

Memo

To: Mayor and City Council
From: Kurt Ulrich, City Administrator
Date: 1/10/2012
Re: Management Review and Recommendations

The information and recommendations in this report have been collected in response to the Mayor's recommendations pursuant to the Charter and concerns expressed by individual Council Members about City operations.

Issue:

The belief that the City is over-staffed

The City reached a staffing peak level of 84.72 FTE in 2007 and since that time, the City has eliminated 13.62 FTE staff positions (see attached charts). This represents a 16.1% reduction in workforce during a period where the City experienced moderate population growth of 5.7%, from 22,408 to 23,668.

Reduction during this period included positions at various levels of management and staff, but the emphasis has been on keeping the core field functions of the City such as police, fire and public works at a level that does not diminish service level.

The Community Development Director position was eliminated and combined with the Deputy City Administrator's position, the Human Resource Manager was eliminated in favor of a lower level Human Resource Representative, a City Engineer position was eliminated, the Building Official position is now vacant, all building inspector positions in favor of contracted services, and Parks and Public Works positions have been cut.

Also attached is a survey of surrounding communities showing the number of management employees and total employees at each City. The City of Ramsey's management level and total number of staff are low by comparison.

Proposal:

1. Revise staffing as outlined in the proposals below.

Issue:

The belief that the City does not need a "Deputy" City Administrator and the City is "top heavy"

The function of the Deputy City Administrator job changed significantly in 2011 when the Community Development Director position was eliminated and combined as part of this position. As established, the position has no line authority to the other departments (e.g., other departments don't go through this position to get to the City Administrator). In addition to the functional areas defined by the job description (see attached), a primary role has been to serve as acting City Administrator in the City Administrator's absence and to provide necessary back-up due to scheduling conflicts, time constraints, etc. A City organizational chart and current job descriptions are attached showing the assignment of duties for each department head and management position.

Also attached is a survey of surrounding communities showing the number of management employees and total employees at each City. In comparison to the other cities surveyed, the City of Ramsey's management level and total number of staff are low.

Proposal:

1. Change *Deputy City Administrator/Director of Community Development* title to *Community Development Director/HRA Executive Director* (No salary change is recommended). Position would still serve as an acting City Administrator in the absence of the City Administrator and share that duty with other department heads as needed.
2. The duties of this position will be more focused by reassigning Human Resources and General Administrative Services functions to the City Administrator. Community development, housing and redevelopment, planning, economic development, building department, information technology and communications will be the focus of this position. This position will also be responsible for managing two significant service contracts; the COR Development Manager and the Building Official/Inspection contractor.

Issue:

Continued need to reduce staff costs while achieving strategic priorities

Proposal:

1. Consider elimination of the position of *Economic Development/Marketing Manager* to reduce the number of management staff positions, while decreasing overall staff cost. The position is currently funded at \$98,396 for salary and benefits.

Economic development is, and is likely to remain, a strategic priority and reducing staff will have some impact in this regard. The re-focusing of the Community Development Director position, and the retention of the development manager consultant contract, will ensure that significant City resources will continue to be devoted to this function. Prioritizing the work program of the EDA will ensure that any economic development activity continues to meet the highest needs.

Issue:

Quality control, customer service, and citizen responsiveness in public works have been below the expected standard

Proposal:

Enhance Public Works quality control, customer service, and citizen responsiveness by:

1. Providing customer service training of all staff
2. Implement Customer Request Management (CRM) system
3. Implement performance measurement system
4. Implement job quality review
5. Increase direct City Administrator involvement

Savings with staffing changes can be used to purchase the resources necessary to provide the above training and systems improvements.

Attachments:

Current Organizational Chart

City Administrator's Proposed Organizational Chart 01-10-12

Study of Surrounding Cities and Staffing (Lasher 01-09-12)

Chart: City of Ramsey Staffing Levels (1999-2012)

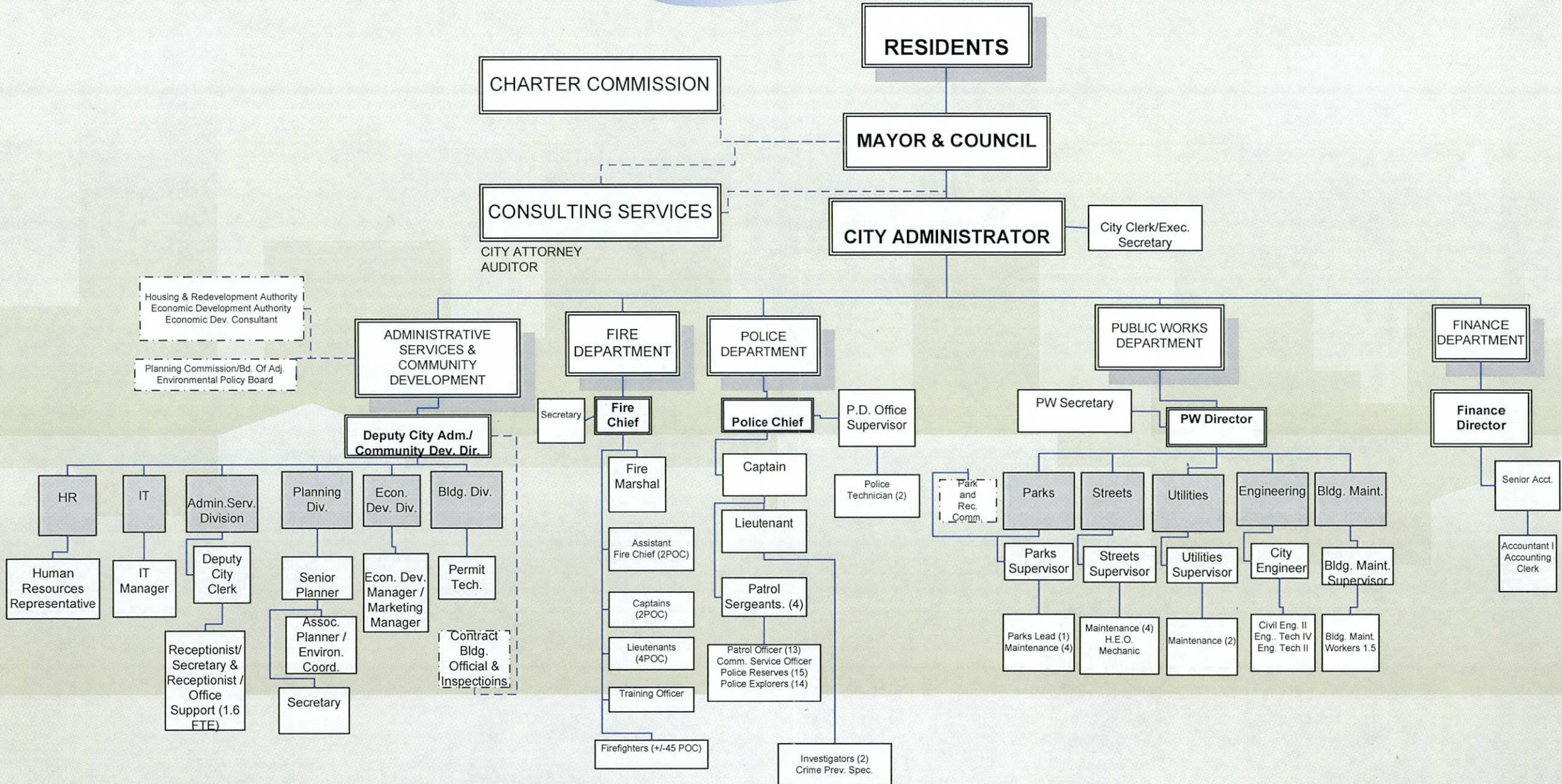
Chart: City of Ramsey Staffing Levels (2004-2012)

Survey of Staffing: Metropolitan Cities by Population

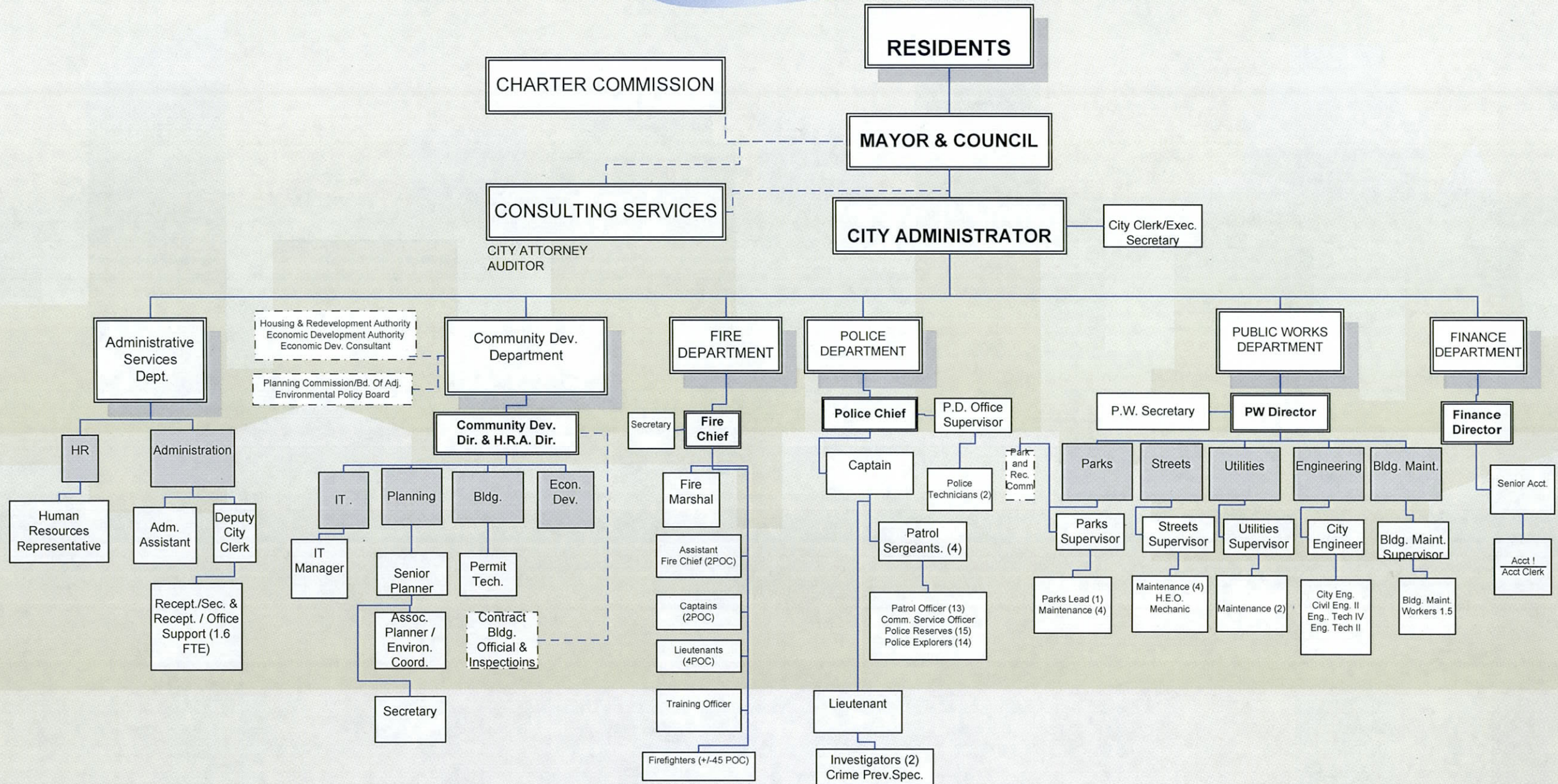
Position Descriptions for Department Head and Management Employees:

- City Administrator
- Deputy City Administrator/Director of Community Development
- Economic Development/Marketing Manager
- Information Technology Manager
- Police Chief
- Police Captain
- Finance Director
- Fire Chief
- Director of Public Works
- City Engineer

CITY OF RAMSEY ORGANIZATIONAL CHART



CITY OF RAMSEY ORGANIZATIONAL CHART



Memo

To: Kurt Ulrich, City Administrator
From: Colleen Lasher, Human Resources Representative
Date: January 9, 2012
Re: Study of Surrounding Cities and Staffing
Cc: Heidi Nelson, Deputy City Administrator/Director of Community Development

After a review of our neighboring cities and cities of similar size it is clear the city of Ramsey is operating very lean. This is demonstrated through a comparison to similarly situated cities' annual general fund budget and the number of regular fulltime equivalent employees on staff.

The attached chart shows data collected from cities ranging in population from 17,290 to 31,298; general fund budgets ranging from \$6,566,699 to \$16,402,573 and FTEs ranging from 54.0 to 241.5 with the most comparable cities' (based on population) FTEs ranging from 71 (Ramsey) to 125/126 (Elk River, Chaska and Golden Valley). See attached chart for more details.

Of particular interest is the following comparison of Ramsey's upper level staffing to our bordering cities, including Andover, Anoka, Champlin, and Elk River, as follows.

City of Ramsey

City Administrator (5 Department Heads / 4 Management Employees)
(Ratio of Management/DH employees to total employee count: 10/71 – 14.1%)

- Deputy City Administrator/Director of Community Development
 - Economic Development/Marketing Manager
 - IT Manager
- Finance Director
- Fire Chief
- Police Chief
 - Police Captain
- Public Works Director/Principal City Engineer
 - City Engineer

Key

- Director/Department Head
 - Manager
 - Assistant

City of Andover

City Administrator (5 Department Heads / 7 Management Employees)
(Ratio of Management/DH employees to total employee count: 12/54 – 22.3%)

- Building Official
- Community Development Director
 - Finance Manager
- Fire Chief
 - Human Resources Manager
- Public Works Director / City Engineer
 - Assistant Public Works Director
 - Assistant City Engineer
 - Public Utilities Manager
 - Concessions Manager
- Recreational Facility Manager
 - Assistant Rec. Manager

City of Anoka

City Manager (8 Department Heads / 4 Management Employees)
(Ratio of Management/DH employees to total employee count: 12/143.5 – 8.4%)

- Community Development Director
- Electric Utility Director
- Finance Director
- Fire Chief
 - Golf Manager
- Human Resources Director
 - Liquor Operations Manager
- Planning Director
- Police Chief/Emergency Management Director
 - Police Captain
- Public Services Director/City Engineer
 - Public services Superintendent

City of Champlin

City Administrator (5 Department Heads / 7 Management Employees)
(Ratio of Management/DH employees to total employee count: 12/76.5 – 15.7%)

- City Clerk
- Assistant City Engineer
- Deputy City Administrator (oversees community development)
 - Building Official
 - City Planner
- Finance Director
 - IT Administrator
- Fire Chief (Joint Powers Agreement w/Anoka for Fire Services yet still considered a D.H.)
- Police Chief
 - Deputy Police Chief
- Public Works Superintendent
 - Maintenance Operations Foreman
 - Parks Facility Manager
 - Utilities Superintendent
 - Recreation Manager
 - Arena Manager

Note: City Engineer is contracted with WSP

City of Elk River

City Administrator (6 Department Heads / 20 Management Employees)
(Ratio of Management/DH employees to total employee count: 26/125 – 20.8%)

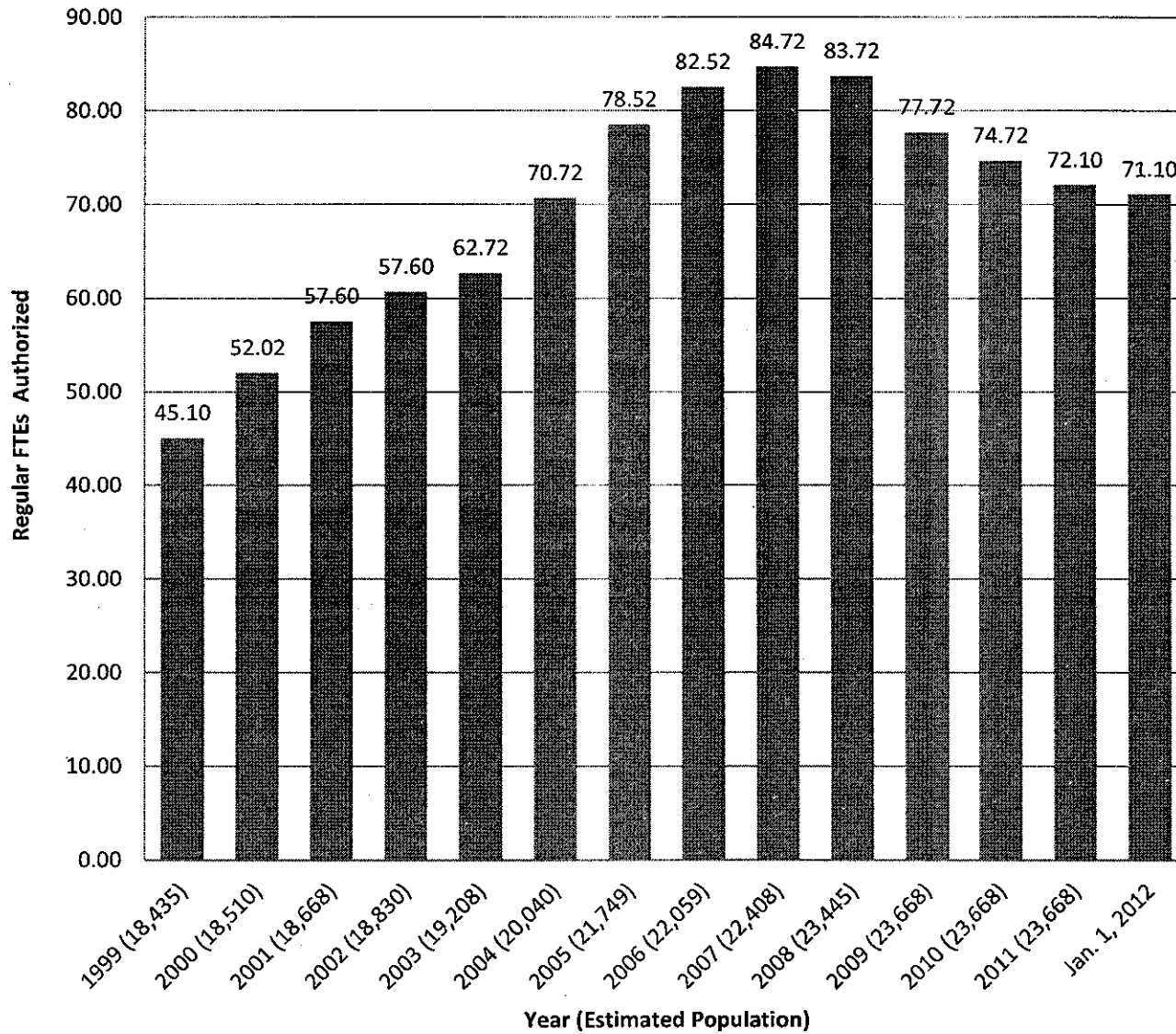
- City Clerk
- Human Resources Representative
- Community Development Director (vacant)
 - Building Official
 - Economic Development Director
 - Environmental Administrator
 - Planning Manager
- Finance Director
 - IT Manager
 - Liquor Operations Manager
- Fire Chief
 - Fire Marshal
- Park and Rec Director
 - Recreation Manager
 - Sr. Citizen Coordinator

- Arena Manager
- Park Maint. Supervisor (Management Level)
- Golf Course Superintendent
- Police Chief
 - Police Captain 1
 - Police Captain 2
- Public Works Director (vacant)
 - City Engineer
 - Streets Superintendent
 - Chief WWTP Operator
 - Building Maintenance

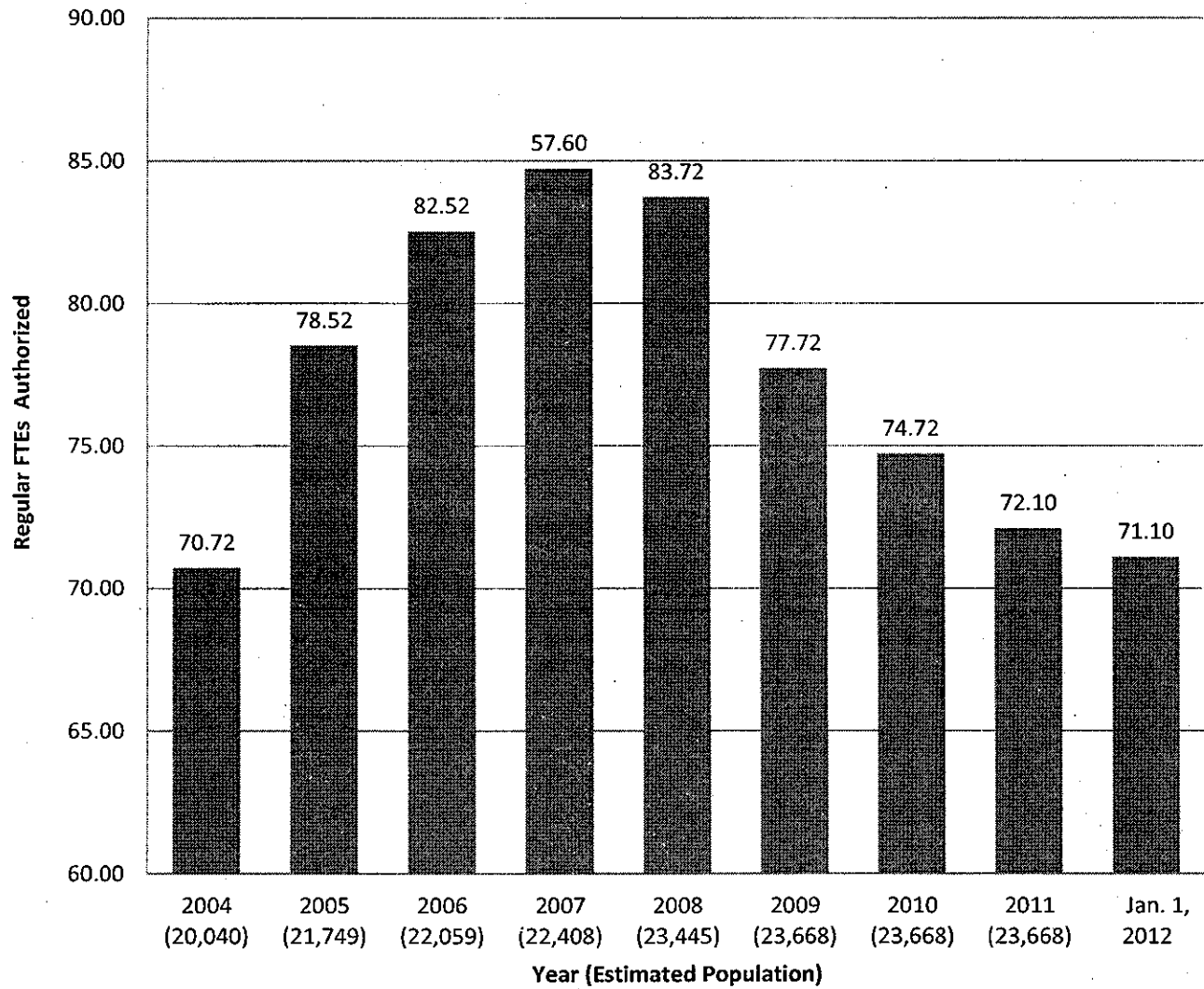
Key

- Director/Department Head
 - Manager
 - Assistant

City of Ramsey Staffing Levels (1999-2012)



City of Ramsey Staffing Levels (2004-2012)



City	Pop.	General Fund	Regular FTEs
Sorted by FTE (Greatest to Least)			
Brooklyn Center	29,810	16,402,573	241.5
Fridley	26,347	14,127,240	166.5
Anoka	17,966	12,791,350	143.5
Savage	27,567	12,082,360	140.5
Columbia Heights	18,361	9,958,084	131
Golden Valley	20,312	14,920,495	126
Chaska	24,177	9,744,066	125
Elk River	23,236	12,500,050	125
Hopkins	17,290	10,299,327	109
Stillwater	18,235	11,948,170	108.5
Hastings	22,491	8,716,464	108
White Bear Lake	24,734	7,870,386	102.5
Crystal	22,014	11,933,663	93
Oakdale	27,344	10,595,000	93
New Hope	20,718	7,085,735	91.5
Farmington	18,959	9,145,965	90.5
New Brighton	22,321	12,195,700	90
Rosemount	21,521	10,480,400	84
Shoreview	25,882	8,333,000	79.5 *No P.D.
South St. Paul	20,180	6,566,699	79.5
Prior Lake	23,335	12,120,550	78.5
Lino Lakes	20,305	9,907,798	78.5
Champlin	23,934	9,972,031	76.5
West St. Paul	18,947	10,237,210	74
Ramsey	23,272	9,449,400	71
Chanhassen	23,629	9,700,000	69 *No P.D.
Forest Lake	17,496	9,481,989	58
Andover	31,298	9,126,255	54 *No P.D.
Averages....	22,712	10,977,527	112

City	Pop.	General Fund	Regular FTEs
Sorted by Population (Greatest to Least)			
Andover	31,298	9,126,255	54 *No P.D.
Brooklyn Center	29,810	16,402,573	241.5
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Averages....	22,712	10,977,527	112

City's Most Like Ramsey (Pop from approx. 20K to 25K)	Community Ctr./Electric?
Golden Valley	20,312 \$14,920,495 126 *CC, but 0 City ees
Chaska	24,177 \$9,744,066 125 33/125 ees are CC & Elec.
Elk River	23,236 \$12,500,050 125 *Electric, but 0 City ees
Hastings	22,491 \$8,716,464 108 No
White Bear Lake	24,734 \$7,870,386 102.5 No
Crystal	22,014 \$11,933,663 93 7/93 ees are CC
New Hope	20,718 \$7,085,735 91.5 No
New Brighton	22,321 \$12,195,700 90 9/90 ees are CC
Rosemount	21,521 \$10,480,400 84 8/84 ees are CC
South St. Paul	20,180 \$6,566,699 79.5 4.5/79.5 ees are CC
Prior Lake	23,335 \$12,120,550 78.5 No
Lino Lakes	20,305 \$9,907,798 78.5 No
Champlin	23,934 \$9,972,031 76.5 No
Ramsey	23,272 \$9,449,400 71 No
Averages.....	22,325 \$10,247,388 95

**Chanhassen removed from this comparison due to no Police Dept.)*

Note: FTE data taken from LMC salary and benefit survey. All part-time FTE numbers are assumed to be a .5 and averaged as such.

Note: General fund budget numbers also taken from LMC, but also confirmed via phone call to ensure #s reflect only the general fund budget.

CITY OF RAMSEY POSITION ANALYSIS

Position Title: City Administrator
Department: Administrative Services
Title of Immediate Supervisor: City Council
FLSA Status: Exempt

General Statement Of Duties

The City Administrator is the chief administrative officer of the City. This position is responsible for the daily administration and coordination of all City affairs in accordance with the City Charter, Code, ordinances, resolutions, and directives from City Council.

Supervision Received: Works under the general guidance of the City Council.
Supervision Exercised: Exercises general supervision over all City employees through department heads.

ESSENTIAL FUNCTIONS

The examples listed may not include all duties performed by this position.

1. Leadership – lead by example; foster a motivated and cohesive senior management team; encourage openness to change; demonstrate decisive and effective decision-making.
 - a. Demonstrates collaborative, team-oriented management style.
 - b. Encourages and facilitates strong two-way communication.
2. Organizational management – ensure the effective and efficient delivery of quality city services; promote progressive practices; recruit, motivate and retain quality employees.
 - a. Oversees and coordinates the operation of all departments to ensure that citizens receive high quality service.
 - b. Acts as the final authority on all personnel actions subject to approval by the City Council including, but not limited to, hiring, severe disciplinary action and dismissal.
 - c. Develops and issues administrative rules, policies, and procedures necessary to ensure proper functioning of all departments.

3. Mayor & Council support – respond promptly and effectively to council requests and directives; provide timely, useful and accurate information for policy decisions.
 - a. Advises the City Council on matters of public policy
 - b. Plans, organizes and administers City operations to ensure a coordinated and efficient effort to meet goals and objectives as established by the City Council.
 - c. Drafts City ordinances, resolutions, and policies for City Council consideration utilizing the City Attorney and other staff members as needed.
 - d. Interprets and enforces laws, ordinances, policies, and rules; implements City Council directives.
 - e. Attends and participates in all Council meetings and other official meetings as needed
4. Fiscal management – ensure the city’s long-term capacity to deliver quality services at a reasonable price; administer the approved budget according to City Council policy and sound fiscal practices.
 - a. Coordinates and directs department heads in the development, presentation and administration of the annual operating budget.
5. Customer service – ensure that citizen requests and concerns are effectively and efficiently responded to and resolved; cultivate positive relationships with our residents and businesses.
6. Community relations – promote a positive image of the City within the community; represent City interests and foster cooperative associations with residents, business owners, other agencies and the media.
7. Performs other duties and assumes other responsibilities as apparent or assigned.

KNOWLEDGE, SKILLS, AND ABILITIES:

1. Knowledge of laws, rules, and regulations applicable to City government.
2. Knowledge of budgeting, accounting, and government financing, particularly capital improvement financing mechanisms.
3. Knowledge of management principles and practices as they apply to public sector management including personnel management and organizational development.
4. Knowledge and experience in progressive land use, growth management and economic development/redevelopment
5. Knowledge of cooperative community and labor relations techniques
6. Ability to communicate effectively and establish effective working relationships with elected officials, staff, other public officials, and the public including making formal presentations.
7. Ability to supervise staff and delegate work.

TRAINING AND EXPERIENCE:

Minimum Qualifications

1. Bachelor's degree in public administration, business, finance, or a related field.
2. Seven to ten years of executive management experience, preferably in a high growth community of similar size or larger than Ramsey.
3. Excellent oral and written communication skills.
4. Valid unrestricted class D state driver's license with a good driving record.

Desired Qualifications

1. Master's degree in public administration, business, finance, or a related field.

Revised October 1992

Revised October 1993

Revised April 2007

Revised July 2009 – Added driving requirement.

CITY OF RAMSEY POSITION ANALYSIS

POSITION TITLE: Deputy City Administrator /
Director of Community Development

DEPARTMENT: Administration

**POSITION TITLE OF
IMMEDIATE SUPERIOR:** City Administrator

FLSA STATUS: Exempt

PRIMARY OBJECTIVE OF POSITION:

The primary objectives of this position include assisting the City Administrator in the overall administration of City affairs and, at the direction of the City Administrator, providing support to the City Council. Responsibilities will also include supervision of the Administrative Services and Community Development staff, organizational and facilities planning, overseeing and evaluating community development programs, marketing and development of the COR and future developments. In addition, this position also provides budget preparation, strategic goal setting, coordination of public relations activities, implementation of the City's technology plan, and responding to public inquiries as needed.

This position oversees Community Development and Administrative Services functions.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- A. Assist the City Administrator in overseeing operations including organizational and facilities planning.
- B. Supervise Administrative Services and Community Development staff.
- C. Develop, market, and oversee current and future economic and community development programs and services pursuant to policy direction from the City Administrator and the City Council.
- D. Represent the City at meetings and in working with various governmental and community agencies, boards and task forces, and other organizations.
- E. Prepare, implement and monitor annual department budgets and work plans.
- F. Direct, coordinate, receive and respond to public inquiries/relations concerning areas of responsibility and those not related to specific City departments.
- G. Oversee community festival.

- H. Perform a wide range of tasks at the verbal or written direction of the City Administrator or City Council.

TASKS RELATED TO SPECIFIC RESPONSIBILITIES:

A. Assist the City Administrator in overseeing operations including organizational and facilities planning.

1. Monitor daily, routine operations of the City and intervene to solve problems when necessary.
2. Act as City Administrator in the City Administrator's absence.
3. Handle inquiries related to City operation as needed.

B. Supervise Administrative Services and Community Development staff.

1. Supervise, advise and coordinate interdepartmental activities and relations.
2. Supervise and oversee the functions of the Human Resources Representative, the IT Manager, the Economic Development and Marketing Manager, the Deputy City Clerk, the Permit Technician, the Senior Planner, and the Planning/Admin Intern.
3. Oversee the Building Division's contracted Building Official/Inspector(s) and functions.
4. Ensure timely completion of both routine and special projects.
5. Define and assign responsibilities, allocate resources and coordinate the activities of department staff to meet objectives efficiently and effectively and ensure maximum utilization of all assigned staff.
6. Direct the activities of individuals and groups toward the accomplishment of meaningful objectives using leadership and employee development strategies while adapting approach to different situations.
7. Define and communicate performance standards and evaluate employee performance.
8. Evaluate work procedures, processes and schedules for efficiency and effectiveness and initiate redesign as needed.
9. Assist managers in the development and implementation of major initiatives.

C. Develop, market, and oversee current and future economic and community development programs and services pursuant to policy direction from the City Administrator and City Council.

1. Direct and manage all operations and functions related to community and economic development.
2. Supervise the development review process.
3. Assist staff in interpreting and applying City code requirements to cases which do not fit the norm.
4. Oversee enforcement activities related to zoning and building.
5. Coordinate and oversee development and maintenance of up-to-date information for development prospect, e.g. land availability, area demographics, markets, taxes and financing options.
6. Negotiate with developers regarding desired development and available assistance.
7. Assist in design of effective assistance packages for expanding and new businesses.
8. Administer contract for Economic Development consulting services.

9. Ensure that all development is in accordance with the City's Comprehensive Plan and land use ordinances.
10. Ensure that reporting and records related to development are done accurately, thoroughly, on-time and retained in an orderly, accessible manner.
11. Network, meet, follow-up and maintain contact with prospective developers/business prospects.
12. Review development agreements.
13. Coordinate with Public Works on transportation enhancements.

D. Represent the City at meetings and in working with various governmental and community agencies, boards and task forces, and other organizations.

1. Serve as point of contact and liaison for a variety of organizations including, but not limited to, LOGIS/SAC, League of MN Cities, Anoka County, school districts, surrounding communities, Happy Days Committee, QCTV, the Crisis Response Plan, Chamber of Commerce, and the AMM.
2. Attend meetings, handle telephone calls, or other logistics related to involvement in these organizations.
3. Represent City on various boards, commissions, task forces, intergovernmental and joint powers groups.
4. Maintain extensive contact with existing City businesses and prospective commercial and industrial developers, and other agencies concerned with economic and community development.
5. Develop and maintain effective working relationships with representatives of other jurisdictions, agencies and organizations.

E. Prepare, implement and monitor annual department budgets and work plans pursuant to policy direction from the City Administrator and City Council.

1. Assist divisions with development of short and long range budget goals related to growth management, land use, housing, transportation, parks, trails and open spaces, public facilities, solid waste and recycling, and economic development.
2. Review, revise, approve, and monitor division work plans and budgets.
3. Monitor and evaluate performance of economic development consultant and effectiveness of economic development strategies.
4. Monitor expenditures in all divisions to ensure activities are performed within budget.
5. Oversee grant writing activities that supplement City funds.
6. Review and make recommendations in the areas of elections, facilities, equipment, personnel, and administration.
7. Review and update capital improvements budget annually.
8. Monitor department budgets on an ongoing basis.

F. Direct, coordinate, receive and respond to public inquiries/reasons concerning areas of responsibility and those not related to specific City departments.

1. Oversee the City's "Responsible Authority" for Data Practices requests and provide appropriate information to staff, Council, and residents.
2. Prepare news releases.
3. Prepare *Ramsey Resident* newsletter.
4. Serve as staff liaison for community festival.

G. Oversee the Community Festival.

1. Supervise staff responsible for coordinating the event.
2. Provide direction with regard to use of resources and community involvement
3. Review and oversee budget for event(s)

H. Perform a wide range of tasks (within the ability and resources of the Deputy City Administrator / Director of Community Development) at the verbal or written direction of the City Administrator.

MINIMUM QUALIFICATIONS:

- A. Bachelor's Degree in Public Administration, Industrial Relations, or a closely related field. Master's Degree is preferred.
- B. Two years supervisory experience and/or two years as a Department Head.
- C. Seven years experience in municipal government.
- D. Experience in personnel administration.
- E. Ability to communicate effectively and tactfully in written and oral form. (English)
- F. Ability to establish and maintain effective working relationships with contractors, public officials, staff and public.
- G. Ability to resolve conflicts with public or within work place.
- H. Ability to use independent judgement
- I. Ability to perform essential position functions under the working conditions as described.
- J. Valid unrestricted class D state driver's license with a good driving record.

Created June 26, 2009

Updated January 2012

JOB ACTIVITY REQUIREMENTS

	Very Important (Mandatory - you must do it to perform job)	Important (Usually required for the job but not mandatory)	Slightly Important (Sometimes needed to perform job)	Not Important (Do not need it to perform job)
Physical Activities:				
1. Standing	_____	_____	X	_____
2. Sitting	X	_____	_____	_____
3. Walking	_____	X	_____	_____
4. Lifting	_____	_____	X	_____
5. Pushing/Pulling	_____	_____	X	_____
6. Carrying	_____	_____	X	_____

CITY OF RAMSEY POSITION ANALYSIS

POSITION TITLE: Economic Development/Marketing Manager

DEPARTMENT: Community Development

POSITION TITLE OF IMMEDIATE SUPERVISOR: Deputy City Administrator/
Director of Community Development

FLSA STATUS: Exempt

PRIMARY OBJECTIVE OF POSITION:

This position manages all aspects of the City's economic development and redevelopment activities by designing and implementing economic development plans, programs, marketing and services for both commercial and industrial businesses via a variety of complex and routine professional, technical and administrative functions.

RESPONSIBILITIES:

- A) Economic Development Authority (EDA) Manager
- B) Economic Development & Marketing Events
- C) Business Retention and Relationship Management
- D) TIF and Job Creation Reporting/Tracking
- E) Right of Way Acquisition Program Management (Met Council RALF Program)
- F) Communications and General Information
- G) Perform a wide range of other tasks (within the ability and resources of the Economic Development/Marketing Manager) at the verbal or written direction of the Deputy City Administrator/Community Development Director

TASKS RELATED TO RESPONSIBILITIES:

- A) Economic Development Authority (EDA) Manager
 - Manage all business of the EDA to include the following:
 - Provide professional and technical advice and support the work of the EDA
 - Prepare monthly EDA agendas & cases, and follow-up on direction given
 - Administer EDA Website and update listings as brokers provide new information, verify listings periodically, update MNPRO site and listing information as needed
 - Develop annual work plan and goals
 - Perform cash flow analysis for prospective businesses locating in the City
 - Work with Economic Development Consultant on business contracts and prepare business relocation proposals for businesses including use of financial assistance and other incentives
 - Plan and coordinate various annual community EDA events and act on initiatives established

- Review of blighted properties for possible purchase from willing sellers for redevelopment
- Develop strategies for working with other appropriate commissions and task forces

B) Economic Development & Marketing Events

- Coordinate ongoing COR (downtown development) Marketing and meetings with potential developers, retailers, and office users for sites in the COR as a part of the Development Management Team
- Coordinate economic development marketing and promotional activities aimed at attracting new development and investments
- Prepare business update article for the Chamber (twice annually)
- Write Business Spotlight articles by selecting a business, interviewing the business owners and promoting the business in the Ramsey Resident newsletter.
- Coordinate Business Spotlight for QCTV airing with video visits to a selected Ramsey business
- Provide business knowledge of available public and private business financing resources including local bank financing, small business administration loan programs, state assistance, and other funding sources
- Develop short and long range economic development and redevelopment plans
- Coordinate Business Expo (Annually in the Spring)
- Coordinate Business Appreciation Day (Annually the third Tuesday in August)
- Coordinate Business Networking Meeting (Annually in the Fall)
- Coordinate activities with other departments, agencies, local groups and others as needed

C) Business Retention and Relationship Management

- Develop and maintain Business Expansion and Retention Program via regular contact with business owners while possessing the background knowledge and understanding of each business in order to demonstrate a sincere appreciation for the business
- Develop and/or revise and manage economic development incentive programs for recruitment, expansion, and retention of industry and commerce projects
- Manage established and emerging projects
- Coordinate infrastructure needs for economic development projects and manage financing of improvement phase of project
- Identify methods to assistance local businesses remain solvent, identify opportunities to partner or collaborate and provide analysis for business expansion
- Develop retention tools, programs, strategies, and financing to retain and expand current businesses and develop, grow, and attract new businesses to the City
- Attend local business networking meetings to provide updates on development and opportunities in the city
- Negotiate and implement development agreements for new and redevelopment projects including coordination of business subsidy requirements, property acquisition, relocation efforts, site preparation, and related actions.
- Negotiate and secure property purchases for the purposes of economic development and redevelopment, including coordinating and representing the

City at real estate closings.

D) TIF and Job Creation Reporting/Tracking

- Prepare annual TIF reporting of expenditures for previous year and complete compliance requirements for all TIF districts
- Coordinate and complete annual business subsidy reports to the State of Minnesota
- Create and implement new COR TIF District and manage resources for districts set to decertify in next five years
- Manage escrow accounts for past industrial projects
- Prepare MBAF reporting (due annually April 1) on job creation from subsidies awarded

E) Right of Way Acquisition Program Management (Met Council RALF Program

- Coordinate appraisal process on RALF projects
- Oversee Property Management of RALF properties
- Manage lease agreements and marketing activities, as well as maintain property files
- Develop and maintain a comprehensive inventory database of available buildings, land, and sites in the community for economic development purposes

F) Communications and General Information

- Respond to requests for information for economic development or redevelopment purposes by preparing data sheets, coordinates site plans, GIS maps
- Respond to citizen inquiries about local economic development activities and opportunities
- Respond to general inquiries such as answering property tax related questions and running tax and TIF estimates for industrial projects
- Prepare and maintain information on utilities, taxes, zoning, transportation, community services, financing tools, etc.
- Monitor local, state and federal legislation and regulations relating to economic development
- Utilize Starlite System through Anoka County to obtain property information
- Update and verify Current Business List to serve as a contact list for the Business Expo and the Business Appreciation day event
- Develop and research economic development trends and present recommendations to the City Administrator , EDA, and the City Council
- Prepare and present cases for projects to City Council as needed
- Gather, interpret, and prepare data for studies, reports and recommendations
- Assist in the application and submission of grants and other outside funding opportunities to further the economic development goals of the City

G. Perform a wide range of other tasks (within the ability and resources of the Economic Development/Marketing Manager) at the verbal or written direction of the Deputy City Administrator/Community Development Director.

KNOWLEDGE, SKILLS AND ABILITIES

- (A) Knowledge of business retention programs and economic development and redevelopment principles
- (B) Knowledge of municipal zoning and infrastructure and planning programs and processes
- (C) Knowledge of public relations and marketing programs/initiatives related to economic development
- (D) Considerable knowledge of tax increment financing law and TIF district administration and the Minnesota property tax system
- (E) Ability to communicate effectively orally and in writing with architects, contractors, developers, owners, supervisors, employees, EDA, City Council, and the general public
- (F) Ability to establish effective working relationships
- (G) Ability to perform work and manage projects in a timely and thorough manner
- (H) Ability to demonstrate initiative and excellent problem solving skills
- (I) Ability to effectively handle a wide variety of city projects and problems in an effective and professional manner
- (J) Ability to maintain a positive image of the city through effective handling of problems and sound coordination of multi-department programs
- (K) Ability to anticipate communication needs of public, Council and staff and effectively act to meet those needs
- (L) Skill in the operation of job-related equipment
- (M) Ability to develop a project management schedule for carrying out assigned tasks and meet the schedule in a timely manner.

MINIMUM QUALIFICATIONS

- At least 18 years of age
- Bachelor's degree in Urban Planning, Land Use Planning, Marketing, Public Administration, or a closely related field
- Progressively responsible project management experience
- Municipal planning/development experience
- Five years professional experience in the private/public sector with leading/managing development and marketing initiatives within a community or a experience relating to economic development
- Proficiency using computers – word processing, spreadsheet programs, GIS
- Excellent written and verbal communication skills
- Valid unrestricted class D state driver's license with a good driving record

DESIRABLE QUALIFICATIONS

- Private sector development experience
- Masters degree in Urban Planning or closely related field
- National Development Council-Economic Dev. Finance Professional Certification
- Two years supervisory experience

CITY OF RAMSEY POSITION ANALYSIS

POSITION TITLE: Information Technology Manager

DEPARTMENT: Administrative Services

POSITION TITLE OF IMMEDIATE SUPERIOR: Deputy City Administrator/
Community Development Director

FLSA STATUS: Exempt

PRIMARY OBJECTIVE OF POSITION:

Under the general direction of the Assistant City Administrator, directs the operation of the City's information technology environment including network, server and desktop support, application development, website development and maintenance, project management and related duties as requested. Work is performed independently with guidance and direction from the Assistant City Administrator.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

Administration

- Responsible for Information Technologies including networks, computer hardware and software, telephone system, internal computer applications and WAN connections to remote sites.
- Responsible for general oversight including records storage of technology hardware, applications, printing and imaging.
- Makes recommendations for the selection of vendors and consultants, monitors their performance according to contract or agreement. Coordinates information management technology services among departments and with external sources such as vendors and consultants.
- Develops information technology policies, security procedures and strategic plans for data warehousing/sharing, applications architecture, technical infrastructure and decision support systems.
- Identifies computer training needs and designs, conducts, provides or coordinates appropriate training. Arranges for outside trainers to train City staff when appropriate.
- Writes routine correspondence and reports as well as complex materials such as proposals, justifications, recommendations, and bids.
- Manages the hardware and software systems specific to Public Safety, including intranet connections to state databases, multi-jurisdictional records management

programs and databases, and the mobile communication network and modems through the county and state.

Technology Management

- Stays well informed on new developments in information technology. Analyzes and recommends new or improved uses of information technology within the City. Researches and makes recommendations for acquisitions of computer hardware, software and network components to meet operational requirements.
- Determines the cause of software and hardware problems and coordinates adjustments and repairs. Coordinates or implements necessary hardware and software installation to ensure effective operation.
- Oversees network operations, including backup/recovery, reporting, software updates, hardware maintenance and off-site storage.
- Assists Public Safety with coordination of software updates for records management, mobile communications and intranet based programs.
- Oversees electronic data integrity, security and access in accordance with the law and City policy.
- Oversees website development and maintenance, and electronic delivery/availability of City documents.
- Acts as LAN Administrator or delegates Administrator duties as appropriate.
- Administers or oversees the City Intranet, design and implementation and the technical availability of the Internet for use by City employees and City website development and maintenance.
- May serve as the City's liaison to QCTV, responding to questions and concerns as necessary.

Budget

- Plans and makes recommendations for mid-long range CIP for replacement and upgrades to hardware and software.
- Maintains control of expenditures within budget limitations.
- Recommends changes in cost allocation and charges for various programs.
- Monitors revenues and recommends cost allocation adjustments as needed.
- Purchase hardware/software in accordance with state bidding requirements.

Management Team

- Participates as an active and productive member of the City's management team, works towards attainment of the City's overall goals, objectives and mission.
- Keeps management team informed of important developments on a timely basis.
- Maintains strong, cooperative and positive relationships with other departments.
- Demonstrates the desired standards of conduct and work performance.

KNOWLEDGE, SKILLS, AND ABILITIES

- Experience in technology planning, strategy, infrastructure and architecture.
- Experience in software implementation and data conversion.
- Experience in search and selection of technology applications.
- Experience in website development and maintenance.
- Knowledge of information technologies principles, database management and computer applications including knowledge of a variety of operating systems, protocols and environments.
- Experience working with a wide variety of computer software packages and hardware.
- Ability to communicate effectively in writing, verbally and electronically.
- Must be able to manage multiple tasks with minimal supervision.
- Ability to establish and maintain a good working relationship with colleagues.
- Ability to work a flexible schedule including weekends, evenings and early mornings.
- Ability to sit or stand for prolonged periods of time, ability to kneel and bend while installing computer systems, manual dexterity, and ability to operate assigned equipment.
- Ability to communicate effectively in English (oral and written formats) using diplomacy, courtesy, and judgment.
- Ability to maintain effective working relationships with supervisors, co-workers and members of the public.
- Skilled in the use of word processing and spreadsheet software.

MINIMUM QUALIFICATIONS:

- A. Bachelor's Degree in Management Information Systems or a closely related field.
- B. Five years work experience in computer applications and local area network systems.
- C. Ability to communicate effectively and tactfully in written and oral form. (English)
- D. Demonstrates strong organizational skills and attention to detail.
- E. Ability to perform essential position functions under the working conditions as described.
- F. Valid unrestricted class D state driver's license with a good driving record.

DESIRED QUALIFICATIONS:

- A. Masters Degree in Management Information Systems or a closely related field.
- B. Five years information technology experience in local government.
- C. Experience with LOGIS information systems.

Created: February 2004
Revised: August 2009 – driving requirement
PDI Pts: 94

CITY OF RAMSEY POSITION ANALYSIS

Position Title: Police Chief
Department: Police
Position Title of Immediate Supervisor: City Administrator
FLSA STATUS: Exempt

PRIMARY OBJECTIVE OF POSITION:

Perform administrative and managerial work involving the protection and safety of the community through enforcement of statutes and ordinances, dealing with and prevention of criminal acts, preserve the peace, investigate crime, provide emergency services, and perform related duties as required.

RESPONSIBILITIES:

- A. Plan, organize, direct and review the operation of the police department.
- B. Supervise the department staff.
- C. Develop and recommend a police department budget program.
- D. Maintain effective community relations.
- E. Prepare proposed city ordinances for council consideration.
- F. Represent the City and police department in meetings and on commissions and boards.
- G. Perform other duties as assigned (within the ability and resources of the Police Chief) at the verbal or written direction of the City Administrator.

TASKS RELATED TO RESPONSIBILITIES:

- A. Plan, organize, direct and review the operation of the police department.
 - 1. Develop and oversee special programs including crime prevention and drug demand reduction programs; implement, monitor and evaluate plans and programs.
 - 2. Establish and oversee policies, procedures, standards and practices for the department to ensure a safe and efficient operation.
 - 3. Assist other agencies such as the county, area communities, and the Minnesota State Highway Patrol as needed.
 - 4. Determine department equipment needs; acquire equipment as needed including vehicles, operational equipment, weapons and office supplies.
 - 5. Plan and arrange for maintenance of vehicles and equipment.
 - 6. Determine design and layout of department offices and work space.

- B. Supervise the department staff.
 - 1. Conduct or oversee internal investigations of any complaints against department staff; maintain discipline and ethics to a high standard.
 - 2. Advise or assist staff in unusually difficult emergencies and crimes.
 - 3. Formally and informally conduct performance evaluations on all police department personnel.
 - 4. Provide departmental planning, both long-term and short-term.
- C. Develop and recommend a police department budget program.
 - 1. Prepare, monitor and control department comprehensive budget.
 - 2. Provide supporting data to justify major items in department budget.
 - 3. Review and control expenditures in line with budget as projected.
- D. Maintain effective community relations.
 - 1. Work closely with department personnel to further crime prevention, vehicle safety, drug and personal safety programs with citizen groups.
 - 2. Solicit citizen input on police/citizen relations.
- E. Prepare proposed city ordinances for council consideration.
 - 1. Monitor trends and activities both in and out of the community to determine need for ordinances and need to modify existing ordinances.
 - 2. Review existing city ordinances and compile model ordinances from other communities.
 - 3. Solicit input from police and other department staff and from the community regarding proposed ordinance additions or modifications.
- F. Represent the City and police department in meetings and on commissions and boards.
 - 1. Review council, committee, commission and board agendas to determine need for presence.
 - 2. Attend meetings as directed by City Administrator or City Council.
- G. Perform other duties as assigned (within the ability and resources of the Police Chief) at the verbal or written direction of the City Administrator.

KNOWLEDGE, SKILLS AND ABILITIES:

Knowledge of police administration, procedures, and techniques.

Knowledge of federal, state, and local laws.

Skill in handling and discharging firearms in an efficient and safe manner.

Skill to expertly drive a motor vehicle, sometimes under adverse conditions and at high speeds.

Ability to analyze situations and determine appropriate action and to respond quickly and appropriately to crisis and emergency situations.

Ability to communicate effectively, both orally and in writing, with elected officials, City staff, other law enforcement agencies, and the public.

Ability to supervise staff and ensure all policies, procedures, and protocols are followed.

Ability to prepare and administer budgets.

CITY OF RAMSEY POSITION ANALYSIS

Position Title: Captain
Department: Police
Immediate Supervisor: Police Chief

PRIMARY OBJECTIVE OF POSITION:

Assist with the planning, coordinating and managing department operations in order to provide protection and safety to the community. Serve as acting Chief of Police when assigned or during emergencies and the Police Chief is not readily available.

RESPONSIBILITIES

- A. To be the "Second in Command" of the Police Department and the immediate assistant of the Chief of Police.
- B. Oversees the operation of all units within the Police Department.
- C. Assists the Chief of Police in the preparation and administration of the budget.
- D. Reviews and revises policies, procedures, rules and regulations of the police department.
- E. Represents the Chief and the department at various meetings and civic functions.
- F. Supervise the sergeants responsibilities.
- G. Perform other duties as assigned at the verbal or written directions of the Police Chief and/or the City Administrator.

TASKS RELATED TO RESPONSIBILITIES

- A. To be the "Second in Command" of the Police Department and the immediate assistant of the Chief of Police.
 - 1. Observe and review work performance for the purpose of evaluating assigned employees.
 - 2. Monitors work loads of department units.
 - 3. Assists in the selection of personnel.

- B. Oversees the operation of all units within the Police Department.
 - 1. Plans, directs and coordinates workloads of the various units within the police department.
 - 2. Assign officers or clerical personnel to direct attention to observed conditions that require police action.

- C. Assists the Chief of Police in the preparation and administration of the budget.
 - 1. Participates in the budget process to secure funds for police accounts.
 - 2. Monitors account activity within the police budget.
 - 3. Assists in determining funding needs for policing functions.

- D. Reviews and revises policies, procedures, rules and regulations of the police department.
 - 1. Periodically reviews department policy to see that it meets current standards of law enforcement.
 - 2. Formulate policy and procedures to ensure effective and efficient operation of the police department.
 - 3. Review policies to ensure that they meet criteria set by the MN POST Board.

- E. Represents the Chief and the department at various meetings and civic functions.
 - 1. Attend public speaking engagements as directed by the Chief.
 - 2. Coordinate public relation programs for the department.
 - 3. Represent the City and department in meetings and on commissions and boards in the absence of the Police Chief.

- F. Supervise the sergeants' responsibilities.
 - 1. Make shift assignments for sergeants.
 - 2. Complete evaluations of the sergeants.
 - 3. Monitor interaction between the sergeants and the patrol division.

- G. Perform other duties as assigned at the verbal or written directions of the Police Chief and/or the City Administrator.
 - 1. Complete other duties and tasks as assigned.

KNOWLEDGE, SKILLS AND ABILITIES

- Knowledge of police administration, procedures and techniques.
- Ability to communicate in oral and written reports.
- Knowledge of federal, state and local laws, and of the department rules and regulations.
- Ability to apply laws to specific situations.
- Ability to communicate effectively and tactfully with others to maintain order, including dealing with difficult or violent people.
- Ability to supervise staff and ensure all policies, procedures and protocols are followed.
- Ability to independently assess situations and determine appropriate action and to respond quickly and appropriately to crisis and emergency situations.

JOB ACTIVITY REQUIREMENTS

	Very Important (Mandatory - you must do it to perform job)	Important (Usually required for the job but not mandatory)	Slightly Important (Sometimes needed to perform job)	Not Important (Do not need it to perform job)
Physical Activities:				
1. Standing	X			
2. Sitting	X			
3. Walking	X			
4. Lifting	X			
5. Pushing/Pulling	X			
6. Carrying	X			
7. Climbing	X			
8. Kneeling (bending leg at knee and resting on knee)	X			

CITY OF RAMSEY POSITION ANALYSIS

POSITION TITLE: Finance Director

DEPARTMENT: Finance

**POSITION TITLE OF
IMMEDIATE SUPERVISOR:** City Administrator

PRIMARY OBJECTIVE OF POSITION:

The primary objective of this position is to oversee, analyze, and recommend the compilation, preparation, and implementation of overall financial operations, financial plans, budgets, accounting systems, expenditures, and investments in accordance with local, State and Federal regulations. Provide risk management services to avoid or minimize potential liabilities to the City.

RESPONSIBILITIES:

- A. Assist in the management operations of jurisdiction.
- B. Perform financial activities and financial accounting.
- C. Supervise and direct finance department staff.
- D. Define and administer proposals, agreements, and contracts/leases.
- E. Develop and recommend a finance budget program.
- F. Perform communication activities.
- G. Design, compose and edit material.
- H. Process and document information.
- I. Provide risk management services.
- J. Perform other duties as assigned (within the ability and resources of the Finance Director) at the verbal or written direction of the City Administrator.

TASKS RELATED TO RESPONSIBILITIES:

- A. Assist in the management operations of jurisdiction.
 - 1. Assist with governing board policy development.
 - 2. Assist with compiling, preparing, and recommending capital improvement program.
 - 3. Identify and obtain funding (grants, donations).
- B. Perform financial activities and financial accounting.
 - 1. Develop financial plans, controls, and systems.
 - 2. Establish and maintain internal controls.

3. Develop and provide accounting guidelines and information for budget preparation.
 4. Compile, prepare, and recommend overall budgets for approval from other departments.
 5. Monitor and control overall jurisdiction budgets and expenses.
 6. Conduct internal audits of municipal/business records.
 7. Provide for independent audits of municipal/jurisdiction audits.
 8. Provide financial recording and reporting.
 9. Identify and obtain financing.
 10. Authorize expenditures.
 11. Monitor/handle cash/perform collection activities (e.g., utility payments, program fees, license, and permit fees, etc.)
 12. Conduct inventories.
 13. Perform Investment Management Activities.
 14. Assist in the review of Risk, Insurance, and Legal Activities.
- C. Supervise and direct finance department staff.
1. Assist/initiate selection activities.
 2. Delegate work and schedule employees.
 3. Assess employee performance.
 4. Conduct training activities for department.
 5. Perform department planning, both long-term and short-term.
- D. Define and administer proposals, agreements, and contracts/leases.
1. Requisition equipment, services, or supplies.
 2. Define purchasing requirements and prepare specifications.
 3. Select a vendor/contractor.
 4. Select consultants to provide professional services.
 5. Review and draft proposals, agreements, and contracts/leases.
 6. Determine and review pricing for proposals, agreements, and contracts/leases.
 7. Negotiate proposals, agreements, and contracts/leases.
 8. Monitor proposals, agreements, and contracts.
- E. Develop and recommend a Finance budget program.
1. Prepare, monitor and control department comprehensive budget.
 2. Provide supporting data to justify major items in budget covering areas of finance.
 3. Review and control expenditures in line with budget as projected.
- F. Perform communication activities.
1. Receive and resolve complaints from public.
 2. Authorize/release information.
 3. Provide public/user notification.
 4. Attend meetings, classes, and seminars.
 5. Deliver presentations (formal and informal) including television, radio, and newspaper interviews.
- G. Design, compose and edit material.

1. Design and produce graphic material.
 2. Compose written material.
 3. Edit material.
- H. Process and document information.
1. Perform records management activities.
 2. Complete forms, surveys, and applications.
- I. Provide risk management services.
1. Review and evaluate current rules and procedures.
 2. Attend all risk audits and prepare response notices.
 3. Identify potential liability risks and activities and attempt to avoid or minimize, monitor performance and provide adequate training and supervision for employees.
- J. Perform other duties as assigned (within the ability and resources of the Finance Director) at the verbal or written direction of the City Administrator.

KNOWLEDGE, SKILLS AND ABILITIES:

Knowledge of generally accepted accounting principles as defined by GASB.

Knowledge of governmental accounting procedures as defined by the GFOA.

Knowledge of City operations, ordinances and practices related to finance, budgeting and accounting.

Knowledge of laws, practices and regulations applicable to City government finances.

Knowledge of investment options and banking activities.

Knowledge of computerized accounting systems and the ability to instruct subordinates in the use of the software.

Knowledge of spreadsheet, word processing and database software and the ability to train subordinates in their use.

Ability to prepare and administer an annual budget.

Ability to manage complex projects and meet deadlines.

Ability to assign tasks or areas of responsibility to employees and manage the workloads to assure the completion of tasks on schedule.

Ability to perform detailed financial analysis.

Ability to communicate effectively, both orally and in writing.

TRAINING AND EXPERIENCE:

Minimum:

BS degree in accounting, finance or business administration, four years experience in public sector finance with two of those years having supervisory responsibilities. Two years experience and/or training in the use of a computerized integrated financial system. Experience and training in the use of spreadsheet word processing and database software.

Desired: Valid unrestricted class D state driver's license with a good driving record.

CITY OF RAMSEY POSITION ANALYSIS

POSITION TITLE: Fire Chief

DEPARTMENT: Fire Department

POSITION TITLE OF IMMEDIATE SUPERVISOR: City Administrator

FLSA STATUS: Exempt

PRIMARY OBJECTIVE OF POSITION:

The Fire Chief has overall responsibility for the conduct and performance of all personnel in the Fire Department; the development, implementation, and enforcement of policies and procedures to deliver fire suppression and prevention services; and short and long term planning to ensure that the level of service provided meets the expectations of the City Council, City staff and community.

SPECIFIC RESPONSIBILITIES:

- A. Supervise and direct Fire Department staff in a manner that promotes team building.
- B. Develop and maintain a capital improvements program.
- C. Develop and recommend a Fire Department budget program.
- D. Evaluate, direct and coordinate activities and resources at fire scenes.
- E. Develop and monitor a maintenance program that keeps all department equipment and vehicles in a state of readiness for emergencies.
- F. Develop and implement, in conjunction with other departments and outside agencies, an action plan for dealing with natural disasters.
- G. Maintain up-to-date procedures and training for department response to hazardous material incidents.
- H. Develop and implement a Fire Department Inspection program.
- I. Provide community service/public relations activities.
- J. Administer the Joint Powers Agreement.
- K. Manage the St. Francis Fire Department per agreement.
- L. Perform other duties as assigned (within the ability and resources of the Fire Chief) at the verbal or written direction of the City Administrator.

DAILY TASKS RELATED TO SPECIFIC RESPONSIBILITIES:

- A. Supervise and direct Fire Department staff in a manner that promotes team building.
 - 1. Assist/initiate recruitment and selection activities.
 - 2. Delegate responsibilities as necessary for efficient and safe operation of the department.
 - 3. Assess employee performance.
 - 4. Arrange training for department.
 - 5. Perform department planning, both long-term and short-term.
 - 6. Develop written operating procedures to assure safe and consistent responses within the community.

- B. Develop and maintain a capital improvements program.
 - 1. Establish priorities for short- and long-range projects and coordinate implementation as may be required.
 - 2. Review and establish standards for development and capital improvement projects.
 - 3.

- C. Develop and recommend a Fire Department budget program.
 - 1. Prepare, monitor and control department comprehensive budget.
 - 2. Provide supporting data to justify major items in budget covering areas of fire protection and prevention.
 - 3. Review and control expenditures in line with budget as projected.

- D. Evaluate, direct and coordinate activities and resources at fire scenes.
 - 1. Determine needs, condition and location of victims from rescue.
 - 2. Determine proper location and method for structural ventilation.
 - 3. Assess fire type and location and resources, such as personnel, equipment and water supply.
 - 4. Assess condition of structure for entry.
 - 5. Brief jurisdiction officials on fire suppression activities.
 - 6. Ensure that fire incident reports are prepared.

- E. Develop and monitor a maintenance program that keeps all department equipment and vehicles in a state of readiness for emergencies.
 - 1. Maintain a schedule of routine maintenance for all vehicles and equipment.

- F. Develop and implement, in conjunction with other departments and outside agencies, an action plan for dealing with natural disasters.

- G. Maintain up-to-date procedures and training for department response to hazardous material incidents.
- H. Develop and implement a Fire Department inspections program.
- I. Provide community service/public relations activities.
 - 1. Approve all public relations activities by members.
 - 2. Approve all information released to news media and general public.
 - 3. Represent the department at various outside organizations and functions.
 - 4. Maintain good public relations both on and off emergency scenes.
 - 5. Enforce security on all information that is not open for communications.
- J. Administer the Joint Powers Agreement
 - 1. Supervise and direct Firefighters in a manner that promotes safety and efficiency. Delegating as necessary.
 - 2. Develop/Maintain and work within a dept budget
 - 3. Maintain vehicles and equipment to a level that assures equipment stays in a proper state of readiness.
 - 4. Work with both communities within the Joint Powers Agreement including the distribution of costs throughout the year
 - 5. Chair periodic Joint Fire Board Meetings to maintain a productive relationship between communities
 - 6. Assure training is provided that maintains Firefighter skills along with meeting all required standards
 - 7. Maintain internal procedures that guide dept response
- K. Manage the St. Francis Fire Department per agreement.
 - 1. Stabilize dept both structurally and operationally
 - 2. Provide interim leadership and management of all aspects of dept
 - 3. Conduct analysis of dept functions and services compared to the needs of community
 - 4. Review/analyze code compliance system, modify as necessary
 - 5. Create a sustainable structure within the dept to work efficiently within the total city structure
- L. Perform other duties as assigned (within the ability and resources of the Fire Chief) at the verbal or written direction of the City Administrator.

KNOWLEDGE, SKILLS AND ABILITIES:

Knowledge of fire suppression and prevention techniques.
Knowledge of working relationships with state, county, and regional agencies.
Knowledge of the political process and public involvement techniques.
Knowledge of current state and local codes relating to fire issues.
Ability to communicate effectively in oral and written formats.
Ability to provide supervision to department staff.
Ability to communicate effectively in written and oral formats, including making presentations to elected officials and the public.
Ability to build consensus among diverse groups.
Ability to exercise good judgment.
Ability to effectively use problem solving techniques.
Ability to make decisions, enforce policies in a consistent manner, and issue directives, even when unpopular.

TRAINING AND EXPERIENCE:

Minimum Qualifications:

Shall have successfully completed state certification requirements fire fighters, i.e Fire Fighter I and II. Some post-secondary education or three years of fire department experience. Three years of fire command experience. Certification as a Hazardous Materials Technician. Some level of Fire Code training. First Responder certification. Good written and verbal communication skills. Valid class D state driver's license with a good driving record. Some formal supervisory experience and training. Some experience in the creation of and adherence to a department budget.

Adopted by City Council on September 15, 1997 (Fire Chief/Director of Public Works)

Note: 7-10-07 This job description has been edited to remove the Director of Public Works duties.

Revised January 2012: Added Joint Powers Agreement and St. Francis Fire Department Duties

CITY OF RAMSEY POSITION ANALYSIS

POSITION TITLE: Director of Public Works

DEPARTMENT: Public Works

POSITION TITLE OF IMMEDIATE SUPERVISOR: City Administrator

FLSA STATUS: Exempt

PRIMARY OBJECTIVE OF POSITION:

The Public Works Director has overall responsibility for the conduct and performance of all personnel in the Public Works Department; the development, implementation and enforcement of policies and procedures; coordination of activities and resources in constructing, inspecting, and maintaining public infrastructure consistent with Council policy and with Federal and State regulations; and short and long term planning to ensure that the level of service provided meets the expectations of the City Council, City staff and community.

SPECIFIC RESPONSIBILITIES:

- A. Supervise and direct Public Works department staff in a manner that promotes team building.
- B. Develop and maintain a capital improvements program.
- C. Develop and recommend a Public Works budget program.
- D. Coordinate activities and resources of the Building Maintenance, Parks, Streets and Utilities divisions to maximize effectiveness of the Public Works Department.
- E. Develop and implement, in conjunction with other departments and outside agencies, an action plan for dealing with natural disasters.
- F. Provide community service/public relations activities.
- G. Perform other duties as assigned (within the ability and resources of the Public Works Director) at the verbal or written direction of the City Administrator.

DAILY TASKS RELATED TO SPECIFIC RESPONSIBILITIES:

- A. Supervise and direct public works department staff in a manner that promotes team building.
 - 1. Assist/initiate recruitment and selection activities.
 - 2. Delegate work and schedule employees.
 - 3. Assess employee performance.
 - 4. Arrange training for the department.

5. Perform department planning, both long-term and short-term.
- B. Develop and maintain a capital improvements program.
 1. Establish priorities for short- and long-range projects and coordinate implementation as may be required.
 2. Assure that desired performance and utilization is achieved as planned.
 - C. Develop and recommend a Public Works budget program.
 1. Prepare, monitor and control department comprehensive budget.
 2. Provide supporting data to justify major items in budget covering areas of public works and inspection.
 3. Review and control expenditures in line with budget as projected.
 - D. Coordinate activities and resources of Building Maintenance, Parks, Streets and Utilities divisions to maximize the effectiveness of the Public Works Department.
 1. Develop a 12-month work plan and schedule of activities.
 2. Provide for cross training of staff as necessary.
 3. Develop procedures for effective scheduling and use of equipment.
 - E. Develop and implement, in conjunction with other departments and outside agencies, an action plan for dealing with natural disasters.
 - F. Provide community service/public relations activities.
 1. Develop procedures for responding to and tracking complaints, including followup.
 2. Develop information/education material for dissemination to the public.
 - G. Perform other duties as assigned (within the ability and resources of the Public Works Director) at the verbal or written direction of the City Administrator.

KNOWLEDGE, SKILLS AND ABILITIES:

Knowledge of the political process and public involvement techniques.

Knowledge of working relationships with state, county, and regional agencies.

Ability to effectively use problem solving techniques.

Ability to build consensus among diverse groups.

Ability to communicate effectively in oral and written formats, including making presentations to elected officials and the public.

Ability to provide supervision to department staff.

Minimum Requirement:

Must possess a valid class D state driver's license with a good driving record.

Adopted by City Council on September 15, 1997

CITY OF RAMSEY POSITION ANALYSIS

POSITION TITLE: City Engineer

DEPARTMENT: Public Works

**POSITION TITLE OF
IMMEDIATE SUPERVISOR:** Public Works Director

FLSA STATUS: Exempt

PRIMARY OBJECTIVE OF POSITION:

Under the general direction of the Public Works Director, review and oversee functions of new and redevelopment projects and oversee work on consultant designed and in-house designed public works projects. Assure that public improvements and private developments (residential and commercial) conform to applicable engineering standards, ordinance requirements and policy guidelines. Assume responsibility for daily work direction and quality control of the Engineering Division. Supervise Assistant City Engineer, Civil Engineer II and Engineering Technicians.

RESPONSIBILITIES:

- A. Provide professional engineering counsel, design and review.
- B. Supervise the overall design, planning and management of improvement projects.
- C. Lead efforts to fully utilize Geographic Information Services in support of department objectives.
- D. Supervise the engineering technicians in their performance of tasks related to commercial and residential inspections.
- E. Implement a communications plan to inform residents of on-going construction/improvement projects.
- F. Perform other duties as assigned at the verbal or written direction of the Public Works Director.

TASKS RELATED TO RESPONSIBILITIES:

- A. Provide professional engineering counsel, design and review.
 - 1. Review preliminary and final plats, commercial site plans, preliminary utility plans, grading plans, construction plans, drawings, and specifications submitted by consultants, engineers and developers to determine whether they conform to City comprehensive plans, guidelines, policies, ordinances, and engineering standards.
 - 2. Oversee the development of a computer based mapping system.
 - 3. Maintain and update information on mapping system and database within a reasonable time from date of information change.
 - 4. Produce maps, charts, and drawings to support other departments.

5. Review and process grading permits, building permit review, etc.
 6. Assist with the development of the capital improvements program.
 7. Assist with development of street maintenance program and budget.
 8. Attend and participate in meetings with City Council, Planning and Zoning Commission, Park and Recreation Commission, developers and residents as directed by the Public Works Director / Principal City Engineer.
- B. Supervise the overall design, planning and management of improvement projects
1. Provide plan review coordination and management of private development projects.
 2. Provide oversight and management of City projects including inspections in private and public projects
 3. Coordinate and attend all bid openings and preconstruction meetings
 4. Ensure completion of improvements conducted by private developers as specified in development contracts.
 5. Remain up-to-date on all specifications, regulations, codes, construction practices and generally accepted engineering standards.
 6. Facilitate and negotiate contracts and agreements with vendors and consultants for the benefit of the City.
- C. Lead efforts to fully utilize Geographic Information Services in support of department objectives.
1. Direct and oversee the integration of our GIS system with the infrastructure as-builts.
 2. Assist in the preparation of assessment roles and the administration of the assessment process.
 3. Ensure engineering information is adequately managed through files, microfilm, record plans and records management software.
- D. Supervise the engineering technicians in their performance of tasks related to commercial and residential inspections.
1. Provide work direction to engineering technicians
 2. Prepare and present staff reports to city council, boards and commissions and committees, as directed by the Public Works Director.
 3. Evaluate work procedures for efficiency and effectiveness, as needed.
 4. Document and evaluate employee performance and assist with employee development as needed.
 5. Keep the Public Works Director promptly informed of all matters of importance as they relate to public works and engineering inspections and recommend action where necessary.
 6. Ensure interdepartmental/interdivisional cooperation on projects
- E. Implementation of communication plan to inform residents of on going projects.
1. Coordinate and attend informational meetings regarding various improvement projects.
 2. Provide information to residents during initial survey and other information gathering work.
 3. Provide public works related content for the *Ramsey Resident* and the website.

- F. Perform other duties as assigned at the verbal or written direction of the Public Works Director / Principal City Engineer.

KNOWLEDGE, SKILLS AND ABILITIES:

Knowledge of current engineering principles and design standards as they relate to municipal construction projects.

Knowledge of public processes and public involvement techniques.

Knowledge of special assessment financing.

Knowledge of working relationships with state, county, and regional agencies.

Ability to prepare written reports that are thorough, accurate, concise and well-organized.

Ability to build consensus among diverse groups.

Ability to communicate effectively in oral and written formats.

Ability to provide supervision to department staff.

TRAINING AND EXPERIENCE:

Minimum:

1. Possession of a Bachelor's degree in civil engineering from an accredited college or university.
2. Professional registration in the State of Minnesota.
3. Minimum of 6 years civil engineering experience after registration. Prefer municipal experience or other public sector experience.
4. Significant computer experience, knowledge of CAD/CAM and GIS systems and implementation.
5. Possession of a valid class D state driver's license with a good driving record.

Desired Qualifications:

1. At least two years of supervisory experience.

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Revised August, 5, 2009 – added driving requirement