

**City of Ramsey**  
**Agenda**  
**Personnel Committee**  
**Tuesday July 10, 2012**  
**5:30 p.m.**  
**Lake Itasca Room, 7550 Sunwood Drive NW**

- 1. Call to Order**
- 2. Citizen Input**
- 3. Approve Agenda**
- 4. Committee Business**
  1. Resolution to Authorize Staff Position/Wage Modifications Due to Organizational Changes
  2. Review of Recent Employee Exit Interviews
- 5. Adjournment**

**Personnel Committee**

4. 1.

**Meeting Date:** 07/10/2012

**By:** Colleen Lasher, Administrative Services

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**Title:**

Resolution to Authorize Staff Position/Wage Modifications Due to Organizational Changes

**Background:**

The city maintains a position, classification, and wage plan for all positions in accordance with federal and state laws. The plan is reviewed periodically to ensure that responsibility levels and wages are commensurate with the work performed. Hourly wages are considered “base pay” calculated as “steps” that are four percent apart with step 6 representing 100%.

From time to time it becomes necessary to update the city’s positions and wages based on organizational changes and the City Council’s staffing strategy. When this occurs, the City Administrator makes recommendations based on to the following factors:

- Maintenance of equitable relationship between classes, based on relative duties, responsibilities, and educational requirements.
- Indicators, from the appropriate labor market, for comparable work under similar conditions.
- Current recruitment and retention experience.
- Comparable worth for all positions within the organization.
- Ability of the City of Ramsey to fund the position.

**Anoka County Employee “Thank You Checks”**

Aside from the above plan, staff was asked to provide data related to the Anoka County “Thank You Checks” that were issued in April to County employees. In summary, checks in the amount of \$300 or \$150 were given to employees as a “thank you” for the hard work that was demonstrated through their 2011 budget cutting process. The money was not added to the employee’s base pay, nor was it processed through payroll. The memo is attached for review.

Note: The following report focuses largely on significant changes to certain employee’s position descriptions; changes that required additional responsibility, an overall increased workload, and, in some cases, additional education.

**Recent Staffing History in Ramsey**

In the last two years there have been seven professional level employees, in addition to others, that have left the City, as follows: Assistant Finance Director, Building Official, Deputy City Administrator/Community Development Director, Deputy City Clerk, Economic Development/Marketing Manager, Human Resources Manager, and the Planning Manager.

As a result of these reductions and in an effort to realize savings through attrition, other employees have taken on many of the responsibilities previously handled by those that left.

Most recently, when the Deputy City Administrator/Community Development Director resigned there were reverberations that effected Administrative Services, Community Development, and the Finance Department. Specifically, the responsibilities of the Senior Planner, the HR Representative, the Senior Accountant; as well as the Associate Planner/Environmental Coordinator were impacted.

It should be noted; as a result of less significant staffing changes in 2010 and 2011, the following staff’s positions were updated as follows: The Associate Planner became the Senior Planner, the HR Technician became the HR Representative, the Accountant I became the Senior Accountant, the Environmental Coordinator became the Associate Planner/Environmental Coordinator, and the Administrative Sergeant became the Lieutenant.

### **Recommended Position & Wage Changes**

In recognition of added responsibilities, to promote retention, and to maintain equitable wages based job functions, staff recommends the following positions/wages be updated to reflect actual job duties: Senior Planner, Human Resources Representative, and Senior Accountant.

#### **Senior Planner**

Tim Gladhill has full responsibility of managing the Planning Division, the Building Division, and serves as the division head for Community Development. Tim works under the general direction of City Administrator Ulrich. In February of 2011, the Community Development department reorganized, eliminating the Planning Manager position, along with other changes. In August of 2011, Tim was asked to complete his master's degree in Geographic Information Science (with a minor in Public Policy) and to complete a leadership certificate program. His degree is complete and the certification is on track, pending the scheduling of the final session. It was anticipated (subject to City Council approval) that Tim's wage would increase (effective February of 2012) contingent upon his successful completion of schooling and effectiveness in his new role; this was put on hold due to budget concerns.

In light of Tim's new responsibilities, division head status, and academic accomplishments, a title change to Development Services Manager is recommended and a wage adjustment as budgeted for in the 2012 budget.

#### **Human Resources Representative**

Colleen Lasher has full responsibility for managing the city's HR function while working under the general direction of City Administrator Ulrich. Colleen oversees the work of three administrative employees (2 FT & 1 PT) and serves as division head in Administrative Services. It is important to note, in September of 2010, following the resignation of the previous HR Manager, the decision was made not to rehire an HR Manager. Instead, in preparation for anticipated professional growth, Colleen was asked to complete her degree in Human Resources Management and is on track to graduate in August after completing 45 credits (15 classes) and earning a Bachelor of Arts in Human Resources Management.

To more accurately reflect Colleen's actual role within the City, the City Administrator recommends a title change to Human Resources Manager, along with a wage change. (It should be noted that since the city last employed an HR Manager, the wage scale was lowered to mirror that of the IT Manager and Assistant Finance Director.)

#### **Senior Accountant**

Denelle McAlpine has full responsibility for managing many Finance Department functions while working under the general direction of Finance Director Lund. It is important to note, in August of 2010, upon the resignation of the Assistant Finance Director, the Finance Director recommended that the position of Assistant Finance Director not be filled due to budget constraints and recommended that a lower level position of Senior Accountant be utilized. At that time, Ms. Lund stated that it was her recommendation that the Assistant Finance Director position would be brought back at a later date giving time for the current Senior Accountant, Denelle McAlpine, to demonstrate the required job & supervisory skills. Then, the Senior Accountant position would be eliminated.

After nearly two years, Denelle has successfully performed the duties that were previously performed by the Assistant Finance Director. Moreover, the additional demands placed on the Finance Director (due to the departure of Heidi Nelson and Aaron Backman, etc.) have made Denelle's role in the Finance Department even more critical.

### **Recommended Possible Title Change and Wage Change**

The recommendation listed below regarding the Lieutenant is not tied to the recent organizational changes; rather, it is being brought forward for consideration due inequitable compensation, as is described in the first bullet point near the top of this report "Maintenance of equitable relationship between classes, based on relative duties, responsibilities, and educational requirements".

#### **Lieutenant**

In February of 2010, the City Council updated Jeff Katers' title to reflect his actual role in the Police Department. Jeff's previous title was Administrative Sergeant, which did not accurately reflect his rank or level of work performed. At that time, Jeff did not receive an increase in pay and he remains at step 6 of the sergeant's pay scale;

however, his FLSA status changed to exempt (not eligible for overtime). Even with the \$200 monthly stipend provided to the Lieutenant, Mr. Katers' compensation is less than that of the Patrol Sergeants whom he is ranked above. For example, in 2011, the record shows that Lieutenant earned \$199.68 less than the lowest earning sergeant and \$3,056.66 less than the highest earning sergeant. Staff recommends an adjustment to Mr. Katers' hourly wage to that of the Captain's wage scale at step 5. Lastly, ~~in the interest of succession planning within the Police Department~~, staff recommends a title change to Captain. (Support Services Captain) ~~Recommended Wage Change Only~~ **cl**

**Recommended Wage Change Only (No Title Change)**

Associate Planner/Environmental Coordinator

In February of 2011, upon City Council direction, Community Development was reorganized. Chris Anderson's position was changed from Environmental Coordinator to Associate Planner/Environmental Coordinator. At that time, staff proposed the Associate Planner wage scale. It was decided that in order to give Chris the time he needed to acclimate to the position, the wage would be adjusted to the midpoint of the two scales. Since then, Chris has taken on more Associate Planner work (at least 80%) and less time is spent on environmental tasks. In addition, the position's FLSA classification changed to exempt (not eligible for overtime). Moreover, with the added responsibilities that Tim Gladhill has assumed, it is anticipated that it will be necessary for Chris to continue focusing on Planner tasks.

**Notification:**

**Recommendation:**

Change the Senior Planner position, occupied by Tim Gladhill, to that of the Development Services Manager, effective July 1, 2012 at step 2 of the wage scale.

Change the Human Resources Representative position, occupied by Colleen Lasher, to that of the Human Resources Manager, effective July 1, 2012 at step 1 of the wage scale.

Change the Senior Accountant position, occupied by Denelle McAlpine, to that of the Assistant Finance Director, effective July 1, 2012 at step 1 of the wage scale.

Change the Lieutenant position, occupied by Jeff Katers, to that of the Captain, effective July 1, 2012 at step 5 of the wage scale.

Change the Associate Planner/Environmental Coordinator's pay scale to that of the Associate Planner at step 6 of the wage scale.

**Funding Source:**

The funding for the above listed changes has been accounted for in the 2013 budget. The 2013 annual cost for the above listed changes is approximately \$22,341. The cost for the above listed changes in 2012 (July 1 through December 31) is approximately \$11,171.

Detail Funding Breakout

General Fund: \$17,586

Enterprise: \$1,964

EDA: \$735

HRA: \$735

Landfill Tipping \$1,321

Total = \$22,341 annually

**Council Action:**

Motion to approve resolution # 12-07-XXX, which upon City Council approval, will direct staff to make the following modifications based on already established pay scales.

- Change the Senior Planner position, occupied by Tim Gladhill, to that of the Development Services Manager, effective July 1, 2012 at step 2 of the wage scale.
- Change the Human Resources Representative position, occupied by Colleen Lasher, to that of the Human Resources Manager, effective July 1, 2012 at step 1 of the wage scale.
- Change the Senior Accountant position, occupied by Denelle McAlpine, to that of the Assistant Finance Director, effective July 1, 2012 at step 1 of the wage scale.
- Change the Lieutenant position, occupied by Jeff Katers, to that of the Captain, effective July 1, 2012 at step 5 of the wage scale.
- Change the Associate Planner/Environmental Coordinator’s pay scale to that of the Associate Planner at step 6 of the wage scale.

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**Attachments**

Resolution

Anoka Co. Thank You Memo

Salary Schedule

Key Responsibilities

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**Form Review**

**Inbox**  
Kurt Ulrich

**Reviewed By**  
Kurt Ulrich

**Date**  
07/05/2012 11:26 AM  
Started On: 07/02/2012 08:32 AM

Form Started By: Colleen Lasher

Final Approval Date: 07/05/2012

Councilmember        introduced the following resolution and moved for its adoption:

**RESOLUTION #**

**Consider a Resolution to Authorize Staff Position/Wage  
Modifications Due to Organizational Changes**

**WHEREAS**, the city maintains a position, classification, and wage plan for all positions in accordance with federal and state laws; and

**WHEREAS**, the plan is reviewed periodically to ensure that responsibility levels and wages are commensurate with the work performed; and

**WHEREAS**, from time to time it becomes necessary to update the city's positions and wages based on organizational changes and the City Council's staffing strategy; and

**WHEREAS**, in an effort to realize savings through staffing reductions/attrition, five employees listed below have taken on greater responsibilities which were previously handled by higher level employees; and

**WHEREAS**, in the interest maintaining equity and promoting retention, the City Administrator recommends the five positions listed below for modifications based on the established pay scales.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF  
RAMSEY, ANOKA COUNTY, STATE OF MINNESOTA, as follows:**

- Change the Senior Planner position, occupied by Tim Gladhill, to that of the Development Services Manager, effective July 1, 2012.
- Change the Human Resources Representative position, occupied by Colleen Lasher, to that of the Human Resources Manager, effective July 1, 2012.
- Change the Senior Accountant position, occupied by Denelle McAlpine, to that of the Assistant Finance Director, effective July 1, 2012.
- Change the Lieutenant position, occupied by Jeff Katers, to that of the Captain, effective July 1, 2012.
- Change the Associate Planner/Environmental Coordinator's pay scale to that of the Associate Planner.

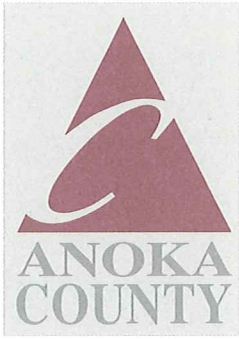
The motion for the adoption of the foregoing resolution was duly seconded by Councilmember        , and upon vote being taken thereon, the following voted in favor thereof:

and the following voted against the same:

and the following abstained:

and the following were absent:

Whereupon said resolution was declared duly passed and adopted by the Ramsey City Council this the 24<sup>th</sup> day of July, 2012.



# COUNTY OF ANOKA

## OFFICE OF COUNTY BOARD OF COMMISSIONERS

GOVERNMENT CENTER  
2100 3RD AVENUE STE 700 • ANOKA, MN 55303-5024  
(763) 323-5700

March 27, 2012

**MEMO TO:** All County Employees  
**FROM:** Anoka County Board of Commissioners  
**SUBJECT:** "Thank You Check" for Employees

Anoka County went through a historic year in 2011, successfully implementing major budget reductions through employee driven innovations and their extra effort during staffing reductions. The County Board would like to take this opportunity to say "thank you" by providing a special compensation check to those of you responsible for this achievement.

By Friday, April 6, current employees (regular and temporary) in good standing, who were hired before February 14, 2011 and earned more than \$10,000 during 2011, will receive a one-time "thank you check". Benefit eligible employees and full-time temporaries will receive \$300 and those who worked fewer hours will receive \$150. As you would expect, we are required to take out state and federal taxes.

The Board of Commissioners cannot overstate how important you are to our success and our ability to serve the taxpayers and our customers, who are often one and the same. Thank you for your hard work and commitment to put us on the path to success.

Sincerely,

Matt Look  
Anoka County Commissioner  
District #1

Andy Westerberg  
Anoka County Commissioner  
District #2

Robyn West, Vice Chair  
Anoka County Commissioner  
District #3

Jim A. Kordiak  
Anoka County Commissioner  
District #4

Carol LeDoux  
Anoka County Commissioner  
District #5

Rhonda Sivarajah, Chair  
Anoka County Commissioner  
District #6

Dan Erhart  
Anoka County Commissioner  
District #7

	Step 1 Hourly	Step 2 Hourly	Step 3 Hourly	Step 4 Hourly	Step 5 Hourly	Step 6 Hourly
Lowest Level Dept Head Pay	39.10	41.05	43.01	44.96	47.85	48.87
Development Services Manager	31.25	32.81	34.37	35.93	37.50	39.06
Senior Planner	29.36	30.82	32.29	33.76	35.23	36.70
Asst Finance Director	32.32	33.94	35.55	37.17	38.79	40.40
Senior Accountant	27.64	29.02	30.40	31.78	33.17	34.55
HR Manager (Reduced Scale)	32.32	33.94	35.55	37.17	38.79	40.40
HR Representative	27.64	29.02	30.40	31.78	33.17	34.55
Police Captain	34.92	35.97	37.68	39.39	41.11	42.82
Lieutenant (with stipend)	31.72	33.25	34.78	36.31	37.84	39.37
Associate Planner	25.03	26.28	27.53	28.78	30.03	31.28
Associate Planner/Env. Coord	24.58	25.81	27.04	28.27	29.50	30.73
IT Manager (DB) (For Ref. Only)	32.32	33.94	35.55	37.17	38.79	40.40
Planning Manager - (For Ref Only)	34.06	35.76	37.46	39.17	40.87	41.74
Human Resource Manager (Vacant) (For Ref. Only)	33.63	35.32	37.00	38.68	40.36	42.04
Sergeants (For Ref. Only)	30.57	32.1	33.63	35.16	36.68	38.22

## Key Responsibilities

### Senior Planner

- Leads the building, planning, and environmental, functions and staff, including coordination of contracted services
- Performs professional tasks encompassing a variety of the aspects of municipal planning related to commercial and residential development
- Coordinates the long range planning, revision, and implementation of the Comprehensive Plan
- Coordinates administering local land use controls.
- Answers questions and provides general planning related information to the public
- Serves as liaison to the Planning Commission by preparing a variety of reports and documents related to specific land use applications or other standard community development activities, as assigned
- Oversees current and future community development programs (excluding Economic Development) and services pursuant to policy direction from the City Administrator and the City Council.
- Prepares, implements and monitors annual department budget and work plans
- Represents the City at meetings and in working with various governmental and community agencies, boards and task forces, and other organizations.
- Meets with applicants to review land use proposals for timelines, consistency with zoning regulations, comprehensive plan, and if applicable, economic development initiatives.

### Human Resources Representative

- Supervises and oversees the staff and functions of the Receptionist, Administrative Clerk, and part-time Accounting Clerk (within Admin)
- Manages all personnel recruitment and selection functions
- Administers all employee benefit programs and evaluates them as necessary for cost effectiveness and value to employees and the City
- Serves as a resource person for personnel-related issues and actively works to resolve conflict
- Collaborates with attorneys while ensuring that the City Administrator, department heads, and division heads are kept informed and defensible records are maintained
- Assists and coordinates interdepartmental activities and relations
- Prepares agenda and makes presentations to the Personnel Committee/City Council
- Maintains compliance with city, state, and federal laws, rules, regulations, and policies
- Manages the City's labor relations responsibilities with the bargaining units
- Coordinates all staff events, meetings, and celebrations
- Prepares and maintains internal and external personnel reports, files and records
- Manages Boards and Commissions recruitments/attendance/records
- Serves as Secretary for the Labor Management Committee
- Arranges training for city employees

## Senior Accountant

(Senior Accountant tasks which have increased / list does not show all duties )

- Lead annual audit process
- Lead annual certification process
- Prepare Comprehensive Annual Financial Report (CAFR)
- Prepare annual Capital Improvement Program (CIP)
- Management of finance staff (accountant I and accounting clerk positions) including performance evaluations
- Management of JDE accounting software in terms of maintenance and controls oversight
- Management of utility billing communications and interface with Opus21
- Management of city-wide credit card system
- Assist Finance Director in annual budget document preparation
- Prepare monthly financial reports for department heads and council
- Stay up-to-date on federal, state, GASB financial policy changes and implement accordingly
- Serve as a back-up to the Finance Director in her absence

## Associate Planner/Environmental Coordinator

(Associate Planner tasks which have increased / list does not show all duties )

- Increased daily permit review
- Primary contact for zoning code enforcement duties, zoning verification requests, daily zoning code interpretation requests/daily customer service interactions (signs, site plans, permits, etc.)
- Increased land use application review (CUP, IUP, site plan, etc.).
- Increased participation in Planning Commission meetings in addition to EPB meetings

## Background /Additions to the Finance Director's role – causing a shift of duties to the Senior Accountant.

- The Residence of the COR project draws & handling of TIF
- TIF
- Property Management – RALF properties
- Insurance-Work with Mark Lenz for annual coverage & file all liability claims/work with League
- Newsletter advertising billings
- Supervision of IT
- More over-all involvement in the COR
- The change in reporting such as the CAFR (for example GASB 54) causing a significant increase in time for research and implementation

**Personnel Committee**

4. 2.

**Meeting Date:** 07/10/2012

**By:** Colleen Lasher, Administrative Services

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**Title:**

Review of Recent Employee Exit Interviews

**Background:**

At the June 12, 2012 Personnel Committee meeting staff was asked to prepare a case to review and discuss recent employee exit interviews. At the June 26, 2012 meeting, the Personell Committee opted to postpone the discussion until July 10, 2012, in order to allow ample time to review the material.

Although exit interview forms are public data, they have been offered to departing employees contingent upon the confidential use by Human Resources. Therefore, staff will redact employee names and will provide printed materials at the Personnel Committee meeting on July 10, 2012.

**Recommendation:**

Based on discussion.

**Funding Source:**

There is no funding necessary.

**Council Action:**

Based on discussion.

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**Form Review**

**Inbox**  
Kurt Ulrich

**Reviewed By**  
Kurt Ulrich

**Date**

07/03/2012 05:18 PM

Form Started By: Colleen Lasher

Started On: 07/02/2012 08:53 AM

Final Approval Date: 07/03/2012