

Needs Analysis for Vacant and New Positions

Position: Economic Development Manager

1. Is the position essential?

Essential positions are those that provide core public health and safety services; emergency and disaster assistance; and preservation of the essential elements of the City's financial activities.

The Economic Development Manager position plays a key role in preserving and ensuring the growth of the City's tax base in its industrial and commercial sectors. This tax base and job creation has a direct relationship to the financial health of the City and our opportunities for continued growth into the future. At no time greater than the present have our efforts in retaining and attracting businesses to the community been more important. Our local businesses require our support and advocacy in ensuring that they survive this downturn in the economy. The following is a summary of key responsibilities of the Economic Development Coordinator:

Staff Liaison to EDA:

- Provide staff support to Economic Development Authority, prepare agendas, cases for consideration, follow-up on direction, manage projects, develop annual work plan and goals, act on initiatives established.

TIF and Job Creation Reporting/Tracking:

- MBAF reporting for job creation. due annually April 1 – Reporting on job creation from subsidies awarded.
- TIF reporting due annually August 1- Report summary of expenditures for year prior.
- Manage escrow accounts – Manage escrow accounts for past industrial projects.
- TIF Analysis, projections and runs

Economic Development and Marketing Events:

- Business Expo
- Business Appreciation Day
- Business Network Meeting and Small Business Seminar

Business Retention and Relationship Management:

- Business Retention – Coordinate appointments to meet and greet businesses on a regular basis. This is important during these tough economic times to meet with businesses and ask if there is anything the city can do to help. It is critical to stay in touch with our local businesses during this time to identify assistance that can keep them in business, identify opportunities to partner or collaborate, provide good analysis for business expansion.

Property Management:

- Property management (including RALF properties):
 - Develop property profiles, conduct property analysis, market, manage records
 - Negotiate leases, sales, acquisitions and assist formation of agreements
 - Coordinate maintenance

Communications and General Information

- Provide expertise, guidance and information on economic development tools, programs and incentives.
- Bank Network Group – Participate and provide an update to the group regarding economic development activity in the City.
- EDA Website – Work with the Management Analyst to update listings as brokers provide new information
- Update MNPRO site and listing information. This is done at a minimum twice a year and when the most current tax info is available.
- Current Business List – Work with Chandra Kreyer, PD to keep list current. Try to get out and verify vacancies and be sure to coordinate when a new business moves in.
- Develop and Maintain EDA Map – map of properties that should be looked at for purchase, redevelopment, clean up, etc.
- There are numerous key projects that the Management Analyst is in the midst of shepherding, including new development, expansion and retention. The following is a summary of the projects that will need to see that continued effort on behalf of the City’s economic development to come to fruition:

Currently, the City’s Management Analyst is shepherding a number of projects, programs and Economic Development functions for the City. Upon hiring an Economic Development Manager, a number of projects will transition from the Management Analyst to the new position. Projects include:

- Demolition/Redevelopment of EDA owned property, 8020 147th Ave NW
- Demolition/Redevelopment of City owned property, 15153 Nowthen Boulevard NW
- Negotiate Sale of City Owned Property, 14280 Azurite
- 167th Ave and Highway 47 Commercial Node, consider City/EDA involvement
- Follow up with a number of prospects:
 - Anderson Dahlen
 - Minnesota Tool & Die
 - B&F Fastener
 - Diamond Graphics
 - MMI EDA Martin
 - Vision Ease Lens
 - NAU Country
- Projects outlined in EDA workplan

2. Is the position critical?

Critical positions are positions that are, for example, one-position job classes or positions with duties that cannot be modified, reassigned or eliminated. Detailed responses to the following questions will be required in determining whether or not a position is “critical” to providing high-quality services to residents, business owners and/or employees:

a. Explain how this position is key to achieving the strategic goals identified by the City Council.

Strategic Goals – 2012

- Review strategy for the sale of land in The COR
- Pursue change to Met Council policy regarding RALF lease revenue—that it be shared with the City or the City gets to keep it if there is no plan to improve US10 or figure out a plan to convert those dollars to support funding Armstrong Interchange
- Review Economic Development effort for business recruitment, expansion, retention-assess value of efforts (evaluate smoke stack chasing and grow your own)
- Review City facilitation efforts to help businesses grown—assistance with identifying lending, funding, help through the process of expanding or developing a new business
- Facilitate review of costs of operating a business: example provide information about how to reduce assessed value of a property, other operational expenses of businesses
- Consider additional commercial nodes (167/47 and Armstrong/181)

b. Can the duties be re-engineered or automated? Please explain.

While there are technical skills necessary for the economic development function of the city, the art of establishing and building relationships with the business community is the most important component of economic development for the city. This position is a resource for the business community for retention, expansion and bringing new businesses to the city.

c. Can the duties be reassigned temporarily or permanently? Please explain.

No

d. Can the position remain unfilled temporarily or permanently? Please explain.

No

e. Can the position be filled internally

Staff would recommend conducting a broad, external recruitment process to capture the public and private sector development experience the focus of this position as redefined.

f. What is the impact (i.e., to residents, business owners, employees, and/or operations) if the position is not filled?

The impact of not filling this position is significant to the economic vitality of the City of Ramsey. It is imperative that the City continue to support the work of the EDA to grow our industrial sector, expand our commercial offerings and attract office users. This has a direct relationship to our tax base and the ability to grow our future tax base which supports the general fund budget operations.

g. Can the service provided be reduced, eliminated, or contracted out?

Since the departure of the Economic Development & Marketing Manager left, existing staff has absorbed much of the work load as well as utilizing consultant Mike Mulrone for assistance with various EDA projects. It is staff's opinion that this is a key role for the City that has a direct relationship to the economic vitality of the City and our ability to grow tax base. While consultants help to meet the needs for project specific work, having a full-time Economic Development staff member in house is a

much more efficient and cost effective way to ensure that the needs of the business community are being addressed and relationships are being maintained. See Attachment for a summary list of current duties.

h. What is the budgetary impact if the position is not filled (e.g., additional overtime/compensatory time off costs)

The budgetary impact of not replacing this position is the potential loss of tax base or the inability to increase tax base due to lack of position to shepherd and encourage expansion and retention and new businesses in the community. In addition, it is staff's opinion that there is a high risk of burn out of existing staff due to the work load being spread too thin to be effective.

i. What are the circumstances that warrant the creation of this new position?

This is not a new position.

3. What is the total annual cost of the position (e.g., salary, taxes, benefits, equipment, etc.)?

If the (salary & benefits) starting salary for this position is \$87,210 (TIF @ 20%, EDA 20%, HRA 60%).