113  
Fax: 612-605-2375  
[mark@daviddrown.com](mailto:mark@daviddrown.com)  
[www.ddahumanresources.com](http://www.ddahumanresources.com)



**MERCER GROUP ASSOCIATES**

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February 11, 2022

Mayor Kuzma and City Council Members  
City of Ramsey  
4401 Xylon Ave N.  
Ramsey, MN 55428

Dear Mayor Kuzma and City Council Members:

On behalf of Mercer Group Associates, I am pleased to submit this proposal to assist the City of Ramsey in recruiting exceptionally well-qualified candidates for the position of City Administrator. This proposal presents Mercer Group Associates standard approach for a national recruitment for this type of position. We are very willing to adapt our standard process to meet Ramsey's specific needs if that is desired.

Mercer Group Associates is an interactive consortium of thirteen seasoned, senior level, consultants with decades of previous experience as practitioners in local, state, and federal government as well as institutions of higher education and state municipal leagues. We have served as city/county managers, state league directors, federal legislative development officers, upper-level strategic planners, human resource directors, government legal counselors, and finance directors.

Many Mercer Group Associates, myself included, began their consulting careers with The Mercer Group, Inc. which was founded by Jim Mercer in 1990. His firm provided clients throughout the country with outstanding consulting services until his death in 2021. We are now honored to continue his legacy and work through Mercer Group Associates. His leadership and vision in service to his clients is a model we will always strive to emulate at Mercer Group Associates. (Please see [www.mercergrassociates.com](http://www.mercergrassociates.com) for information about our firm and about current searches that we are conducting.)

If Mercer Group Associates is selected, I will be the lead consultant overseeing this search. As such, I will be responsible for all search components listed in this proposal. I will consult with other firm members at key points in the process (e.g., identifying potential candidates they recommend be encouraged to apply, gleaning their knowledge about a particular candidate or candidates, etc.) as appropriate.

City of Ramsey, MN  
Page Two  
February 11, 2022

I served as City Manager in Minnetonka for 13 years and as Executive Director of the League of Minnesota Cities for 22 years. I was asked to join The Mercer Group, Inc. in 2015 and did so because it allowed me the opportunity to continue working with local governments, my professional passion for 50 years. I understand the critical importance of making the best hiring decisions and my association, first with The Mercer Group, Inc., and now with Mercer Group Associates, allows me to share my experience and insight with cities, something I find immensely rewarding.

I have been the lead consultant on recruitments for the City Manager in Shoreview, Mankato and West St. Paul, Minnesota (twice); the City Administrator in Hastings, Forest Lake and South St. Paul; the Executive Director of the League of Oregon Cities; the Executive Director of the Dakota Communications Center and the Local Government Information Systems (LOGIS) Public Safety Applications Administrator positions.

I have worked with others on recruitments for the City Administrator and Finance Commissioner positions in Poughkeepsie, NY and the Executive Directors of the California League of Cities, Vermont League of Cities and Towns, and the Rhode Island League of Cities and Towns.

The Mission of Mercer Group Associates is to serve our government partners with the highest ethical and professional efforts and to make them proud they engaged us to provide management consulting services. If selected to conduct this search, I would have no difficulty undertaking the project consistent with the timetable outlined in this proposal. I generally only conduct one recruitment at a time to ensure that the client has my full attention. I would not accept any other recruitments if selected by the City of Ramsey.

Thank you for the opportunity to respond for this important assignment. This proposal is valid for ninety (90) days from receipt by the City of Ramsey. I look forward to personally discussing this proposal with you. Please contact me if you have any questions.

Sincerely yours,

**MERCER GROUP ASSOCIATES**

James F. Miller  
Senior Associate  
Minnesota Office  
[jf\\_miller@outlook.com](mailto:jf_miller@outlook.com)  
612-581-9972



**MERCER GROUP ASSOCIATES**

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# **City of Ramsey, Minnesota**

Proposal for Executive  
Search Services for

## **City Administrator**

February 11, 2022

**MERCER GROUP ASSOCIATES**

**[jf\\_miller@outlook.com](mailto:jf_miller@outlook.com)**

**2119 Lake Augusta Drive**

**Mendota Heights, MN 55120**

**612-581-9972**

**[Jf\\_miller@outlook.com](mailto:jf_miller@outlook.com)**

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## I. INTRODUCTION, BACKGROUND AND OBJECTIVES

This section presents our understanding of the City of Ramsey's likely requirements for this search, as well as the objectives and scope of the project based on the City's Request for Proposals and previous similar searches the firm has conducted. As noted in the transmittal letter, we are very open to modifying this proposal to meet the City's specific needs.

### A. Project Understanding

We expect that:

- The City is seeking "turn-key" executive search services and support in connection with the nation-wide recruitment of a City Administrator.
- Mercer Group Associates will undertake a search that will include: position analysis and preparation of a position profile; a comprehensive national recruitment for the position; inviting potential candidates to apply; reviewing and screening applications; recommending a list of semi-finalist candidates; coordinating semi-finalist and finalist interviews; reference and background checks of selected candidates; assistance in contract negotiation if desired; and following up.
- The City will provide limited assistance in scheduling meetings, contact information, etc.

### B. Objectives

To help find the best qualified candidates for the position we will:

- Conduct a thorough assessment to identify required and desired qualifications for the new City Administrator.
- Reconcile any differences in points of view regarding qualifications for the position.
- Develop a comprehensive position profile.
- Assist the City Council in establishing a recruitment process including the timetable and interview structure for semi-finalist and finalist candidates.
- Encourage top level people (including through outreach to women and persons of color) to apply who may otherwise be reluctant to respond to an advertisement.
- Comply with appropriate personnel regulations and state laws (e.g., Data Practices, Open Meeting, EEO, Affirmative Action and ADA).

- Supply all qualified applicants with relevant information about the City, the City Administrator position, and the community.
- Independently and objectively assess the qualifications and suitability of candidates for the position based on the agreed upon required and desired qualifications.
- Recommend a pool of semi-finalist candidates.
- Coordinate semi-finalist and finalist candidate interviews and recommend the processes for those interviews.
- Respond to all candidate inquiries and produce all correspondence throughout the search as requested.
- Keep the City Council closely involved in key decisions and informed of our progress through weekly email updates.
- Assist the City Council in reaching a final decision.
- Assist in or conduct contract negotiations with the successful candidate, if desired.
- Assist the City Council in establishing criteria for evaluating the new City Administrator's performance, if desired.
- Follow-up with the City Council and the new City Administrator during the first year to determine if adjustments are necessary.

## II. WORK PLAN AND SCHEDULE

This section presents the work plan and schedule we recommend for this recruitment.

### A. Work Plan

#### 1. Position Analysis

We will have extensive consultation with the City Council and any others it selects to determine the requirements of the job (not simply as stated in the position description), and to obtain information about the environment within which the position functions including ongoing or upcoming issues, priorities or goals. During this process, we will conduct individual interviews with the City Council, department directors, key staff, and others of your choice such as community leaders to identify expectations, perceptions, and concerns regarding the position. This is a critical component of the recruitment process because finding the best candidates involves more than identifying those applicants with the most experience or education; it requires identifying those who best meet the specific needs of the City of Ramsey and who possess the management style best suited to be an effective contributor to the City's leadership team.

Based on those meetings, we will prepare a draft position profile and review it with the City Council to arrive at agreement regarding the specifications for the position. The final position profile will include information about the community, major issues to be faced, the position, and the selection criteria established. Again, it is critical that the profile accurately convey the City's needs and expectations and not merely be boilerplate or a promotional document.

#### 2. Recruitment Process

Because we have recently completed similar searches, we will first review our database to identify those candidates who may meet the City's specifications. Although this process is valuable we will also rely heavily on our own contacts and experience. In other words, through "networking", we will conduct a pro-active, nation-wide, professional search for the best qualified candidates and invite them to apply for the position. We typically directly contact at least 20 such candidates.

Based on our discussions with the City, we will place ads in professional journals, online at appropriate websites and listservs, and in various minority and women's publications to encourage applicants to apply.

#### 3. Resume Review

We will review and analyze each applicant's background and experience against the position profile criteria. We will acknowledge all resumes received and keep candidates informed of their status in a timely manner.

#### **4. Candidate Screening**

We will be responsible for screening all applications received. The preliminary screening will be based on the required and desired candidate attributes as contained in the approved recruitment profile. They will include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resumes and other information provided by the candidates and on our knowledge of them and/or the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the recruitment profile.

By careful analysis of resumes and other available information, we will identify the applicants with the strongest apparent qualifications consistent with the desired qualifications and characteristics. We will conduct preliminary interviews with each of these candidates to further assess their fit for the City of Ramsey and prepare a written summary on each covering, but not be limited to: 1) present position, 2) total years' experience, 3) salary requirements, 4) education, 5) previous positions held, 6) notable projects, 7) management style, 8) skills and abilities, 9) interests, and 10) professional goals and accomplishments.

This information will be presented to the City Council in a detailed written report which will also include summary information about all other candidates with the goal to identify eight to twelve semi-finalists (depending on the candidate pool). Interviews by a City Council subcommittee, likely by video conference, are recommended; other options exist. Because of Data Practices and Open Meeting Law implications, an interview process should be discussed and agreed on at the recruitment outset. Based on these interviews, the City Council will select up to five finalists.

We will then request that all finalists provide substantial information about their accomplishments and their management style and philosophy. This information will be verified with references. We also recommend finalists be interviewed and complete a leadership evaluation customized to the Ramsey recruitment. We have worked with Martin-McAllister, a consulting psychologist firm in Minneapolis, with very good results and would recommend their services.

#### **5. Background Investigations**

We make detailed and extensive reference checks. In conducting these, it is our practice to speak directly to at least six references that are now or have previously been in a position to evaluate the candidate's job performance. We then attempt to network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate.

These references and evaluations are combined to provide frank and objective appraisals of the top candidates. We also identify past employment difficulties, if any, including reasonable due diligence on any legal action filed by or against current or former employers.

As part of our evaluation process, we verify undergraduate and graduate college degrees. We arrange for credit and criminal background checks, and, as mentioned, as an additional option can arrange for psychological (or similar) testing of the candidates if desired.

## **6. Finalist Interview Process**

We will provide the City Council with our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews with the finalists. We generally recommend a two-day process that includes candidate tours of the city and facilities, interaction with department directors and other key staff, an open house or public forum for the community where candidates make presentations about themselves with an opportunity for questions, an informal social event for the City Council and candidates on the first day, followed by formal interviews and City Council deliberation on the second day. We will assist as requested to arrange schedules for finalist interviews with the City Council and will coordinate the process.

## **7. Negotiation and Follow-up**

If desired, we will undertake or assist in the negotiation process relative to salary, benefits and other conditions of employment as part of our fee. If an agreement cannot be reached, we will work with the City Council to select an alternate candidate.

We will properly handle any and all media relations as requested. Unless otherwise directed, it is our standard practice to tell all media that we are working on the city's behalf and that any public statement should come directly from the person(s) designated by the city. We will maintain confidentiality of candidate information, to the degree possible, under Minnesota law.

Finally, we will notify all unsuccessful candidates who were not recommended for interview when the final decision is reached. We suggest, however, that it is more proper for the Mayor to notify all unsuccessful finalists of the City's decision.

Once the new City Administrator has been on board for 30 days or so, if desired, we will conduct a session with the City Council and City Administrator to establish mutual performance criteria and goals for the position. We will follow-up periodically during the first year in order to make any adjustments that may be necessary.

We will keep the City Council closely informed and involved in decisions concerning the search process at all times. We will send weekly e-mail updates and a formal progress report at the mid-point of the search. These reports will discuss progress on the recruitment and specific steps to be taken to meet the City's deadlines.

## **B. Schedule**

This schedule could be altered depending on the City's needs.

| <b>RECRUITMENT PROCESS TIMELINE</b>  |   |
|--|---|
| City Council Approval  | February 22, 2022                           |
| Kickoff meeting and interviews with City Council and others to be interviewed            | February 23 – February 25, 2022             |
| Draft recruitment profile to City Council for review                                     | March 4 for March 8, 2022 Council Meeting   |
| Final recruitment profile including all graphics to City Council for review and approval | March 18 for March 22, 2022 Council Meeting |
| Ad placement and recruitment profile/invitation letter sent to selected candidates       | March 23, 2022                              |
| Follow-up telephone calls and receipt of applications                                    | March 23 – April 20, 2022                   |
| Cutoff date for receipt of applications  | April 20, 2022                              |
| City Council selects semi-finalists  | April 26, 2022 Council Meeting              |
| Interviews with semi-finalists   | April 28 – 29, 2022                         |
| City Council selects three to five finalists   | May 3, 2022 Special Council Meeting         |
| Reference and background checks on finalists and comprehensive report to City Council    | May 4 – May 18, 2022                        |
| City Council interviews top candidates   | June 3 – 4, 2022                            |
| City Council makes selection   | June 4 or 7, 2022 Special Council Meeting   |
| Agreement negotiated   | June 6 – 10, 2022                           |
| City Council makes appointment   | June 14, 2022                               |
| Selected candidate starts  | July 11, 2022                               |

### III. COST PROPOSAL

Our fee for the services outlined is \$17,500 plus not-to-exceed expenses of \$4,000. Items typical of a similar search with their associated costs are broken down as follows:

Full Search:

|  |              |
|--|--------------|
| Position Analysis and Recruitment Profile Interviews | \$3,000      |
| Recruitment Profile Development                      | 2,500        |
| Outreach Campaign                                    | 3,500        |
| Resume Review  | 3,000        |
| Candidate Screening                                  | 4,000        |
| Interview Process                                    | <u>1,500</u> |

**TOTAL FEE** **\$17,500**

Not-to-exceed expenses of \$4,000 are for: recruitment profile design and preparation, advertising, reference and background investigation, etc. Because we will be conducting this recruitment from our Minnesota office, expenses should be considerably less than budgeted (approximately \$2,000 for the recently completed Shoreview recruitment). Costs for leadership assessments as recommended earlier herein are additional – approximately \$1,300 per assessment.

The cost for final candidates to travel to interview with the City is not included. Such costs are typically paid by the client on a reimbursement basis directly to the candidates. These costs are difficult to estimate because they depend on where the candidates are located.

We will submit regular invoices for fees and expenses. It is our practice to bill one-half after ad placement and one-half upon recruitment completion. Each invoice is due and payable upon receipt for professional services.

We will comply with all applicable laws, rules and regulations of federal, state and local government entities.

We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards and Minnesota law.

Our recommendations and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered. This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Minnesota.

## IV. FIRM QUALIFICATIONS AND STAFFING

This section presents our qualifications to conduct projects of this type and describes the staff to be assigned to the search.

### A. Firm Qualifications

Mercer Group Associates is an independent management consulting consortium operating nationwide and providing exceptionally high-quality management consulting services to state and local governments, “joint powers” entities, state municipal leagues and special districts. Specialty practice areas include: executive recruitment, organization and operations analysis, productivity improvement, strategic planning, management systems, compensation/classification studies, government consolidation, organization development, privatization, budget evaluation, training, and general management consulting. Our key consultants have conducted successful searches and studies for hundreds of public sector organizations nationally and we can offer numerous references as testimony of our work. (Please see [www.mercergroupassociates.com](http://www.mercergroupassociates.com) for more information about our firm.)

### B. Resume of Lead Associate

#### **Jim Miller, Senior Associate - Minnesota Office**

Mr. Miller will undertake and be responsible for all aspects of this recruitment.

He retired in July, 2015 after 22 years as the Executive Director of the League of Minnesota Cities. The League represents over 850 cities providing training for elected and appointed officials, legislative representation, research, insurance, and investment pooling among other services. It has over 100 employees, with a \$20 million operating budget and combined assets of about \$1 billion including its insurance and investment programs.

Previously, Mr. Miller was City Manager of Minnetonka, Minnesota for thirteen years. He has over forty-five years of local government experience and has worked in seven cities in five states, including: Eau Claire, Brown Deer, and Janesville, Wisconsin; Phoenix, Arizona; Monroeville, Pennsylvania; and Des Moines, Iowa.

He has served on numerous Boards of Directors including the National League of Cities and as chair of its Risk Information Sharing Consortium, a membership association of state league sponsored risk sharing pools in 34 states and two Canadian provinces. He is also a Past President of the League of Minnesota Cities. In 1991, then Governor Carlson appointed him to the Minnesota Advisory Commission on Intergovernmental Relations.

He holds a BA degree (University of Wisconsin - Eau Claire) two MPA degrees (University of Pittsburgh and Nova Southeastern University) and a DPA degree (Nova Southeastern University) and was awarded a Bush fellowship to attend the Program for Senior Executives in State and Local Government at Harvard University.

He has served as adjunct and assistant professor at Hamline University where he taught graduate courses in public administration and in leadership and management. He held a similar position at Drake University.

In 1995 he was awarded the Lloyd Short Award for Outstanding Contributions to the Field of Public Administration presented by the Minnesota Chapter of the American Society for Public Administration. Hamline University has created an endowed scholarship for graduate students interested in a career in local government in his name. Upon his retirement, the League Board of Directors renamed its annual leadership award which recognizes outstanding career contributions by a local government practitioner, as the James F. Miller Leadership Award.

## V. MERCER GROUP ASSOCIATES GUARANTEES

The ten guarantees for our search work are explained below:

- 1. Client Organization:** The client is defined as the entire entity, including all departments, divisions, sections and groups. This assures that all of our guarantees apply to the entire client organization.
- 2. Two-Year Off Limits:** We will not recruit candidates from a client organization for two years after completion of a search assignment without the full agreement of the client.
- 3. Placement Off Limits Forever:** We will never recruit a candidate whom we have placed in a client organization as long as he/she is employed by that organization without the full agreement of the client
- 4. Search Continuation:** If, for any reason, the client does not feel comfortable selecting a candidate from our original recommended group of candidates, we will continue the search until the client can make a selection. The only caveat is that we may need to charge additional out-of-pocket expenses for this additional work.
- 5. Replacement of Successful Candidate:** If the candidate we place with the client leaves the client organization for any reason during the 18-month period following the date of placement, we will undertake a new recruitment only for the out-of-pocket expenses incurred for this new placement.
- 6. Parallel Candidate Presentation:** We will not present a candidate simultaneously to more than one client. This permits our firm to represent one client organization without any conflicts of interest.
- 7. Code of Ethics:** We hold ourselves and our firm to the highest professional and ethical standards and will always adhere to the Code of Ethics of the International City/County Management Association.
- 8. Deceptive/Misleading Search Techniques:** We commit to our clients and to our prospective candidates that we will not use any search techniques which may be considered as deceptive or misleading.
- 9. Resume Floating:** We will not float resumes to organizations in the hopes that we can collect a fee if that individual is hired.
- 10. Not Represent Individuals:** We assure our clients and individuals who may become candidates that we will not collect a fee from candidates whom we may recommend for a position.

## **APPENDIX A: DRAFT AGREEMENT**

### **AGREEMENT**

This AGREEMENT, made as of this \_\_\_ day of \_\_\_\_\_, 2022, by and between MERCER GROUP ASSOCIATES and THE CITY OF RAMSEY, MINNESOTA.

#### **WITNESSETH:**

WHEREAS, The City of Ramsey, Minnesota, (hereinafter referred to as "City") has made a request for proposals to hire an executive recruiter to conduct a search for a City Administrator, and

WHEREAS, Mercer Group Associates (hereinafter referred to as "MGA") has submitted a proposal in response to City's request; and

WHEREAS, City has selected MGA's proposal as the proposal which best meets its needs and City desires to hire MGA to conduct City's search for a new City Administrator, and

NOW THEREFORE, in consideration of the following mutual covenants and other good and valuable consideration, the receipt and adequacy of which is hereby acknowledged by all parties hereto, MGA and City hereby agree as follows:

1. MGA agrees to conduct this recruitment in accordance with scope of services outlined in its Proposal to City dated February 11, 2022 in response to City's request for proposal. MGA's proposal is incorporated by reference and thus made a part of this Agreement.
2. City agrees to compensate MGA for its services in the amount of \$17,500 for professional services and not-to-exceed \$4,000 in expenses to conduct a full search for City Administrator. Payments to MGA are to be made as outlined on page 7 of MGA's proposal to City. City and MGA both agree that this Agreement shall be governed by the laws of the State of Minnesota.
3. City and MGA both agree that in the event that any dispute arises between the parties, the complaining party shall promptly notify the other of the dispute in writing. Each party shall respond to the other party in writing within ten (10) working days of receipt of such notice.
4. City and MGA both agree that any amendments to this Agreement shall be made in writing, and executed by both parties. No proposed amendment which is not in writing and executed by both parties shall affect the terms of this Agreement.

5. The parties shall have the right at either party's convenience to terminate this Agreement following ten (10) days' written notice to the other party. Should either party terminate this Agreement, City shall only be obligated to pay MGA for those services already provided.

**CITY OF RAMSEY,  
MINNESOTA**

BY:

**Reddish Executive Search Associates, LLC  
DBA: MERCER GROUP ASSOCIATES**

BY:

James F. Miller  
Senior Associate

## **APPENDIX B: PREVIOUS AND CURRENT SEARCHES**

Examples of our relevant executive search experience follow:

City of Shoreview, Minnesota – City Manager

City of Mankato, MN – City Manager

City of Hastings, MN – City Administrator

City of Forest Lake, MN – City Administrator

City of South St. Paul, MN – City Administrator

City of West St. Paul, MN (twice) – City Manager

Local Government Information Systems – Public Safety Applications Administrator

Dakota Communications Center – Executive Director

League of Minnesota Cities – Executive Director

League of Oregon Cities – Executive Director

League of California Cities – Executive Director

League of Rhode Island Cities and Towns – Executive Director

City of Poughkeepsie, NY – City Administrator

## APPENDIX C: REFERENCES

You may contact any of the following clients and placements for references on the executive search work of Mr. Miller:

Ms. Sandy Martin, Mayor  
City of Shoreview, Mn  
4600 Victoria Street N  
Shoreview, MN 55126  
651-335-6228  
[smartin@shoreviewmn.gov](mailto:smartin@shoreviewmn.gov)  
City Manager recruitment

Ms. Sue Denkinger  
Council Member  
City of Shoreview, MN  
651-260-1940  
[sdenkinger@shoreviewmn.org](mailto:sdenkinger@shoreviewmn.org)  
City Manager recruitment

Mr. Dave Napier, Mayor  
City of West St. Paul, MN  
1616 Humboldt Ave.  
West St. Paul, MN 55118  
612-562-9773  
[dnapier@wspmn.gov](mailto:dnapier@wspmn.gov)  
City Manager recruitment

Ms. Wendy Berry  
Council Member  
City of West St. Paul, MN  
1616 Humboldt Ave.  
West St. Paul, MN 55118  
612-414-2749  
[wberry@wspmn.gov](mailto:wberry@wspmn.gov)  
City Manager recruitment

Ms. Najwa Massad, Mayor  
City of Mankato, MN  
10 Civic Center Plaza  
Mankato, MN 56001  
507-387-8693  
[nmassad@mankatomn.gov](mailto:nmassad@mankatomn.gov)  
City Manager recruitment

Mr. Mike Lavin  
City Council President  
City of Mankato, MN  
10 Civic Center Plaza  
Mankato, MN 56001  
507 720-8674  
[mlavin@mankatomn.gov](mailto:mlavin@mankatomn.gov)  
City Manager recruitment

Ms. Mary Fasbender, Mayor  
City of Hastings, MN  
101 4<sup>th</sup> St. East  
Hastings, MN 55033  
651-480-2350  
[MayorMary@hastingsmn.gov](mailto:MayorMary@hastingsmn.gov)  
City Administrator recruitment

Ms. Julie Flaten, Administrative Services Director  
City of Hastings, MN  
101 4<sup>th</sup> St. East  
651-480-2355  
[jflaten@hastingsmn.gov](mailto:jflaten@hastingsmn.gov)  
City Administrator recruitment

Ms. Mara Bain, Mayor  
City of Forest Lake, MN  
1408 Lake St. S  
Forest Lake, MN 55025  
651-464-3550  
[Mara.Bain@ci.forest-lake.mn.us](mailto:Mara.Bain@ci.forest-lake.mn.us)  
City Administrator recruitment

Ms. Bridget McCauley Nason, City Attorney  
City of Forest Lake, MN  
Levander, Gillen & Miller, P.A.  
633 Concord Street S. #400201 4<sup>th</sup> St. SE  
South St. Paul, MN 55075  
651-451-1831  
[BNason@levander.com](mailto:BNason@levander.com)  
City Administrator recruitment

Mr. James Francis, Mayor  
City of South St. Paul, MN  
125 3<sup>rd</sup> Ave. North  
South St. Paul, MN 55075  
651-554-3284  
[jfrancis@sspnmn.org](mailto:jfrancis@sspnmn.org)  
City Administrator recruitment

Ms. Korine Land, City Attorney  
Cities of South & West St. Paul  
Levander, Gillen & Miller, P.A.  
633 Concord Street S. #400201 4<sup>th</sup> St. SE  
South St. Paul, MN 55075  
651-451-1831  
[KLand@levander.com](mailto:KLand@levander.com)  
City Administrator and City Manager recruitments, respectively

## **CC Special Work Session**

**Meeting Date:** 02/15/2022

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**Title:**

Annual Planning Session

**Purpose/Background:**

Attached is an update of the 2021 Action Plan and updates are noted in red.

Below is a proposed schedule for this evening:

**Time Item**

6:30 PM Opening

6:35 – 6:45 Review Agenda and Meeting Objectives

6:45 – 7:00 Lightning Round-Table: BHAGs in 30 Seconds

7:00 – 7:45 Review Report 2021: Status of Action Items/Celebrate Success

7:45 – 8:00 Break

8:00 – 8:30 Small Group (4) Exercise: add, amend, delete items on current plan

8:30 – 8:45 Group Reports

8:45 – 9:1 *Dotmocracy* Priority of Action Items for 2022

9:15 – 9:25 Discuss Next Steps/Closing Comments

9:30 p.m. Adjourn

**Timeframe:**

This meeting is scheduled to adjourn at 9:30. Additional follow-up discussion will be scheduled at a future work session as needed.

**Funding Source:**

NA

**Responsible Party(ies):**

Kurt Ulrich, City Administrator

**Outcome:**

Based upon discussion.

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## Attachments

### Action Plan Update

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#### Form Review

**Inbox**

Colleen Lasher  
Kathy Schmitz (Originator)  
Brian Hagen  
Kurt Ulrich  
Kurt Ulrich  
Kurt Ulrich  
Form Started By: Kathy Schmitz  
Final Approval Date: 02/10/2022

**Reviewed By**

Colleen Lasher  
Kathy Schmitz  
Tim Gladhill  
Kathy Schmitz  
Kurt Ulrich  
Kurt Ulrich

**Date**

05/13/2021 10:24 AM  
05/13/2021 10:28 AM  
05/13/2021 01:40 PM  
05/13/2021 03:24 PM  
02/10/2022 03:51 PM  
02/10/2022 03:51 PM  
Started On: 05/12/2021 04:17 PM

# 2021-2022 Strategic Plan Update

## VALUES

Ethics and Integrity

Fiscal Responsibility

Cooperation and Teamwork

Open and Honest Communications

Excellence and Quality in the Delivery of Service

Treating People with Respect and Fairness

Adaptability and Continuous Learning

## VISION

Ramsey will be a secure, citizen-driven, collaborative community that respects the balance and connectivity between its unique urban, rural and natural environments.

## MISSION

To work together to responsibly grow our community and to provide quality, cost-effective and efficient government services.

## OBJECTIVES

Financial Stability

A Balance of Rural Character and Urban Growth

An Active and Connected Community

Smart, Citizen-Focused Government

An Effective Organization

## STRATEGIES

Identify and implement operational efficiencies, cost savings and additional funding sources while maintaining and increasing transparency and accountability.

Promote economic growth and development.

Create a positive image for residential neighborhoods, business districts and key corridors.

Improve the safety and mobility of transportation corridors.

Connect the community through Parks and Trails Capital Improvements along with Recreational Programming.

Spotlight sustainability and efficiency through public facilities and infrastructure investments.

Strengthen and enhance our identity, brand and image.

Improve City's communication.

Improve and sustain high organizational morale.

# ACTION PLAN

| Action  | Timeframe                                      | Resources                             | Key Outcomes and Indicators   | Responsible Party                |
|---|--|---------------------------------------|---|----------------------------------|
| <b>Strategy: Identify and implement operational efficiencies, cost savings and additional funding sources while maintaining and increasing transparency and accountability.</b> |  |                                       |   |                                  |
| 1. Evaluate current funding source of Pavement Management Program (and history) and determine whether or not to implement a new funding source for Program.                     | Q3 2021<br><b>Completed</b>                    | Budget Impact = High                  | To bring all options for road funding including those in work session stated by Mayor Kuzma and council member survey, noted on 5/18/21 strategic planning work session as a part of the 22 budget discussion in July and August of 2021.<br><br>Bring to Council a resolution to end Ordinances 20-11, 20-12, 20-13 as of 12/31/2021.<br><br>Include regular pavement maintenance in discussion. | Kurt Ulrich                      |
| 2. Implement a Workflow Tool  | 2021<br><b>Unbudgeted for 2021 and 2022</b>    | Budget Impact = Low                   | Experienced cost savings as a result of improved workflow. Improved service.  | Jason Fredrickson                |
| 3. Consider refinancing debt to capitalize on low interest rate   | 2021<br><b>Completed</b>                       | Budget Impact = Medium                | Cost savings and debt service.<br><br><b>City Hall refinance will save \$1 million over term.</b>   | Diana Lund                       |
| 4. Consider better social media management platform   | Q4 2021<br><b>Unbudgeted for 2021 and 2022</b> | Existing Staff<br>Budget Impact = Low | Simplified and streamlined social media posting process to increase breadth of messaging.<br><br><b>Existing available resources are being utilized.</b>  | Megan Thorstad/Jason Fredrickson |
| 5. Improve the Employee Union Contract Negotiation Process  | Q3 2021<br><b>Completed</b>                    | Existing Staff<br>Budget Impact = Low | Improved communication and decision-making conduit with City Council.<br><br><b>Negotiation process was started earlier and all union contracts were settled by year-end for 3-year terms through 2024.</b>   | Colleen Lasher                   |
| 6. Consider interactive modules to enhance the customer experience to quickly find information.   | Q1 2022<br><b>Incomplete</b>                   | Budget Impact = Medium                | Improved interaction with technology to improve customer self-service options.<br><br><b>Website upgrade was pushed to 2022. New IT staff have been added.</b>  | Jason Fredrickson                |

| Action  | Timeframe   | Resources                              | Key Outcomes and Indicators   | Responsible Party |
|---|---|--|---|-------------------|
| <b>Strategy: Promote economic growth and development.</b>                       |   |  |   |                   |
| 7. Continue Business Retention and Expansion efforts for retail and industrial. | Ongoing<br><b>Completed:</b><br>See notes under Outcomes Column | Existing Staff:<br>Budget Impact = Low | <p>Stable base of local employers, representing the largest opportunity for future growth of jobs and tax base.</p> <ul style="list-style-type: none"> <li>❖ 581 business establishments with 7,084 employees. (MN Deed Data)</li> <li>❖ Business Establishments up 26, Employment up 491.</li> <li>❖ 30% of employees in manufacturing sector.</li> </ul> <p>Increase the number of business visits.</p> <ul style="list-style-type: none"> <li>❖ 41 business visits conducted in 2021, 19 were done in 2020</li> <li>❖ Effort to visit businesses that received City Covid – Business Assistance grants</li> </ul> <p>Improve the quality and attendance at EDA events.</p> <ul style="list-style-type: none"> <li>❖ Events impacted by Covid-19</li> <li>❖ Virtual Business Network on December 18, 2020 and recorded another update on January 11, 2021. <ul style="list-style-type: none"> <li>▪ Online event presented by Tim Gladhill, Sean Sullivan and Chloe McGuire Brigl</li> </ul> </li> <li>❖ Business Appreciation Day – August 17, 2021 <ul style="list-style-type: none"> <li>▪ 2020 Covid-adjusted Event at Rum River Hills (104 out of 128 participant spots)</li> <li>▪ 2021 event at The Links at Northfork - Full (144 Participants)</li> <li>▪ Armstrong Kennels 2021 Business of the Year</li> </ul> </li> <li>❖ Business Expo – October 16<sup>th</sup>, 2021 <ul style="list-style-type: none"> <li>▪ Did not hold Event in 2020 due to Covid-19</li> <li>▪ 2021 event held at Adrenaline Sports Center</li> <li>▪ 51 booths out of 59 occupied</li> <li>▪ 64% of participants were Ramsey Businesses</li> </ul> </li> </ul> <p>5,000 square feet of new retail space per year on average.</p> <ul style="list-style-type: none"> <li>❖ 16,000 SF of Retail under construction in 2021 (Gigi's Salon and Spa- 9,000 SF, O'Reilly Auto Parts – 7,000 SF)</li> <li>❖ 15,000 SF completed in 2020 (West Armstrong Retail)</li> </ul> <p>50,000 square feet of new industrial per year on average.</p> <ul style="list-style-type: none"> <li>❖ 132,000 SF completed or under construction in 2021 (Anderson-Dahlen, BLIP 3)</li> <li>❖ 405,000 SF approved for Oppidan – TIF (2 buildings – 258,000 SF in 2022, 1 building 147,000 SF – 2023)</li> <li>❖ 297,000 SF of industrial completed in 2020 (Delta ModTech (TIF), BLIP 3, Ace Solid Waste)</li> </ul> | Sean Sullivan/EDA |

| Action  | Timeframe  | Resources                     | Key Outcomes and Indicators  | Responsible Party                        |
|---|--|-------------------------------|--|--|
| <p>8. Consider strategic infrastructure investments to prepare more shovel ready parcels.</p> | <p>Q2 2022<br/> <b>Completed:</b><br/>           See notes under Outcomes Column</p>                     | <p>Budget Impact = Medium</p> | <p>Primary Effort = West Armstrong Retail/West Armstrong Industrial Redevelopment Area.</p> <ul style="list-style-type: none"> <li>❖ Running out of industrial land (20 acres left). Area West of Armstrong West of Ferret St Ideal location for additional industrial</li> <li>❖ City Council approval Resolution 21-147 direct staff to obtain quotes for design of West Armstrong Infrastructure improvements (Sewer, Water, Road Design /Reconstruction)</li> <li>❖ City Council approval Resolution 21-349 authorizing funding and ordering Design and Engineering services for West Armstrong Project (\$50,000)</li> <li>❖ Potential for 2022 project construction</li> </ul> | <p>Sean Sullivan/EDA</p>                 |
| <p>9. Complete a Comprehensive City Code Audit and Update</p>                                 | <p>Q1 2022<br/> <b>City reviewed development fee and made some process improvements to the code.</b></p> | <p>Budget Impact Medium</p>   | <p>Reduce redundant regulations and regulations that conflict with City's vision or otherwise detract from City's economic development goals.</p>  | <p>Chloe McGuire/Planning Commission</p> |

| Action  | Timeframe   | Resources  | Key Outcomes and Indicators  | Responsible Party  |
|---|---|--|--|--|
| <b>Strategy: Create a positive image for residential neighborhoods, business districts and key corridors.</b>   |   |  |  |  |
| 10. Consider a Proactive Multifamily Property Management Program and Crime Free Multifamily Housing Program   | 2021<br><br>Status: see notes under Outcomes column | Existing Staff<br>Budget Impact = High<br>RCP Report | <p>Ensure that multifamily properties maintain high quality and free of nuisance.</p> <p>Consider a Crime Prevention Multifamily Program.</p> <p>Consider a coalition of multifamily property managers to ensure property managers hold each other accountable and provide adequate long-term maintenance.</p> <p>This has been initiated, and research has been done with other cities that have a similar program. The recommendation is that city ordinances be changed requiring participation in a Crime Free Multi-Housing Program. No permit for a rental license should issue without meeting CFMH requirements. Feedback from other cities has been this program will not work voluntarily. The city of Ramsey had a voluntary program in the mid-2000's when the city had fewer multi-family properties. Ramsey PD can assign officers to work on this program.</p> <p>Is the council willing to change ordinances and require participation in this program? If not, staff should not spend additional time with it. Note - there have been some <u>legal challenges</u> by advocacy groups to this program.</p> <p>The <u>Crime Free Multi-Housing Program</u> is approved by the MN Crime Prevention Association.<br/>Nearby cities with CFMH programs:<br/><a href="https://www.coonrapidsmn.gov/262/Crime-Free-Multi-Housing">https://www.coonrapidsmn.gov/262/Crime-Free-Multi-Housing</a><br/><a href="https://www.anokaminnesota.com/278/Crime-Free-Multi-Housing-Program">https://www.anokaminnesota.com/278/Crime-Free-Multi-Housing-Program</a></p> | Jeff Katers<br>Chloe McGuire                                 |
| 11. Create a Volunteer Program to partner with local community members that create opportunities for the community to own cleanup projects and spotlight in communications. | 2022<br>Incomplete                                  | Budget Impact = Medium                               | <p>Better community ownership of community events and community cleanup efforts.</p> <p>Spotlight existing community cleanup efforts on social media.</p>  | Joint Venture between Public Works and Community Development |

| Action  | Timeframe   | Resources   | Key Outcomes and Indicators   | Responsible Party                              |
|---|---|---|---|--|
| <b>Strategy: Improve the safety and mobility of transportation corridors.</b>   |   |   |   |  |
| 12. Complete County Road 5 Corridor Study.  | Q4 2022<br>In process and will be completed by June 2022  | Budget Impact = Medium<br>Budget impact to City is low due to Anoka County involvement. | Unified long term vision for Nowthen Boulevard.<br><br>Improved safety and reduced congestion.<br><br>Ensure adequate capacity for planned development.               | Bruce Westby/Public Works Committee            |
| 13. Advance the Ramsey Gateway Plan.  | Ongoing<br>Completed.<br>Project to commence in 2023.   | Existing Staff/Resources<br>Budget Impact = High<br>RCP Report                          | Unified vision for Highway 10.<br><br>Improved safety and reduced congestion.<br><br>Secured final funding for the Highway 10/169 Plan (currently at \$92M of \$138M) | Bruce Westby/Public Works Committee            |
| 14. Update Priority Street Light Program and Pedestrian Safety Plan.  | Q1 2022<br>This project has now been initiated.   | Existing Staff/Resources<br>Budget Impact = Medium                                      | Improved pedestrian and vehicle safety at critical intersections.   | Bruce Westby/Public Works Committee            |
| <b>Strategy: Connect the community through Parks and Trails Capital Improvements along with Recreational Programming.</b> |   |   |   |  |
| 15. Establish a Funding Plan to Complete Parks Capital Replacement Improvements.  | Q2 2022<br>Completed and implemented local park improvement plan.   | Existing Staff/Resources<br>Budget Impact = Medium<br>RCP Report                        | Adequate parks, trails and public spaces, both future and existing.<br><br>Unique recreation destinations.  | Mark Riverblood/Park and Recreation Commission |
| 16. Implement and Spotlight the Recreation Programming Plan   | Q3 2021<br>Ongoing<br>Will restart effort following staffing vacancy and transition to 30Hrs per week in June 2022. | Existing Staff/Resources<br>Budget Impact = Low   | Increased awareness of recreational opportunities.  | Mark Riverblood/Park and Recreation Commission |

| Action   | Timeframe   | Resources  | Key Outcomes and Indicators   | Responsible Party                    |
|--|---|--|---|--------------------------------------|
| <b>Strategy: Spotlight sustainability and efficiency through public facilities and infrastructure investments.</b> |   |  |   |                                      |
| 17. Develop Implementation Plan for Water Supply Treatment.  | Q4 2021<br>Initiated with completion expected in October 2023.  | Budget Impact = High   | Reduce levels of iron and manganese in municipal water supply.  | Bruce Westby/Public Works Committee  |
| 18. Consider Local Open Space Preservation Funding, if initiated by Ballot Referendum.                             | 2022<br>To be considered prior to 2022 General Election.  | Budget Impact = High   | Preservation of many Exceptional Quality Ecological Areas (as defined by Natural Resources Inventory).  | Chris Anderson/EPB                   |
| <b>Strategy: Strengthen and enhance our identity, brand and image.</b>   |   |  |   |                                      |
| 19. Provide quarterly updates to USPS to secure new Ramsey ZIP Code.   | Ongoing<br>Update sent to USPS Jan. 2022  | Existing Staff<br>Budget Impact = Low<br>RCP Report (community identity) | ZIP Code will identify itself as Ramsey.<br><br>Provide regular updates.<br><br>Detailed Update in 2026.  | Kurt Ulrich                          |
| 20. Consider Creating and Promoting a Holiday Light Challenge  | Q4 2021<br>Completed. Hosted first annual event with improvements to be made in 2022 based on experience and staffing capacity that has been added. | Existing Staff<br>Budget Impact = Low                                    | Create additional awareness of community and create additional social connections.  | Megan Thorstad/Recreation Specialist |
| <b>Strategy: Improve City's communication.</b>   |   |  |   |                                      |
| 21. Improve proactive and time-relevant communication.   | Ongoing<br>Completed  | Existing Staff<br>Budget Impact = Low<br>RCP Report                      | Explore new avenues to tell the story of Ramsey and market the community to prospective residents and businesses.<br><br>Stay relevant by harnessing new technologies and social media platforms to evolve with the ever-changing media landscape.<br><br>Regular communications report added to council work sessions. | Megan Thorstad                       |

| Action   | Timeframe                             | Resources                             | Key Outcomes and Indicators  | Responsible Party |
|--|---------------------------------------|---------------------------------------|--|-------------------|
| <b>Improve and sustain high organizational morale.</b>               |                                       |                                       |  |                   |
| 22. Update Telecommuting Policy                                      | Q3 2021<br>To be initiated<br>Q2 2022 | Existing Staff<br>Budget Impact = Low | Recruitment and retention tool for existing and future employees.<br>Pending City Council WS discussion / add clarity around PT employee participation.<br>Suggested new timeframe of Q2 2022  | Colleen Lasher    |
| 23. Consider additional Employee Events to strengthen relationships. | Q2 2022<br>To be initiated<br>Q3 2022 | Existing Staff<br>Budget Impact = Low | Improved organizational morale.<br><input checked="" type="checkbox"/> Revised Annual Staff Party with separate event for other community volunteers.<br><input checked="" type="checkbox"/> Added ice cream social with the City Administrator<br>❖ Consider wellness related programs – staff resources permitting<br>❖ Consider bringing back the employee “Ramsey Communicator” (monthly vs. weekly).<br>❖ Consider a monthly birthday event | Colleen Lasher    |
| 24. Complete an Employee Survey                                      | Q4 2021<br>To be initiated<br>Q3 2022 | Existing Staff<br>Budget Impact = Low | Establish baseline metric of existing organizational morale.<br>Not started / reschedule for Q3 2022   | Colleen Lasher    |

*Budget Impact Key; Low = Existing Staff/thousands of dollars; Medium = Additional Staff/Consultants/tens of thousands of dollars; High = capital improvement/hundreds of thousands of dollars.*

*RCP Report = Partnership with the University of Minnesota completed in 2018. This partnership created a library of resources and policy alternatives. A full list of completed reports can be found online at [rcp.umn.edu/ramsey-projects](http://rcp.umn.edu/ramsey-projects).*

## PARKING LOT LIST/FUTURE PROJECTS

| Action   | Strategy  |
|--|---|
| Improve background data provided in conjunction with establishing Rates and Charges, especially for Development Impact Fees. . | Identify and implement operational efficiencies, cost savings and additional funding sources. |
| Complete Organization Staffing Plan.   | Improve and sustain high organizational morale.   |
| Complete Streetscape Plan for Key Corridors.   | Create a positive image for residential neighborhoods, business districts and key corridors.  |
| Complete a Highway 47 Plan ( <i>after current Bunker/47 intersection improvements</i> )  | Improve the safety and mobility of transportation corridors.                                  |

The above are important topics, but are not the highest priority of the Council and will only be worked on if not interfering with approved Action Items and as time/resources allow.

## CULTURE

- Utilize Strategic Plan to prioritize budget requests.
- Leverage additional funding sources.
- Seek grants to do high priority projects.
- Seek public and private partnerships.
- Improve Park and Recreation revenue through user fees and sponsorships.
- Provide adequate public safety staffing based upon common metrics (i.e., calls for service, time of day caseload, land use and population, citizen expectations).
- Continue Staff Recognition Programs.
- Increase awareness of various employee resources.
- Enhance Community Engagement in policy decision-making processes.
- Enhance customer service through process improvement.
- Strive to reflect the demographics of the community.