

City of Columbus
Administration Dept.
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City of Columbus Council Workshop Meeting

August 4, 2025

Agenda Item Number: Item 1

Agenda Item: City Administrator Review Process and Goals

Agenda Item Summary:

The process for the City Administrator Performance Review and Annual Goals will be discussed and a recommendation for this report will be requested as an agenda item for the August 13, 2025 City Council Meeting.

Attachments:

- Attachment 1 – Performance Review Policy and Procedure
- Attachment 2 – City Administrator Goals
- Attachment 3 – City Administrator Pau Options
- Attachment 4 – City Administrator Performance Review Procedure and Goal Definition



CITY ADMINISTRATOR PERFORMANCE REVIEW POLICY AND PROCEDURE

Date Adopted: 6.11.25

Revised:

PURPOSE

The purpose of the City Administrator Performance Review Process Policy is to establish clear guidelines and procedures for the City Administrator's regular annual performance review. The performance review process is intended to establish and communicate performance expectations, goals and objectives for the City Administrator, identify the City Administrator's strengths and areas for improvement in meeting these expectations, and foster the City Administrator's professional development.

The Annual City Administrator Performance Review will provide helpful, real-time feedback from the Mayor and City Council, direct reports, and other stakeholders and will also include a self-evaluation completed by the City Administrator. This process is an effective means to establish and communicate performance expectations, goals, and objectives, to provide recognition of accomplishments, and to have a discussion regarding expectations and goals for the upcoming year. When used for professional development, the review offers a number of benefits, including increased self-awareness, identification of potential problem areas and gaps in perception of professional development.

PROCESS

The Personnel Committee will recommend to the City Council and the City Administrator the performance review timeline and review tool(s) to be used. The City's Human Resources consultant or other independent third-party professional, such as the City Attorney, will assist the City Council with the review process. Each year, the performance review process will be reviewed shortly after the evaluation is completed by the Personnel Committee to finalize the process for the upcoming performance review year.

The following is a summary of the City Administrator Annual Performance Review process:

1. Ideally, four weeks prior to the City Administrator's hire date anniversary, but no later than four weeks after the City Administrator's hire date, the Personnel Committee submits to City Council members and the City Administrator: (1) a copy of the previous year's Performance Review Summary; (2) a list of the



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- City Administrator's goals from the current review period; and (3) a Performance Evaluation Review form.
2. Within this same time period, the Personnel Committee will send a Performance Review Form to all City Staff (or direct reports only), City Board members (i.e., Planning Commissioner, non-Council EDA commissioners, and Park Board), 3–5 residents selected from those who have met with the City Administrator during the past year and 2–3 business owners who have gone through the permitting process and/or met with the City Administrator in the past year. The City Administrator will also be sent a self-evaluation form.
 - a. Each Performance Evaluation Review form will be customized for the group receiving it (e.g., the questions on the Council form will be different than the questions on the staff form). All forms will solicit ratings, comments, and/or narrative feedback in specific areas relevant to the City Administrator's job description and goals and will provide specific instructions and guidelines for feedback.
 - b. The identity of the individuals completing the forms will be kept anonymous to the City Administrator and the City Council.
 - c. Staff (or direct reports) will complete a performance review survey form and meet individually with the City's HR consultant or third-party professional. The feedback of the staff will be compiled in aggregate. If there is a need for addressing individual responses from staff by way of identifying such individual responses, the HR Consultant or third-party professional will determine, in their discretion, how to appropriately communicate such feedback to the City Administrator.
 - d. Board members, members of the public and business owners may return their completed form to the Council member serving on the Personnel Committee or may elect to meet with the City's HR consultant or third-party professional to discuss their response.
 - e. The City Administrator will return their self-evaluation form and update on progress towards their goals to the City's HR Consultant or third-party professional.
 3. The City's HR consultant, in collaboration with the Personnel Committee, compiles the individual evaluation responses and the City Administrator's self-evaluation into one comprehensive report and an executive summary. A copy of the comprehensive report and executive summary is provided to the City Administrator. A date for the Council to conduct the review will be



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Revised:

scheduled. The City Administrator will indicate their desire to have the review conducted in an open or closed session (per Minn. Stat. § 13D.05, subd. 3(a)).

4. The Council will discuss the City Administrator's performance using the compiled responses and the City Administrator's self-assessment and progress towards their goals for the current review period.
 - a. The meeting will be closed pursuant to Minn. Stat. sec. 13D.05, subd. 3(a) and electronically recorded, unless the City Administrator requests that it be open under Minn. Stat. sec. 13D.05, subd. 3(a).
 - b. The Mayor, or in their absence the meeting chairperson, will identify the City Administrator as the individual to be evaluated prior to closing the meeting.
5. The meeting will proceed as follows:
 - a. The City's HR Consultant or third-party professional presents compensation information, which includes compensation increase options and answers questions from City Council, but the associated compensation discussion and decisions must be held to be conducted in an open meeting.
 - b. The City's HR Consultant or third-party Professional presents the comprehensive performance evaluation report and executive summary, reviews recommended goals, and answers questions from City council without City Administrator in attendance, or at minimum, not participating.
 - c. The Mayor, or in their absence the meeting chairperson, solicits feedback on the summary of conclusions provided in the executive summary. The Mayor, or in their absence the meeting chairperson, asks each member to state their concurrence or not with such conclusions. If there are changes to the summary of conclusions, the City's HR Consultant or third-party professional modifies the summary as directed by the City Council.
 - d. The City Administrator is invited back into the meeting to discuss the performance review with the City Council. Alternatively, they may elect to forgo meeting with the Council and instead meet with the Mayor and the City's HR Professional separately to receive a summary of the discussion and the Council's approved summary of conclusions.
 - i. If the City Administrator chooses to attend, the Mayor or in



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- their absence, the meeting chairperson, simply references or summarizes the discussion of the conclusions presented in the executive summary and then allows each City Council member to state anything they wish about their evaluation of City Administrator.
- ii. The City Administrator may comments as they wish on the review responses and statements made by City Council Members.
 - e. The evaluation of the City Administrator generally includes the intertwined issue of ratings and comments on specific area of the City Administrator's job, goals, application of the employment agreement, and salary change.
 - i. Though the City Council can reference and discuss a potential salary change or adjustment as part of the performance evaluation (e.g., City Council is discussing the adequacy of performance in order to receive a salary increase), it must not negotiate such a change or otherwise make any decision on such a change outside an open meeting based on Minnesota Department of Administration, Data Practices Office, Advisory Opinion 15-002 stating:
The Open Meeting Law does not contain a provision allowing public bodies to close meetings for general personnel reasons; meetings can only be closed in the specific circumstances described in section 13D.05 or by other statutes. As discussed in Issue 1, a performance evaluation may naturally include references to "compensation and prospective extension of [an] employment agreement." However, once a public body has determined that the employee will remain employed with a possible change in pay based on their performance, and the discussion logically turns to the specifics about the employment agreement, the City Council is no longer evaluating the performance of an individual per section 13D.05, subdivision 3(a). In these circumstances, contract negotiations must be done in an open meeting.
 6. At the next open meeting following the closed session, the Mayor or in their absence the meeting chairperson:
 - a. Summarizes the Council's conclusions regarding the evaluation per



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Minn. Stat. sec. 13D.05, subd. 3(a) and takes action on any salary change.

- i. The Mayor, or in their absence, the meeting chairperson reads a statement summarizing the conclusions from the meeting so that the public is given the opportunity to get the best possible sense of the City Administrator’s performance—good, bad or indifferent.
- ii. A motion and vote is taken for any salary increase in the open meeting. The resolution options for consideration of compensation of the City Administrator may be:
 - No change (0%) to salary if performance did not meet expectations. In this circumstance, similar to other employees, the City Administrator would continue to receive Council approved cost of living adjustments to the City’s Base Pay Schedule at the current pay grade.
 - One step increase upon anniversary date if performance meets or exceeds expectations.
 - Other option – more than one step increase (such as a two–step increase or more) upon anniversary date if performance meets or exceeds expectations. If the City Council action directs another salary change concept, appropriate language will be added to the resolution(s) as directed by Council with the salary change that was proposed.

Potential Goals for City Administrator June 1, 2026 review

Carryover from previous year

1. Job Classification & Staff Compensation policy; Establishing policy on Cost of Living Adjustments (COLA)
2. Update Personnel Manual
3. Create Staff Performance Appraisal form; Performance Improvement Plan form for poor performers
4. Construct a standardized Staff Performance Review process

From City Council review notes

5. Develop quarterly budget reports for Council
6. Promote and participate in leadership training and implement principles across the Directors
7. Develop a plan for current City Hall (rejuvenation and a realistic timeline for a new City Hall)
8. Within next year, have all water/sewer hookups complete
9. Establish/map out timeline resources for IT, document management, and Data Practices Policies and Procedures
10. Ensure City Staff follow up with City Council members' questions and concerns; they always complete tasks but do not often report outcomes
11. Help establish formal training to new committee and City Council members
12. Work/life balance
13. Future facilities
14. Technology for Council

From City Administrator self-assessment

15. Provide more updates relevant to Council matters
16. Continue staff development to sustain our capacity to deal with a changing landscape of new challenges
17. Set an example for staff on performance and behavioral expectations
18. Increase and improve our efforts for community engagement and communication processes
19. Focus on larger priority issues
20. Provide to Council a monthly budget chart of accounts

Other from review notes

20. Train an additional staff person on election processes (from a discussion)
21. Strengthen IT skills, particularly with Zoom, document retrieval and e-calendaring
22. Delegate more
23. Help staff know of priorities
24. Staff need more direction at times
25. Pass along pertinent information; help be proactive, not reactive
26. Better tracking of files in the system; technology can help with this
27. Bring communication to a clear, decisive end
28. More prompt follow up

Summary of Goal themes

- a. Staff Development
- b. Technology Skills
- c. Future City Hall facilities
- d. Staff Policies
- e. Communications



MEMO TO COUNCIL

TO: Mayor and City Council

FROM: Councilmember Janet Hegland and HR Consultant Ellen Hinrichs,
Council Personnel Committee

SUBJECT: 2025 Proposed City Administrator Merit Pay Options

DATE: For the City Council Meeting of Wednesday, June 25, 2025

PURPOSE/ACTION REQUESTED

Provide City Administrator Merit Pay options for Council consideration.

BACKGROUND

On May 22, 2024, the City Council approved a three-year employment agreement with Mr. Jack Davis employing him as the Columbus City Administrator. The employment agreement was effective June 1, 2024, and ends May 31, 2027. As directed in this agreement, the Council is to perform an annual performance review of the City Administrator "... incorporating Council-directed performance metrics at the time of hiring and during each subsequent review period. Pursuant to the employment agreement, the City Council may increase compensation based upon the results of its performance evaluation of the City Administrator ("merit-based increases"). Merit-based increases are considered at the sole discretion of the Council, however the City Administrator is entitled to a cost-of-living increase if all city employees receive a cost-of-living increase.

The Council discussed the proposed policy/procedure for the annual City Administrator Performance Review at the June 11, 2025, Council meeting. The Council requested that the Personnel Committee research merit pay options for them to consider if they choose to grant the City Administrator a merit increase. The City does not currently have a policy or procedure for establishing or granting merit increases and in order to comply with the terms of Mr. Davis' employment agreement, the Council needs to define the parameters for granting a merit increase in conjunction with his annual review. It is a best practice to determine the parameters and process for determining whether a merit increase is warranted and if so, the amount, in advance of the performance review process.

DEFINITION OF MERIT PAY INCREASE

A merit pay increase (sometimes called a merit raise) is a salary adjustment given to an employee based on their performance. It's not a general pay raise or a bonus, but a reward based on how well someone has performed in their role. What makes merit increases so appealing is the fact that they are permanent, meaning they become part of the employee's base salary. For that reason, a merit increase is awarded for exceptional performance and is not as common as other types of increases (e.g., cost of living increases, step increases, performance bonus,

etc.). To be fair with the process, merit raises are given after employee performance reviews, considering things such as productivity, quality, leadership, and whether one has contributed to the organization's success. One of the benefits of merit-based salary adjustments for organizations is that merit increases are an effective way to motivate employees and align rewards with performance.

PROPOSED PROCEDURE

1. **The first step for Council to consider is whether or not it wishes to consider a merit-based increase for Mr. Davis.** The terms of his employment contract states: "If all City employees receive a cost-of-living increase, Employee shall be eligible for, but not entitled to, both a cost-of-living increase and a merit-based increase." Mr. Davis received a cost-of-living increase in January 2025, increasing his salary from \$146,000 to \$150,384 384 (\$4,384 annual increase). Mr. Davis' performance review is a key element of the Council's relationship with its chief executive and serves an important opportunity to provide feedback and set expectations for the coming year. The Council is required to complete the review, regardless of whether it chooses to award a merit increase.

2. **If the consensus of the Council is that they believe a merit increase is desirable, the Council needs to define what performance score would qualify for a merit increase.** The proposed scoring system that will be used in the 2025 evaluation scores the City Administrator's performance using a 1-5 scale as follows.
 1. Unsatisfactory
 2. Needs Development
 3. Meets Expectations
 4. Above Expectations
 5. Exceeds Expectations

We propose that if the Council is considering a merit increase, that the City Administrator must score an overall score of 3.01 or higher to be eligible for a merit increase, using the rationale that a score of "3" is meeting expectations and anything above this score is meritorious.

3. **Once the decision to consider giving a merit increase is determined, and the threshold for eligibility for a merit increase is defined, the next step is to determine how much of a merit raise is warranted.** The League of Minnesota Cities Human Resources Reference Manual (HRRM) outlines several possibilities to consider. The section on this topic is included as an attachment to this memo and three options are presented below for Council consideration.
 - Merit pay plans are often set up in conjunction with a step pay plan, except the step increases are given only on the basis of merit or performance. For example, in a merit pay plan, an employee may be eligible to receive a step increase once per year, but the determining factor is their performance throughout the year. The performance is often measured through a formal performance evaluation process, but it can also be a reward for other things such as completion of a particular project or for assuming additional

work duties.

- Sometimes organizations budget a certain percentage of wages (e.g., two percent of the city’s overall payroll) to be allocated among all employees based on merit. Supervisors are then asked to make judgments about how the money is allocated among employees. In this type of situation, some employees may receive no merit pay or step increase and others may receive more than one step.
- Some organizations establish merit pay ranges based on performance scores during the budgeting process that provides some leeway for supervisors to give merit increases within an established range and based upon defined metrics.

City Attorney Megan Rogers advised that a step system—whether based on years of service or meritorious performance—is fundamentally different from how the Council sets compensation for the City Administrator. Columbus’ existing step system is structured to advance employees annually upon meeting or exceeding expectations as of their anniversary date. It does not define or incorporate additional advancement or pauses in compensation increases beyond that schedule. The step system may be used as a reference to help guide the Council in determining the amount of any increase, but the Council is not obligated to it or bound by it for setting City Administrator compensation.

The City did not budget for a merit pay plan for all employees or for only the City Administrator, and it does not have an associated procedure established for such a program. Establishing such a program has been discussed in the Personnel Committee and will be brought before the Council for consideration after the new compensation system is implemented in 2026.

However, as a starting point for this discussion, the table below was constructed outlining a proposed range of merit pay increases based on overall performance score. The percentage pay increases were chosen based on the approximate 3% pay increase between steps in the grade that Mr. Davis’ position occupies. The assumption we made is for each performance point above 3.0, the maximum merit increase would be equivalent to the percentage increase in one step. Therefore, the maximum merit increase available if he scored 4.0 would be 3%, and 6% if he scored a perfect 5. Council is free to alter this table if they choose to adopt this methodology for 2025. The Council may also want to consider a different methodology for 2026 since we can easily work that into the budgeting process that we will soon begin.

PROPOSED CITY ADMINISTRATOR MERIT PAY PLAN FOR 2025

Performance Score Range	Min Merit Increase (Contingent on Budget)	Max Merit Increase (Contingent on Budget)	Annual Impact on Budget
≤ 3.00	0.0%	0.0%	\$0
3.01 - 3.50	1.0%	1.5%	\$1503.-\$2256
3.51 - 4.00	1.0%	3.0%	\$1503-\$4511
4.01 - 4.50	2.0%	4.5%	\$3008-\$6767
4.51 - 5.00	2.5%	6.00%	\$3760-\$9023

SUMMARY OF NEXT STEPS

1. The Council decides whether or not to consider awarding a merit increase in addition to the cost-of-living increase Mr. Davis received in January 2025. If the answer is “NO”, no further action related to pay is required for this year’s review.
2. If the Council agrees to consider awarding a merit increase to the City Administrator, then the eligibility threshold for receiving a merit raise needs to be determined. **The Personnel Committee proposes that if the Council is considering a merit increase, that the City Administrator must score an overall score of 3.01 or higher to be eligible for a merit increase.**
3. The Council would next determine how much of a merit raise is warranted. A proposed 2025 City Administrator Merit Pay Plan is provided above for Council Consideration. Alternatively, the Council can alter this plan or come up with their own plan.

Attachment: LMC HRRM Merit Pay Section of Compensation Chapter
4910-7832-8143, v. 1

RELEVANT LINKS:

Another criticism of traditional step plans is that the only method by which an employee can receive significant pay increases or move up a pay grade is through reclassification of his/her position. Reclassification refers to an action by which an employee's job class is reviewed for possible assignment to a higher salary grade.

For example, a civil engineer I might request consideration of a reclassification to civil engineer II, a job class which is assigned a higher pay grade. The basis for reclassification is generally that the employee's duties have changed over time, and they are now performing higher level duties generally assigned to the higher job class.

Because this is the only method to reward high performing employees (under this type of pay plan), supervisors often seek reclassifications merely for this reason.

b. Merit pay

Merit pay includes pay increases or lump sum payments based on an employee's general performance in the job or on reaching assigned goals or completing projects successfully. Merit pay plans are often set up in conjunction with a step pay plan, except the step increases are given only on the basis of merit or performance.

For example, in a merit pay plan, an employee may be eligible to receive a step increase once per year, but the determining factor is their performance throughout the year. The performance is often measured through a formal performance evaluation process, but it can also be a reward for other things such as completion of a particular project or for assuming additional work duties.

Sometimes organizations budget a certain percentage of wages (e.g., two percent of the city's overall payroll) to be allocated among employees based on merit. Supervisors are then asked to make judgments about how the money is allocated among employees. In this type of situation, some employees may receive no merit pay or step increase and others may receive more than one step.

Merit pay plans can be attractive to organizations because they are viewed as tools to reward and retain employees who work harder, produce more and regularly pitch in to help. These pay plans reward for performance, rather than just "time on the job." They can also be viewed as good for employee morale if employees who do put forth the extra effort feel they are being rewarded for it.

RELEVANT LINKS:

LMC information memo,
*Public Purpose
Expenditures, The Pay,
Expenses and Benefits and
Bonuses.*

Merit pay is often criticized as not being objective. In other words, supervisors reward the employees they like and punish the employees they don't like through merit pay. Proponents of merit pay like it because it can be a good motivator for higher levels of performance.

Some best practice approaches with implementing merit pay include:

- Have administration and Human Resources review all departmental decisions on merit pay for consistency between departments **before** they are communicated to the employee.
- Establish written guidelines and procedures about how merit pay will be earned and paid **before** the program is adopted and in advance of the time employees can begin earning it (before the beginning of their performance review period).
- Train supervisors **before** the program is put into place on how the system works, what the criteria should be for making judgments about employee's performance. Buy-in from supervisors is crucial to merit pay plan success.
- Depending on the city compensation philosophy, consider limiting the percentage of pay increase subject to merit pay, or structure the pay increases carefully to avoid the problem of falling behind the "market." There is a potential for employee groups to lag the market if the plan isn't structured carefully.
- Consider structuring the city's pay plan so there are opportunities for everyone to "shine" and receive rewards. For example, a city may consider a moderate "across-the-board" adjustment, a small percentage for performance pay, and a small amount available for one-time lump sum incentive pay for employees who complete major projects or established goals. Some organizations devote a small percentage to "team pay" for goals entire teams achieve together.

c. Broadbanding

Broadbanding is a "newer" compensation concept for the public sector, introduced in the federal government's Navy laboratories HR systems in 1980. The theory behind broadbanding is that more traditional pay systems do not reward higher levels of performance, competence, or training. Broad banding provides for wider salary ranges or "bands," directly tied to an employee's demonstrated skills and performance, allowing for more flexibility in compensation decisions.



Personnel Committee Report-8.4.25

The Personnel Committee consists of Councilmember Janet Hegland, Asst. City Administrator Aaron Berg and Ellen Hinrichs, HR Consultant. Mayor Hanegraaf participates as an ex-officio member.

Review of City Administrator Performance Review and Merit Policy/Procedure and Definition of Annual Goals

Background

The annual performance review for City Administrator Jack Davis was conducted in closed session during the June 25, 2025, Council meeting as is allowed per Minn. Stat. sec. 13D.05, subd. 3(a). In the Council Regular Meeting, prior to the closed session, the Council approved a methodology for granting a merit increase, a Council option per Mr. Davis' employment contract.

Minn. Stat. sec. 13D.05, subd. 3(a) requires that the Council summarize the Council's conclusions regarding the performance evaluation and any resulting salary change at the next open Council meeting. This was done at the 7.9.25 Council Meeting.

The Policy also states that each year, the performance review process will be reviewed shortly after the evaluation is completed to finalize the process for the upcoming Performance Review Year. The purpose of this memo is to facilitate discussion of that review and to discuss goals for the next year. The recommendations resulting from this discussion will be brought forward for Council approval at the August 13th Council meeting.

Requested Action

- Please review the attached documents and be prepared to discuss any changes or affirmations you have related to the City Administrator Performance Review/Merit Increase process. Please consider whether the process used achieved the goal outlined in the policy (“to establish clear guidelines and procedures for the City Administrator’s regular annual performance review”) and how you felt about your role in the process. Was your role clear? Was the information provided from the 360-survey helpful? Were there things that could have been done better?
- Secondly, the Council is charged with establishing City Administrator goals for the next performance review period. A list of suggested goals from stakeholder feedback and from the City Administrator self-review are provided for your review. They are color coded to group together like topics.

The Personnel Committee discussed these two action items at their 7.29.25 meeting and produced the following recommendations for your consideration.

Personnel Committee City Admin. Performance Review Recommendations

- **Next year, instead of a 360 survey, limit the feedback to Council and staff.**
Rationale: The Committee felt it was important to get a full picture of how all of our stakeholder groups felt about their interactions with the City Administrator since the City Administrator transition from Ms. Mursko to Mr. Davis. The response rate to the 360 survey was excellent, with 30 of the 38 stakeholders responding. The

Personnel Committee suggests re-evaluating the value of the full 360 survey each year based on past year circumstances (e.g., a new City Administrator, new responsibilities, perceived areas of concern, etc.) but for 2026, limiting the feedback to the Council and staff.

- **Continue to include quantitative and qualitative aspects to the review process.**

Rationale: The process of determining a quantitative score assigned by the council appeared to work well and was a transparent and rational metric on which to base the merit increase. The qualitative information (i.e., comments) was important to provide context for the score and to communicate important information to the City Administrator.

- **Continue to include a City Administrator self-evaluation.**

Rationale: It is a useful exercise for the City Administrator to self-reflect on their past year's performance and to offer insight to the Council on what went well, what didn't and their views as to why that was the case.

- **Require a quarterly report to Council on the progress towards Goals.**

Rationale: The past year's goals were established at the time of Mr. Davis' hire and were part of his employment contract. The Council did not request or require updates of progress towards these goals, although the Personnel Committee was kept apprised of the progress. Some Council members were new to the Council since Mr. Davis' hire and were not necessarily aware of the goals. Therefore, when asked to evaluate Mr. Davis' performance against those goals, some Council members felt they did not have adequate information to do so. Having a quarterly update to the Council will solve that problem and will also allow the Council to react and adjust to any extenuating circumstances that may necessitate modifying the goals.

- **State the City Administrator's goals as SMART goals.**

Rationale: SMART goals are specific and measurable and will better enable the Council and the City Administrator to be in alignment on expectations. SMART Goals are:

Specific as to the thing you want accomplished

Measurable, describing how the Council plans to track progress

Achievable, ensuring the goal is realistic and achievable and includes the plan for achieving the goal

Relevant, ensuring the City Administrator's goals are aligned with the City's goals

Timebound, establishing a timeline to achieve the goal

- **Incorporate the Merit pay definition and procedure as outlined in the 6.25.25 memo to the Council (attached) to the City Administrator Performance Review Policy with the following edits to the Merit Pay Plan, as made at that meeting:**

Use whole numbers in defining the merit increase.

Change the score for 0% increase from ≤ 3.00 to < 3.00 .

Adopt the new table for 2026 as was defined in the 6.25.25 meeting.

PROPOSED CITY ADMINISTRATOR MERIT PAY PLAN FOR 2026

Performance Score Range	Merit Increase (Contingent on Budget)	Annual Impact on Budget
< 3.00	0%	\$0
3.00 - 3.50	1%	TBD based on current salary
3.51 - 4.00	2%	TBD based on current salary
4.01 - 4.50	3%	TBD based on current salary
4.51 - 5.00	4%	TBD based on current salary

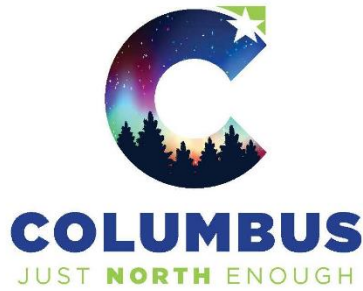
Personnel Committee City Admin. 2025-2026 Goals Recommendations

The list of potential goals as put forth by various stakeholders during the 360 survey is attached for your review. The Goal themes are color coded to reflect like topics. For the purpose of discussion, please review these suggestions and incorporate any of your own not included on the list.

The Personnel Committee recommends the Council define 4-6 goals for the City Administrator to work towards for the time period June 1, 2025, to May 31, 2026. After the Council's Workshop discussion, the goals that are agreed upon will be formatted as SMART goals and brought back to the Council for approval at their 8.13.25 meeting. The following are the Personnel Committee's recommendations for goals for Council consideration.

1. Develop and execute a plan to complete all water and sewer hook ups in the Freeway district.
2. Develop a plan, estimated budget and timeline to address future City Hall facility needs, including current repairs/upgrades to the current facility and a timeline for a new City Hall facility.
3. Develop plan, budget and timeline for IT needs, including the following: IT support, document imaging, replacement of Permit Works and Banyon software, other technology platforms such as use of Zoom, One Drive, Google Drive, etc. (Note: discussion of continuing the hybrid meeting option will be discussed at Sept Workshop and this plan will incorporate any agreed upon decisions in that regard).
4. Develop report to outline future water system needs and staff recommendations (e.g., water tower, water treatment plant)
5. Develop a report to develop a sustainable way to fund maintenance and upgrades to City Park
6. Reformat the budget information presented to the Council, to include revenue and statements similar to those used in business (e.g., Income statement, Balance sheet, etc.). Included would be a quarterly presentation of these reports as well as a report on expenditures as compared to budget.

Respectfully,
Janet Hegland,
Columbus City Council and Personnel Committee Member



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City of Columbus Council Workshop Meeting

August 4, 2025

Agenda Item Number: Item 2

Agenda Item: City Hall Building Assessment

Agenda Item Summary:

City Hall, Council Chambers and the Community Center are post and frame construction buildings that were constructed in 1980, circa 1984 and 1993 respectively. As this facility is proposed to be in use for the foreseeable future, council recognizes the need to ensure that there are no safety or health issues of concern and that the building is a functional space for both the public and staff.

As a result of a consensus to extend the life of the current building for use as the City Hall, council authorized a preliminary evaluation of structural/ health problems that could pose issues for the long term utilization of this building.

Joel Ende, Structural Design Engineer with Bolten & Menk was engaged to perform the assessment. Mr. Ende conducted his inspection on October 31, 2024. This was a general inspection to assess the overall structural integrity of the building, check for mold and determine needs for further examination of the findings.

Staff reviewed the condition assessment report for the Columbus City Hall submitted by Mr. Ende with the City Council at the November 12, 2024 Council Meeting.

This item was discussed again at the June 3, 2025 City Council Workshop Meeting and it was recommended that an inspection of the the roof exterior be conducted to determine its condition.

The inspection of the roof was done on July 8, 2025 by Councilperson Rob Busch, Public Works Director Jim Windingstad and City Administrator Jack Davis. This inspection revealed the need for a roof replacement due to the age of the roof, deterioration of a previous coating of the roof on the council chamber section of the building, numerous loose fasteners and rust issues along the ridge vent and eave portions of the roof.

During this inspection, it was also found that the trim around the doors and windows and portions of siding weren't properly installed and could be sources for leaks, heating and cooling losses and rodent /insect entrances.

The conclusions, recommendations and general comments of the October 31,2024 inspection are exhibited in Attachment 1 - City Hall Building Condition Assessment Report. Photos of both inspections will be presented at August 4,2025 Workshop Meeting.

Staff requests that Council authorize an evaluation of the needs for and costs of repair/renovations of City Hall, compare the value of improvements to City Hall relative to a building replacement and develop a plan for implementing the alternative selected.

Funds in the amount of \$25,000 are available for the more detailed building assessment in the 407 - General Fund Capital Account.

Attachment(s):

Attachment 1 – City Hall Building Condition Assessment Report



Real People. Real Solutions.

City of Columbus, Minnesota

City Hall Building Condition Assessment

November 6, 2024

Submitted by:

Bolton & Menk, Inc.
12224 Nicollet Ave
Burnsville, MN 55337
P: (952) 890-0509

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Appendix

Appendix A: Photos

I. EXECUTIVE SUMMARY

A. Inspection Information

Inspection Date: 10-31-2024
Previous Inspection Date: N/A
Inspected by: Joel Ende, EIT
BMI Project No.: T46.117043

B. Recommended Course(s) of Action

- No Action Required
- Implement Maintenance Repairs
- Perform Additional Inspections
- Perform Engineering Analysis
- Develop Remedial Design & Details
- Further Investigation Required

C. Contact Information

Bolton & Menk, Inc.
Joel Ende
Structural Design Engineer
(612) 364-5115
joel.ende@bolton-menk.com

II. OVERVIEW

This inspection was conducted to assess the condition of the City Hall Building in Columbus, Minnesota. The building is comprised of an office area, community room, and council chambers. Each building section was constructed at a different time, with the office being built first and the council chambers last. The inspection encompassed a thorough visual evaluation of structural elements. Accessible attic spaces were entered to visually inspect roof and roof truss condition. Inspection holes were dug outside of each building section to inspect exterior post condition. Moderate rain and wind were present during the inspection's entirety. The following summary outlines the key findings and recommendations.

III. SUMMARY OF FINDINGS

Attic spaces were accessible in the office and council chambers. The attic space in the community room was inaccessible due to a drop-ceiling and voting taking place in that area at the time of inspection. Subgrade post inspection was only possible along select areas of the building due to concrete and asphalt being adjacent to the building. Due to this, only one hole was dug along each building section. The metal roof was not accessible due to weather conditions.

The following summary provides a quick overview of the inspection’s findings and recommended actions, allowing the city to understand the current state of the building and what steps need to be taken for the maintenance and safety of the building.

City Hall Inspection Summary			
Building Location	Issue	Severity of Condition & Current Risk to Occupants (0/4)*	Recommendations & Requirements for Repairs
Office Roof	Leaking Roof	3	Seal and Monitor
	Lifted Roof Panel	3	Reinstall Roof Panel per manufacturers recommendations.
Office Roof Trusses	No Issues Found	4	Monitor
Office Area Posts	No issues found	4	Monitor
Council Chambers Roof	Leaking Roof	3	Seal and Monitor
Council Chambers Roof Trusses	No Issues Found	4	Monitor
Council Chamber Posts	No Issues Found	4	Monitor
Community Room Roof	Inaccessible – Water damage visible on south end of ceiling	3	Additional inspection from roof required. Seal and Monitor any found leaks.
Council Chambers Roof Trusses	Inaccessible	4	
Community Room Posts	Degradation Found	2	Additional inspection of remaining accessible posts to determine extent of deterioration. Replace posts found to be degraded.

*Severity of Condition Key:

1. Immediate action required. The inspector found the presence of an issue that poses a significant safety risk.
2. Repairs required. The inspected element is not functioning properly and requires repairs as soon as possible.
3. Maintenance required. Maintenance is required on an element, but the issue does not currently present a risk to safety.
4. No problem found. The element is functioning as intended, considering normal wear and tear.

IV. CONCLUSIONS

All building sections showed some degree of water penetration through the roof. The leaks appear to be small and not currently compromising the integrity of the structure. All observed roof trusses were in good condition, however, there were multiple locations where the truss members were saturated due to the leaking roofs. This does not pose any immediate safety risk, however, prolonged exposure to moisture will degrade the truss members.

During the exterior wall post inspection, severe degradation of an exterior post of the community room was observed below grade. Exterior posts for the office and council chambers were observed to be in good condition below grade.

From the ground, it was noted that one of the roof panels covering the office area was lifted. It was also noted that no gutters are present on the structure.

V. RECOMMENDATIONS

An additional inspection of the roof should be performed from above to verify the extent of the roof repair necessary. The lifted panel over the office area should be re-installed per the panel manufacturer's recommendations. The leaks in the roof should be sealed and/or repaired by a contractor specializing in roof repair.

Additional inspection is required to determine the extent of the degradation of posts in the community room. It is likely the degradation found is occurring in other posts in that building section. The degraded posts should be replaced.

The addition of gutters to the entire building is recommended to keep water away from the posts and to prevent future post deterioration.

VI. GENERAL COMMENTS

The analysis and opinions in this report are based on observations made on site at the location stated above. This report does not reflect variations in conditions that may occur across the site, property, or facility. Actual conditions may vary and may not become evident without further assessment.

The primary objective of the inspection was to validate the absence of significant structural or safety concerns that could jeopardize human well-being. The report does not imply any knowledge of the engineering stresses or loads associated with the balcony designs or suitability of the selected construction materials. That is beyond the intent of the report requirements.

Please contact Bolton & Menk if you have any questions regarding this report.



City of Columbus
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16319 Kettle River Blvd
Columbus, MN 55025
Telephone: (651) 464-3120

City of Columbus Council Workshop Meeting

August 4, 2025

Agenda Item Number: Item 3

Agenda Item: 2026 Preliminary Budget Discussion

Agenda Item Summary:

Staff will present the initial review of the 2026 City Budget at the August 4, 2025 Workshop Meeting.

Follow up discussions will be scheduled at both August Council Meetings and the September 2, 2025 Workshop Meeting. Additional budget meetings may be called in August and September, as necessary, for completion of the 2026 Preliminary Budget and Capital Improvement Plan.

The goal for the presentation to City Council of the 2026 Preliminary Budget is September 10, 2025.

The discussion for this meeting will focus on inputs that have been received to date for the major budget categories along with any additional projects for 2026 and beyond.

The 2026 Preliminary Budget must be approved and submitted to Anoka County by September 30, 2025. Final budget approval is scheduled for Council consideration on December 10, 2025.

Attachments:

Attachment 1 – Budget Summary (Meeting Handout)

Attachment 2 - 2026 Budget Spreadsheets by Category and Fund Account to Date