

City of Ramsey
Agenda
Personnel Committee
Tuesday, November 12, 2013
5:30 pm
Trott Brook Room, 7550 Sunwood Drive NW

- 1. Call to Order**
- 2. Citizen Input**
- 3. Approve Agenda**
4. Approve Minutes
- 5. Committee Business**
 1. Resolution to End a Patrol Officer's Probation
 2. Resolution to Hire an Economic Development Manager
 3. Resolution to Replace the Vacant Fire Marshal position
- 6. Adjournment**

Personnel Committee

Meeting Date: 11/12/2013

By: Colleen Lasher, Administrative Services

Title:

Resolution to End a Patrol Officer's Probation

Purpose/Background:

The purpose of this case is to remove Ms. Shannon Schlender from probation and to retain her as a regular full-time Patrol Officer effective on November 27, 2013.

Ms. Shannon Schlender was hired for the position of Patrol Officer on November 27, 2012, and was subject to a one-year probationary period. Ms. Schlender has successfully completed the required probationary period and Staff recommends retaining Ms. Schlender as a full-time regular employee.

Notification:

This case will be presented on tonight's regular agenda as part of the Report from the Personnel Committee.

Observations/Alternatives:

Options/Alternative: Staff recommends ending Ms. Schlender's probation and retaining her as a regular full-time Patrol Officer. Staff does not recommend any other action.

Funding Source:

There are no additional funds required to remove Ms. Schlender from probation.

Recommendation:

Make a motion, which upon City Council approval, will remove Ms. Shannon Schlender from probation and retain her as one of the City's full-time regular Patrol Officers.

Action:

Motion to approve resolution #2013-11-188, which confirms the recommendation of the Personnel Committee to remove Ms. Shannon Schlender from probation and retain her as one of the City's full-time regular Patrol Officers.

Attachments

Resolution 13-11-188

Form Review

Inbox

Kurt Ulrich

Form Started By: Colleen Lasher

Final Approval Date: 11/07/2013

Reviewed By

Kurt Ulrich

Date

11/07/2013 03:48 PM

Started On: 11/06/2013 09:25 AM

Councilmember introduced the following resolution and moved for its adoption:

RESOLUTION #2013-11-188

RESOLUTION TO END A PATROL OFFICER'S PROBATION

WHEREAS, Ms. Shannon Schlender was hired as a Patrol Officer on November, 27, 2012; and

WHEREAS, Ms. Schlender has successfully completed her one year probationary period as a Patrol Officer; and

WHEREAS, the Personnel Committee agreed with staff's recommendation to end the probationary period for Shannon Schlender, effective November 27, 2013.

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

The Ramsey City Council confirms the recommendation of the Personnel Committee to end the probationary period for Shannon Schlender, effective November 27, 2013.

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 12th day of November 2013.

Personnel Committee

Meeting Date: 11/12/2013

By: Colleen Lasher, Administrative
Services

Title:

Resolution to Hire an Economic Development Manager

Purpose/Background:

The Purpose of this case is to request authorization to hire Mr. Ted LaFrance as the City's Economic Development Manager.

A needs analysis was conducted for this position. Based on results of that analysis, staff recommended that a full-time Economic Development Manager be hired to perform the City's economic development function. This position would be responsible for the development and implementation of economic development, programs, and services for both commercial and industrial businesses. Without this position it would be very difficult to attain many of the City Council's strategic goals; many of which focus on economic development.

As the City Council is aware, staff has worked for some time now in an effort to seek an economic development professional to fill this position, the details of which are summarized below:

Step One

- Initial applications were accepted from February 20, 2013 through March 13, 2013
- The City received fourteen applications
- Six interviews were scheduled, one applicant withdrew, five interviews were held, followed by three finalist interviews

Step Two

- Subsequently, applications were accepted beginning May 17, 2013 through June 19, 2013
- The City received eight applications (three of which were new applications and five were duplicate applications received during the first application period)
- Two applicants were interviewed which did not result in a finalist

Step Three

- Lastly, at the July 9, 2013 work-session, the City Council came to a consensus directing staff to to utilize the professional services of Springsted Incorporated, a professional search firm
- At the August 18, 2013 work-session, the City Council came to a consensus accepting Springsted's recommendation to increase the pay scale by eight percent
- The application period ran through September 13, 2013
- Springsted received fifteen applications (10 complete / 5 incomplete)
- Springsted conducted five phone interviews and recommended that four of the candidates be invited in for in-person interviews
- Four candidates were invited to interview and three accepted the invitation
- All three candidates were interviewed twice

The City has made a contingent job offer to Mr. Ted LaFrance. This offer was contingent upon City Council approval of authorization to hire, as well as successfully passing the city's background checks, reference checks, work-style assessment, pre-employment physical & drug screen. Mr. LaFrance has successfully passed all of the requirements and is now recommended for approval to the City Council.

Notification:

This case will be presented on tonight's regular agenda as part of the Report from the Personnel Committee.

Previous related agendas and minutes are attached.

Observations/Alternatives:

Options #1: As recommended by staff, authorize hiring Mr. Ted LaFrance as the City's new Economic Development Manager, effective November 18, 2013, at \$35.17 per hour (step 1 of the revised 2013 wage scale) with a credit of 5 vacation days. Pros: 1)The position will allow for better development and implementation of the City's economic development, programs, and services for both commercial and industrial businesses, and 2) will assist with bringing many of the City Council's strategic goals to fruition.

Option #2: (Not recommended by staff) Do not hire position. Pros: Will save fixed personnel costs associated with this position. Cons: 1) May cause a reduction in services to current and future businesses, 2) May cause over-loading of existing staff and/or a drop in service levels for economic development, 3) May continue to take valuable time away from Administrative staff, reducing the likelihood of fully achieving the full range of strategic goals as identified by the City Council.

Option #3: Based on City Council discussion.

Funding Source:

The 2013 funding for this position is well within the 2013 budget as this position was budgeted for all of 2013. The 2014 budget has not been adopted at this time; however, the funding for this position will be accounted for in the 2014 budget and is anticipated to have a total cost range from \$89,862 to \$100,435 (wages, taxes, and benefits) depending on the employee's health plan election. Funding for the ED Position is from the Economic & Development Authority (EDA) budget, the Housing & Redevelopment Authority (HRA) budget and Tax Increment Financing (TIF). Note: The proposed step 1 hiring wage puts the position well within the funding which was previously stated to be not more than \$112,957.

Recommendation:

Authorize staff to move ahead with option #1 above: hiring Mr. Ted LaFrance as the City's new Economic Development Manager, effective November 18, 2013, at \$35.17 per hour (step 1 of the revised 2013 wage scale) with a credit of 5 vacation days.

Action:

Motion to approve resolution #13-11-189, to hire Mr. Ted LaFrance as the City's new Economic Development Manager, effective November 18, 2013, at \$35.17 per hour (step 1 of the revised 2013 wage scale) with a credit of 5 vacation days.

Attachments

Resolution 13-11-189

01-22-13 Personnel

02-05-13 Work-session

04-23-13 Personnel

05-14-13 Personnel

07-09-13 Work-session

08-13-13 Work-session

Form Review

Inbox
Kurt Ulrich

Reviewed By
Kurt Ulrich

Date
11/07/2013 04:03 PM

Form Started By: Colleen Lasher
Final Approval Date: 11/07/2013

Started On: 11/06/2013 12:34 PM

Councilmember introduced the following resolution and moved for its adoption:

RESOLUTION #13-11-189

RESOLUTION TO HIRE AN ECONOMIC DEVELOPMENT MANAGER

WHEREAS, at the February 12, 2013, City Council meeting, staff was authorized to conduct a recruitment process to fill the Economic Development Manager position; and

WHEREAS, staff has worked for some time now in an effort to seek an exceptional economic development professional; and

WHEREAS, Mr. Ted LaFrance has been selected as the top candidate for the Economic Development Manager position; and

WHEREAS, staff has completed the necessary background checks and is recommending that Mr. Ted LaFrance be hired as the City's Economic Development Manager at \$35.17 per hour, effective November 18, 2013, with a credit of five vacation days.

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

Motion to approve resolution #13-11-189, to hire Mr. Ted LaFrance as the City's new Economic Development Manager, effective November 18, 2013, at 35.17 per hour with a credit of five vacation days.

The motion for the adoption of the foregoing resolution was duly seconded by Council Member, , 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 12th day of November 2013.

Personnel Committee

4. 6.

Meeting Date: 01/22/2013

By: Colleen Lasher, Administrative Services

Title:

Consider a Resolution to Recruit for an Economic Development Manager

Background:

The City's Economic Development & Marketing Manager resigned in March, 2012 and the Assistant City Administrator/Community Development Director resigned in April, 2012. Both positions were significantly involved in Economic Development. Since then, with the City Administrator's general oversight and support, the Management Analyst has been covering many of the City's economic development duties; the Finance Director has been covering the Tax Increment Financing district responsibilities; and the EDA consultant Mike Mulroney has assisted with various economic development projects, as needed.

A needs analysis (see attached) has been conducted for this position. Based on results of that analysis, staff is recommending that a full-time Economic Development Manager be hired to perform the City's economic development function. This position would be responsible for the development and implementation of economic development, programs, and services for both commercial and industrial businesses.

Staff is proposing a slight restructure of this position from Economic Development & Marketing Manager to Economic Development Manager to allow this position to focus specifically on economic development. The restructure would place more emphasis on real estate and development transactions such as negotiating and securing property purchases for the purposes of development and redevelopment; as well as transferring much of the marketing and communications component (via electronic and printed media) to the Management Analyst.

Additionally, staff proposes continuing that the Management Analyst would continue to assist in some economic development duties to ensure continuity with internal and external customers, and to provide a proactive back-up staffing for this important function.

The importance of filling the economic development position City's investment of time and resources in retaining and expanding existing businesses and attracting new businesses. Without this position it will be very difficult to attain many of the City Council's strategic goals; many of which focus on economic development. This was a key position included in the 2013 budget.

The needs analysis for the Economic Development Manager position is attached for your review and consideration. In addition, staff has included minutes from the most recent EDA meeting which indicate EDA support for hiring a full-time Economic Development Manager.

Notification:

Observations/Alternatives:

There are no viable options that will properly address the City's Economic Development needs.

Recommendation:

To authorize staff to begin the recruitment process for an Economic Development Manager.

Funding Source:

The annual funding required for this position approximately \$87,210 (TIF @ 20%, EDA 20%, HRA 60%). Funding for this position is included in the 2013 budget.

Council Action:

Motion to recommend City Council adopt a resolution to approve staff to begin a recruitment process for an Economic Development Manager.

Attachments

Draft EDA Minutes from Jan. '13

Needs Analysis

Current ED duties by MA

Job Description

Form Review

Inbox	Reviewed By	Date
Kurt Ulrich	Kurt Ulrich	01/17/2013 04:54 PM
Form Started By: Colleen Lasher		Started On: 01/14/2013 07:48 AM
	Final Approval Date: 01/17/2013	

**ECONOMIC DEVELOPMENT AUTHORITY
CITY OF RAMSEY
ANOKA COUNTY
STATE OF MINNESOTA**

The City of Ramsey Economic Development Authority (EDA) conducted a regular meeting on Thursday, January 10, 2013, at the Ramsey Municipal Center, 7550 Sunwood Drive NW, Ramsey, Minnesota.

Members Present: Chairperson Chris Riley
 Member John LeTourneau
 Member Wayne Skaff
 Member Jim Steffen (arrived at 7:35 a.m.) – Elected Chair 1/10/13
 Member Kristine Williams

Members Absent: None

Also Present: Patrick Brama, Management Analyst
 Kurt Ulrich, City Administrator
 Colleen Lasher, Human Resources Manager

1. CALL TO ORDER

Chairperson Riley called the Economic Development Authority meeting to order at 7:32 a.m.

2. APPROVE AGENDA

Chairperson Riley noted the addition of agenda item 4.07 – EDA staff position discussion.

Motion by Member Skaff, seconded by Member Williams, to approve the agenda as amended.

Motion carried. Voting Yes: Chairperson Riley, Members Skaff, Williams, and LeTourneau.
Voting No: None. Absent: Member Steffen.

3. APPROVE MINUTES

3.01: Approve Meeting Minutes Dated December 13, 2012

Motion by Member LeTourneau, seconded by Member Skaff, to approve the minutes dated December 13, 2012.

Motion carried. Voting Yes: Chairperson Riley, Members LeTourneau, Skaff, and Williams.
Voting No: None. Absent: Member Steffen.

4. EDA BUSINESS

4.01: Election of Officers

Management Analyst Brama stated the EDA is comprised of five at-large members and two members appointed by the City Council and the City Council recently appointed Councilmembers LeTourneau and Riley to the EDA, resulting in two at-large vacancies on the EDA which will be filled in April by City Council appointment.

Motion by Member Skaff, seconded by Member LeTourneau, to elect Jim Steffen as Chairperson of the EDA.

Motion carried. Voting Yes: Chairperson Riley, Members Skaff, LeTourneau, Steffen, and Williams. Voting No: None. Absent: None.

Motion by Member Williams, seconded by Member LeTourneau, to re-elect Wayne Skaff as Vice Chair/Treasurer of the EDA.

Motion carried. Voting Yes: Chairperson Riley, Members Williams, LeTourneau, Skaff, and Steffen. Voting No: None. Absent: None.

Chairperson Steffen then presided over the remainder of the meeting.

4.02: Discuss Future Land Use Options for the General Business District Node at 167th Avenue and Trunk Highway (TH) 47

Management Analyst Brama stated this property has struggled to remain economically viable and the City has conducted a number of studies in the past including a TIF study. He indicated the City has been contacted regarding the property at 6001 167th Avenue and one user has expressed interest in establishing a gun range/archery range on the site; staff will be meeting with this user on January 11th. He stated the other user has expressed interest in establishing a metal and/or clothing recycling facility on this site. He noted the City also received an inquiry from the property owner regarding a possible rezoning which, by law, would require the neighboring properties to be rezoned. He advised the gun range/archery range and recycling facility would require a zoning amendment and these uses cannot be conditional uses. He stated the City was also approached about the property at 5909 167th Avenue for a possible day care center and this use is allowed under existing City Code. He stated the Planning Commission and City Council will be reviewing this property from a zoning perspective to determine whether to rezone this node and the surrounding properties or whether to permit an overlay district. He requested input regarding the EDA's role in this matter as outlined in the staff report.

Member LeTourneau stated he was pleased to see this item on the agenda and encouraged the EDA to carefully review the issue and resist doing something that is reactionary versus visionary. He indicated he would like to see further efforts on the master planning aspect of this rather than introduce uses to the site that would require zoning changes.

Chairperson Steffen requested further information regarding staff's recommendation.

Management Analyst Brama explained that any master planning effort would be coordinated by the Planning Division and reviewed by the Planning Commission/City Council and the EDA

would remain in a supportive role. He added that because users have come forward expressing an interest in the property, it is the responsibility of the Planning Division to make a recommendation regarding the potential uses.

City Administrator Ulrich stated the Planning Commission and City Council would review any rezoning request and the EDA would not be involved in the rezoning request. He noted the EDA can recommend that the current zoning not be changed until a Comprehensive Plan is completed.

Member Riley stated his agreement with staff's recommendation and felt the proposed uses would help make the site economically viable.

Member Williams agreed with the recommendation to play a supportive role but expressed concern about the proposed uses adding that the proposed recycling center is not consistent with the vision previously discussed for this node and is not consistent with the retail uses located across the street. She was concerned about the Planning Commission making a decision on this node without the EDA weighing in on the matter or at least providing input as to why the EDA does not feel the uses are consistent with the vision for this site.

Discussion ensued regarding the proposed uses and the EDA's continuing role in the development of this node.

Chairperson Steffen expressed concern regarding a day care center next to a gun range.

Member Riley stated the City should make this property a priority to make it economically viable and stressed the importance of maintaining flexibility and not rezoning the property to anything that would limit the City in the future.

Member Williams stated the City should remain cognizant of the significant investment by the property owner across the street and felt the EDA should support the current zoning and any retail uses that comply with current zoning. She also felt the EDA should state it does not support light industrial on the site. She added the market has not supported redevelopment on this site until recently and suggested the EDA focus on comprehensive planning efforts in 2013.

Management Analyst Brama advised that staff will prepare a summary of the EDA's comments and concerns for presentation to the Planning Commission and City Council which indicates that the EDA is interested in the long term viability of this commercial node and is interested in what happens with the existing users as well as the overall use of the site but is concerned about the proposed uses and proposed rezoning request.

4.03: 2013 Annual EDA Business Expo and Consideration of Annual Outdoor Expo/Event (RV)

Management Analyst Brama explained that planning is underway for the Annual Business Expo scheduled for May 4, 2013, at the Fountains of Ramsey. He stated that staff contacted the local RV dealerships about joining this expo and all of the RV dealerships indicated they were interested; since that time, the RV dealerships have proposed a separate event that would allow the dealerships to remain at their locations and presented a draft of a proposed "Great Outdoors

Sale Extravaganza of Ramsey.” He reviewed costs and staffing resources needed for an additional event and requested input from the EDA regarding adding another event as requested by the RV dealerships.

Member Skaff noted it was the EDA’s intention to invite the RV dealerships to the annual business expo to provide the RV dealerships with exposure to their businesses. He stated he would be okay with the RV dealerships bringing in a couple of their units to the business expo and the City could offer a map of the RV dealership locations to people attending the expo.

Chairperson Steffen agreed and stated he would prefer that the City move forward with the business expo and invite the RV dealerships to participate.

Member Riley agreed and stated he would encourage the RV dealerships to hold their own outdoor sale event. He suggested that the City continue to work with the RV dealerships on promoting their dealerships at the business expo.

It was the consensus of the EDA to direct staff to move forward with the traditional business expo.

4.04: Business Retention Program Update

Management Analyst Brama advised that 17 business visits have been completed and three business visits are scheduled for today, including Life Fitness, Lakes Region RV, and Arrow Components Corp. He indicated that a summary of the meetings will be contained in the February EDA agenda.

4.05: Updates: Old City Hall Development (data center), Nordvick Property Demolition, Kuro Fitness RLF, 6701 Highway 10, Windsorwood Sale, 8019 146th Ave.

Management Analyst Brama advised that a change order request will be submitted for the Nordvick property demolition for removal of an oil separation tank. He stated that further details regarding the change order will be provided at a later date. He advised that the shovel ready application for the old City Hall site will be submitted next week. He added that the cost-benefit analysis for this site will be presented in February.

4.06: Prospect Update

This item was noted but not discussed.

4.07: EDA Staff Position Discussion

Human Resources Manager Lasher presented the draft job description for the EDA staff position.

City Administrator Ulrich stated one of the primary changes to the job description from the former position includes the requirement for real estate expertise.

Member Riley indicated he had some suggested revisions and would provide them to staff.

Human Resources Manager Lasher stated that staff hopes to post the position by February 4th with an early May hire date. She indicated that City policy allows the City Administrator to make the decision whether to post the position internally prior to posting the position externally and it is recommended that the City use one recruitment period and invite internal applicants to apply if interested. She stated that she would be conducting interviews along with City Administrator Ulrich and Development Services Manager Gladhill. She added that second round interviews may include City Councilmembers if desired by the City Council.

Chairperson Steffen stated he would prefer to have Councilmembers included in the interviews.

Human Resources Manager Lasher invited the EDA members to forward any comments or questions regarding the job description and stated the City will advertise through the EDA Association, City website, League of Minnesota Cities, cable TV, and City email notifications.

5. Member/Staff Input

City Administrator Ulrich stated that the City Council approved the hiring of an organizational assessment consultant and the EDA members will be contacted to obtain input on the survey. He advised that the City will hold a joint City Council meeting with the City of Anoka on March 11th to discuss Highway 10 and other mutual issues. He also advised that the Wiser Choice property was on the HRA agenda this week and was continued to the January 22nd meeting after further follow-up by staff. He stated that Riverdale Drive is moving forward and a feasibility study was presented to the City Council.

Chairperson Steffen stated he visited Kuro Fitness on Saturday and they were getting ready to open on Monday.

6. Adjournment

Motion by Member Skaff, seconded by Member LeTourneau, to adjourn the meeting.

Motion carried. Voting Yes: Chairperson Steffen, Members Skaff, LeTourneau, Riley, and Williams. Voting No: None. Absent: None.

The regular meeting of the Economic Development Authority adjourned at 8:59 a.m.

Respectfully submitted,

Kurtis G. Ulrich, City Administrator

ATTEST:

Patrick Brama, Management Analyst

Draft by Barbara Hughes (*TimeSaver Off Site Secretarial, Inc.*)

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 Mulroney 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%).

Current Duties Covered by Management Analyst

Responding to prospect businesses/leads (interested in relocating to Ramsey)

Administration of three annual EDA events:

- o Business Expo
- o Golf Tournament
- o Fall Networking Event

Maintaining EDA Webpage

Administer and Facilitate EDA Meetings (liaison)

Property Management, Various Properties (RALF Program)

- o Developing property profiles, rent analysis
- o Negotiating leases, showing properties
- o Coordinating property maintenance

Business Retention and Expansion Program (BR&E) Administration

- o Annual report
- o Conducting visits, responding to inquiries, following up with leads

Represent City at Local/Regional Economic Development Meetings

Develop and Maintain an Inventory of Land/Leasable Space

Project Management, Various

- o 15153 Nowthen Blvd (Data Center Development)
- o 8020 147th Ave (Demolition)
- o 14280 Azurite (Sale)

Administer EDA Workplan

Providing guidance, assistance and information on a number of EDA programs

- o Revolving Loan Fund (RLF)
- o EDA Fund
- o Tax Increment Financing (TIF) and Tax Abatement

Reporting, Business Subsidy Agreements

Administer Business Spotlight Article in Ramsey Resident

Other Duties as Assigned

CITY OF RAMSEY POSITION ANALYSIS

POSITION TITLE: Economic Development Manager

DEPARTMENT: Administrative Services

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

FLSA STATUS: Exempt

PRIMARY OBJECTIVE OF POSITION: This position works under the general direction of the City Administrator while collaborating with other City staff, including but not limited to staff responsible for supporting the role of economic development and its strategic initiatives.

This position manages all aspects of the City's economic development and redevelopment activities by designing and implementing economic development plans, programs, 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 Events**
- C) Business Retention and Relationship Management**
- D) Real Estate and Development Transactions**
- E) TIF and Job Creation Reporting/Tracking**
- F) Right of Way Acquisition Program Management (Met Council RALF Program)**
- G) Communications and General Information**
- H) Perform a wide range of other tasks (within the ability and resources of the Economic Development Manager) at the verbal or written direction of the City Administrator/**

TASKS RELATED TO RESPONSIBILITIES:

- A) Economic Development Authority (EDA) Manager**
 - Provide professional and technical advice and support the work of the EDA
 - Prepare monthly EDA agendas & cases, and follow-up on direction given
 - Oversee administration of the EDA Website
 - 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 Events

- Coordinate ongoing COR (downtown development) meetings with potential developers, retailers, and office users for sites in the COR as a part of the Development Management Team
- Coordinate economic development 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
- (moved to D)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 City staff , 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.

D) Real Estate and Development Transactions

- Negotiate and secure property purchases for the purposes of economic development and redevelopment, including coordinating and representing the City at real estate closings
- 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
- Understand key real estate terms to foster communications with developers and retailers
- Recognize the roles and responsibilities of others in the development process

E) TIF and Job Creation Reporting/Tracking

- Coordinate and complete annual business subsidy reports to the State of Minnesota
- Maintain 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

F) 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 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

G) Communications and General Information

- Collaborate with City communications staff to maximize economic development communications and marketing efforts
- 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

H. . Perform a wide range of other tasks (within the ability and resources of the Economic Development Manager) at the verbal or written direction of the City Administrator.

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 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) Knowledge of real estate and development transactions
- (F) Ability to communicate effectively orally and in writing with architects, contractors, developers, owners, supervisors, employees, EDA, City Council, and the general public
- (G) Ability to establish effective working relationships
- (H) Ability to perform work and manage projects in a timely and thorough manner
- (I) Ability to demonstrate initiative and excellent problem solving skills
- (J) Ability to effectively handle a wide variety of city projects and problems in an effective and professional manner
- (K) Ability to maintain a positive image of the city through effective handling of problems and sound coordination of multi-department programs
- (L) Ability to anticipate communication needs of public, Council and staff and effectively act to meet those needs
- (M) Skill in the operation of job-related equipment
- (N) 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, , 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 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

	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
9. Crawling (moving about on hands and knees)				X
10. Crouching (bending at knees)			X	
11. Bending at waist			X	
12. Reaching (extending hands and arms in any direction)		X		
13. Handling objects (grasping, turning or otherwise using hands or hand)	X			
14. Repetitive hand motion	X			
15. Use of arm muscles over extended periods			X	
16. Use of leg muscles over extended periods			X	

- | | | | | |
|----------------------------------------------------------|---------------|---------------|-------|---------------------------------------|
| | _____ | | | |
| 17. Overhead work (over shoulder height) | _____ | _____ | _____ | _____ X _____ |
| 18. Stationary desk or bench work with neck bent forward | _____ X _____ | _____ | _____ | _____ |
| 19. Driving City vehicle or personal vehicle? | | _____ X _____ | Yes | Driving is an occasional requirement. |

CC Work Session

2. 3.

Meeting Date: 02/05/2013**By:** Colleen Lasher, Administrative Services

Title:

Discussion Regarding the Economic Development Manager Position

Background:

At the January 22, 2013 Personnel Committee meeting, the Committee recommended that the City Council motion to approve a resolution directing staff to conduct a recruitment for an Economic Development Manager. The City Council will take action on the recommendation at the February 12, 2013 Council meeting.

In anticipation of this direction and in an effort to be immediately prepared to begin the recruitment following the February 12, 2013 meeting, staff is seeking the City Council's input on finalizing the position description, especially with regard to HRA related duties.

Development Services Manager/Alternate HRA Executive Director Tim Gladhill will be present to discuss ways the Community Development Staff will assist the Economic Development Manager with housing related duties.

Traditionally, the Community Development Department has provided support to the HRA in terms of bringing forward requests from housing developers for assistance, seeking feedback from the community on housing issues, and generally seeking to maintain and improve the quality of the City's housing stock. In addition, the Community Development Department often serves as a primary City contact for current and potential residents for identifying housing related assistance programs available in the area.

Management Analyst Patrick Brama will also be on hand to present information on the Business Retention and Expansion (BRE) Program -- 2012 Executive Report. The BRE program is expected to be an ongoing City economic development effort under the new position. The report is of interest now, as it identifies potential priority areas for the City to consider.

Attachments:

- 1) Business Retention and Expansion Program -- 2012 Executive Report.
- 2) Personnel Committee draft minutes -- documenting the Committee's desire to include HRA duties within the Economic Development Manager's role.
- 3) EDA minutes reviewing position description.

Notification:**Observations/Alternatives:**

1) To accept the staff recommendation below with the addition of directing staff to supplement the Economic Development Manager's HRA duties/time commitments, on an as needed basis, with any available internal/external HRA resources, based upon the Development Services Manager's discussion.

2) Alternatively, the City Council may direct staff to involve the Economic Development Manager with HRA duties up to but excluding serving as the HRA Executive Director; with the City Administrator or the Development Services Manager serving as the HRA Executive Director. This option does not consolidate the economic development role for the City, which staff believes would be desirable. This option may be viable if all economic development duties are removed from the HRA.

3) Or, to direct staff to remove all HRA related duties from this position, redistribute the HRA portion of the funding for the Economic Development Manager's position, and look to other internal/external resources to address HRA related needs. With the current duties and holdings of the HRA, staff believes it is important to have this position assigned to the HRA.

Recommendation:

Staff recommends that the Economic Development Manager position be responsible for HRA related duties, including serving as the HRA Executive Director. If implemented, the combined role will create clarity for the City's internal and external customers and serve to streamline both functions.

Funding Source:

Not applicable at this time.

Council Action:

Consensus to move forward with recruitment of the Economic Development Manager position based upon the above staff recommendation.

Attachments

PC Draft Minutes 01-22-13

Draft Job Description

Bus. Ret. and Exp. Report

EDA Minutes 01-2013

Needs Analysis

Form Review

Inbox	Reviewed By	Date
Kurt Ulrich	Kurt Ulrich	01/31/2013 12:22 PM
Colleen Lasher (Originator)	Colleen Lasher	01/31/2013 01:00 PM
Kurt Ulrich	Kurt Ulrich	01/31/2013 02:24 PM
Form Started By: Colleen Lasher		Started On: 01/29/2013 03:59 PM

Final Approval Date: 01/31/2013

**PERSONNEL COMMITTEE
CITY OF RAMSEY
ANOKA COUNTY
STATE OF MINNESOTA**

The Personnel Committee conducted a regular meeting on Tuesday, January 22, 2013, at the Ramsey Municipal Center, 7550 Sunwood Drive NW, Ramsey, Minnesota.

Members Present: Chairperson Jason Tossey
 Councilmember Randy Backous
 Councilmember Mark Kuzma

Also Present: City Administrator Kurtis Ulrich
 Human Resources Manager Colleen Lasher
 Fire Chief Dean Kapler
 Police Chief James Way
 Public Works Superintendent Grant Riemer
 Development Services Manager Timothy Gladhill
 Management Analyst Patrick Brama
 Interim Engineer Shane Nelson
 Mayor Sarah Strommen (Alternate)
 Councilmember David Elvig
 Councilmember John LeTourneau
 Councilmember Chris Riley

1. CALL TO ORDER

Councilmember Tossey called the regular meeting of the Personnel Committee to order at 5:01 p.m.

2. CITIZEN INPUT

There was none.

3. APPROVE AGENDA

Motion by Councilmember Backous, seconded by Councilmember Kuzma, to approve the agenda as submitted.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Backous and Kuzma.
Voting No: None.

4. COMMITTEE BUSINESS

4.01: Consider a Resolution to Select a Chairperson and Alternate Chairperson for the Personnel Committee

Councilmember Tossey called for nominations for Personnel Committee Chairperson.

Motion by Councilmember Backous, seconded by Councilmember Kuzma, to recommend the City Council adopt the Resolution Appointing Councilmember Tossey as 2013 Personnel Committee Chairperson.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Backous and Kuzma. Voting No: None.

Chairperson Tossey called for nominations for Personnel Committee Alternate Chairperson.

Motion by Chairperson Tossey, seconded by Councilmember Backous, to recommend the City Council adopt the Resolution Appointing Councilmember Backous as 2013 Personnel Committee Alternate Chairperson.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Backous and Kuzma. Voting No: None.

4.02: Consider a Resolution to Accept a Paid-on-Call Firefighter's Resignation

Human Resources Manager Lasher reviewed the staff report and recommendation of Fire Chief Kapler to accept the resignation of Cory Helgoe and recruit for this position upon the next regular Firefighter recruitment.

Motion by Councilmember Kuzma, seconded by Chairperson Tossey, to recommend that the City Council adopt the Resolution confirming the recommendation of the Personnel Committee to accept paid-on-call Firefighter Cory Helgoe's resignation and to recruit for this position upon the next regular Firefighter recruitment.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Kuzma and Backous. Voting No: None.

4.03: Consider 2013 Fire Officer Selections

Fire Chief Kapler reviewed the staff report and recommendation for 2013 Fire Officer selections, noting the terms are staggered to assure Fire Department stability and firefighter opportunity. He explained why one position for Lieutenant 3 will remain vacant at this time. It was noted that while there is a financial impact, there is not a budget impact.

Councilmember Backous requested additional detail on the role of the Captain Lieutenant.

Fire Chief Kapler explained there are administrative responsibilities, requiring monthly reports, in addition to command responsibilities. An educational requirement was added several years ago, which he thinks also shows the gauge of the firefighter's desire for the position.

Councilmember Kuzma asked who acts as command when a call is received.

Fire Chief Kapler explained the Chief Officers, when available, respond. In addition, they rotate through positions to create a duty officer response with the goal of getting them into a command position, which has worked out well.

Councilmember Backous asked who is assuming the duties of the Lieutenant 3 position.

Fire Chief Kapler stated the first meeting of the officers was held several weeks ago and those duties were divided amongst others. He stated it is his goal to recruit for that position this year.

Chairperson Tossey asked if the educational requirement is on the firefighter's own time.

Fire Chief Kapler explained the Fire Department pays for the class but it is on the firefighter's own time.

Human Resources Manager Lasher asked if the Personnel Committee would be open, in the interest of staff time, to not have the case come back for additional consideration once Fire Chief Kapler identifies a Lieutenant 3 in consultation with the City Administrator.

Councilmember Backous asked if the case would be considered as a Council Consent Agenda item.

Human Resources Manager Lasher answered in the affirmative.

The consensus of the Personnel Committee was that the case would not have to come back for additional consideration.

Motion by Councilmember Kuzma, seconded by Chairperson Tossey, to recommend that the City Council accept Fire Chief Kapler's recommendation for 2013 Fire Officer Selections.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Kuzma and Backous. Voting No: None.

4.04: Consider a Resolution to Approve the 2013 Non-Union Health Insurance Contributions and Non-Union Cost of Living Adjustments

Human Resources Manager Lasher reviewed the staff report and options for 2013 health and life insurance and cost of living adjustment for the City's 21 non-union employees.

Councilmember Backous asked what are the numbers for each health option.

Human Resources Manager Lasher stated this is the second year in a row with zero enrollment in the 100% co-pay plan. The City's options are locked on that plan to promote more consumer driven health care choices. She advised that of employees enrolled in the single plan, about 75% take the highest deductible option of \$4,000. The City covers the cheapest single premium in

full. Human Resources Manager Lasher advised a handful of employees take the \$1,500 deductible but for employees not claiming single (employee plus spouse/children/family) the \$2,500 plan is popular.

Councilmember Backous stated it is supported by the employee because each gets a contribution of almost \$2,000 into their Health Reimbursement Account (HRA).

Human Resources Manager Lasher explained the amount of HRA contribution is a City decision and had been based on the deductibles and indexed each year. Ramsey has been with an HRA for six years.

Councilmember Backous asked whether employees understand an HRA is the City's money, not like a Health Savings Account (HSA) where the funds go with the employee.

Human Resources Manager Lasher clarified the money going into the HRA is the employee's money, even though not an HSA.

Councilmember Backous explained HRAs are more of an accounting entry and the funds stay with the employer so that aspect needs to be discussed.

Chairperson Tossey noted an HSA is a savings account so it is employee funded. An HRA involves reimbursement of the employee's expenses, once submitted.

Councilmember Backous stated he is 100% against offering the ability to opt out because they are voluntary benefits. If the employee does not take the benefit, he would oppose paying them.

Councilmember Kuzma asked whether there is a savings to the City when employees opt out.

Human Resources Manager Lasher explained it would be an estimate because the City does not know what an employee will decide to do, but she believed it would be a savings to the City of \$2,200.

Chairperson Tossey stated he had been approached by a retired police officer about this matter and asked if there is a penalty if each spouse has insurance.

Councilmember Backous explained that type of restriction probably involved a coordination of benefits clause written into the insurance plan.

Councilmember Kuzma stated it is a benefit if you are an employee and if the employee does not want the benefit, he would not oppose them receiving a cash check if it results in a savings to the City.

Human Resources Manager Lasher advised the City has these rates as long as it stays with LOGIS because it will remain in the large group. It would only be a consideration if the City decides to leave LOGIS and less than 50 people are covered.

Councilmember Backous felt offering an opt out could endanger the City's ability to get group rates and philosophically he found it wrong to pay people for not taking a voluntary benefit. He noted if it saves the City money, those funds can be better used elsewhere.

City Administrator Ulrich noted another option is to not offer a cash benefit but a contribution to the HSA or different coverage such as deferred compensation.

Councilmember Backous stated another option is to offer more life insurance.

City Administrator Ulrich stated the City needs to be careful if LOGIS changes and an employee is penalized if they opt out.

Chairperson Tossey asked how the employee would have an HRA if not accepting the benefits. He stated he does not want to jeopardize the City's future coverage or impact the employee's coverage, but he would support an opt out if it is cheaper for the City in the long run.

Motion by Councilmember Backous, seconded by Councilmember Kuzma, to recommend that the City Council adopt the Resolution to increase the non-union wage scale by one percent.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Backous and Kuzma. Voting No: None.

Motion by Councilmember Backous, seconded by Chairperson Tossey, to recommend that the City Council adopt Resolution #13-01-XXX to approve the non-union City's health insurance contributions as detailed in the staff report.

Further discussion: Councilmember Backous pointed out that the City's health insurance plan is a "very rich plan" and a good benefit to employees. It is not a typical type of plan and he would like employees to be aware of that fact. Human Resources Manager Lasher stated her understanding that this rate structure, among municipalities, is common and that the private sector is completely different. Councilmember Backous stated he supports the plan since the City needs to compete for municipal employees.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Backous and Kuzma. Voting No: None.

Chairperson Tossey asked the Committee to next discuss the option to waive health insurance in exchange for a cash benefit (opt out). He asked if this needs to be decided tonight.

Human Resources Manager Lasher explained it does not need to be acted on tonight but in order to make this change, it would be a mid-year election/policy change. She stated she has consulted with the City's benefit broker in case employees want to make this qualified status change. Human Resources Manager Lasher noted that many employees have spouses with benefit years renewing February 1 so their spouses are now in open enrollment, which would be the best time to allow them to take advantage. Otherwise, employees cannot take advantage until 2014 unless there is a status change.

Councilmember Backous pointed out that if the spouse's employer's coverage changes significantly, a status change is allowed. He asked if the City has noticed any problem by not offering a cash payment in lieu of benefits.

Human Resources Manager Lasher advised that employees have wanted this option for a long time and in some cases, depending on their spouse's plan, there is either first dollar coverage or there is not. With the police officer who wanted this benefit, it was because if the officer stayed on the City's plan, he was forced to meet the \$4,000 deductible before his spouse's plan would pick up anything.

Councilmember Backus stated the City cannot control the benefit their spouse receives.

Chairperson Tossey indicated the City has 12 employees already grandfathered in that get \$290 and asked how many more employees there will be.

Human Resources Manager Lasher advised that one more is currently waiving but does not get the benefit. In administration, she knows of three more.

Councilmember Backous noted the opt out results in the City paying the spouse's premiums and puts that risk on someone else. In addition, it takes the employee out of the City's pool, possibly hurting the City's status and rates.

Councilmember Kuzma stated he favors offering the opt out with the caveat that the employees agree to come back if the City faces financial detriments as a result of offering credit in lieu of coverage.

Human Resources Manager Lasher noted the City is locked in through the end of 2016.

Chairperson Tossey stated the City could try this alternative and if there is an impact, change it.

Councilmember Backous cautioned the Committee that from a benefits standpoint, it is easy to give things but difficult to take them away.

Chairperson Tossey stated he would support allowing the opt out with the added language suggested by Councilmember Kuzma.

Motion by Councilmember Kuzma, seconded by Chairperson Tossey, to recommend that the City Council adopt the Resolution to offer the option to waive health insurance in exchange for a cash benefit conditioned on the employee agreeing to come back if the City faces financial detriments as a result of offering credit in lieu of coverage.

Further discussion: Human Resources Manager Lasher advised that a few employees take the benefit only for VEBA since it is \$130/month.

Motion carried. Voting Yes: Chairperson Tossey and Councilmember Kuzma. Voting No: Councilmember Backous.

4.05: Consider a Resolution to Address Building Maintenance Staffing Needs

Human Resources Manager Lasher reviewed the staff report and recommendation to approve hiring Jeff Strelow as a regular part-time building maintenance worker, at Step 1 of the 2012 wage scale of \$15.99 per hour for 20 hours per week; with the option to work up to 30 hours per week, as determined by the Public Works Superintendent and approved by the City Administrator. All other personnel policies would apply and Mr. Strelow would be subject to a six-month probation.

Councilmember Backous asked what the City could do without as far as building maintenance tasks, such as not vacuuming as often.

Public Works Superintendent Riemer explained the main focus is coverage to offer to the public, not the activities, since someone needs to be in the building if meeting room spaces are in use.

Councilmember Backous asked about the City's policy to use City Hall meeting space.

Public Works Superintendent Riemer stated the City charges \$75 for the Lake Itasca Room if a resident and \$100 if not a resident. If after hours or on a weekend, there is an additional \$54/hour charge plus the rental rate.

Councilmember Backous asked how those rental rates compare to the City's maintenance expense.

City Administrator Ulrich noted the rental fee is waived for non-profits and community groups, which comprises a large percentage of the users.

Councilmember Backous stated if the non-profits/community groups are not within Ramsey, he felt the City should reconsider whether the rental fee should be waived.

Human Resources Manager Lasher answered the member's questions related to the salary and benefits that had been factored into the cost.

Councilmember Backous asked where rental revenues are deposited.

City Administrator Ulrich advised rental revenues go into the General Fund.

Councilmember Backous suggested rental revenues be used to fund building maintenance staffing needs.

Chairperson Tossey agreed since this position was not considered in the 2013 budget and will be a regular employee position. He stated he would like to know the rental revenues received when City Hall rooms are rented.

Councilmember Backous stated if the rental rates need to be adjusted, that can be considered.

Chairperson Tossey stated he cannot support this case until the Personnel Committee has more information on rental revenues.

With regard to reducing maintenance services, Police Chief Way noted a lot of people track into and out of the City Hall each day and if the flooring is not vacuumed regularly, the wear and tear on the carpet will be incredible. He noted if the maintenance staff is here, they are working on those tasks.

Chairperson Tossey indicated if this employee position is approved, he wants all rental fee revenue to go towards this expenditure.

City Administrator Ulrich asked whether staff should look at the rental rate fees in addition to the Rental Policy.

The Personnel Committee indicated in the affirmative, noting that report should be presented to the City Council.

Chairperson Tossey stated consideration of this item will be tabled until additional information is available.

4.06: Consider a Resolution to Recruit for an Economic Development Manager

Human Resources Manager Lasher reviewed the staff report, findings of the needs analysis, and recommendation to slightly restructure this position from Economic Development & Marketing Manager to Economic Development Manager to allow focus on economic development. Human Resources Manager Lasher recommended staff be authorized to begin the recruitment process for this position, noting funding is included in the 2013 budget.

Chairperson Tossey asked if this person would also be the new HRA Executive Director.

City Administrator Ulrich stated that is not necessarily part of this consideration but is a possibility since it would be 60% funded from that source.

Chairperson Tossey stated he would like the City Administrator to be focused on administration, not HRA/EDA activities. He stated this position was budgeted in 2013 but he wants to assure it includes HRA activities.

City Administrator Ulrich stated HRA is not currently in the job description, but it could be added since it is anticipated the position will work with the HRA. He stated the skills will include technical, real estate and development, and ability to negotiate and close real estate deals.

Chairperson Tossey noted the EDA paid some salary for the former HRA Executive Director and while he would like the HRA to be “gone,” in the mean time he wants to assure this position can take over that role. That was his intention when he supported including it in the 2013 budget.

Councilmember Backous asked if the City is being realistic in expecting to attract an employee with development and real estate abilities at a salary of \$67,000 (\$32/hour) plus 30% for benefits.

Human Resources Manager Lasher stated that is a great question. She noted the recommendation is Step 1 of the wage scale, which is competitive, but in order to retain Mr. Backman, he was hired at Step 3.

Chairperson Tossey asked Mayor Strommen for comment.

Mayor Strommen shared the concern that at this salary, the City may not be able to recruit an employee with this level of experience, assuming they may take on HRA Executive Director and Development Manager responsibilities.

Human Resources Manager Lasher stated it is based on the market but she would have the option, if desired, to advertise the position with a full salary range to generate more interest.

Motion by Councilmember Backous, seconded by Councilmember Kuzma, to recommend that the City Council adopt the Resolution authorizing staff to begin a recruitment process for an Economic Development Manager and advertise the full salary range to generate more interest.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Backous and Kuzma.
Voting No: None.

4.07: Consider a Resolution Regarding a Leave of Absence (Portions of this discussion were closed to the public)

Human Resources Manager Lasher reviewed the staff report. She advised that under Minnesota Statutes, the meeting can move into closed session to discuss personnel issues. She indicated the closed session discussion will relate to reauthorization of a leave of absence. The closed session will be tape recorded and that tape will be maintained for a period of eight years.

Motion by Councilmember Backous, seconded by Councilmember Kuzma, to move to closed session to discuss personnel issues.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Backous and Kuzma.
Voting No: None.

The Personnel Committee meeting moved into a closed session at 6:03 p.m.

The Personnel Committee reconvened in open session at 6:14 p.m.

Motion by Councilmember Backous, seconded by Chairperson Tossey, to recommend that the City Council adopt the Resolution approving an additional leave of absence through May 31, 2013; the maximum amount of leave time allowed per the City's Leave of Absence Policy.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Backous and Kuzma.
Voting No: None.

4.08: Consider a Resolution to Authorize Staff to Recruit for a Replacement Patrol Officer Position from the Recent Patrol Officer Recruitment File

Human Resources Manager Lasher reviewed the staff report and recommendation to authorize staff to recruit for a Patrol Officer from the recent Patrol Officer recruitment file in order to fill the position left vacant by the officer on an extended leave of absence.

Motion by Councilmember Kuzma, seconded by Chairperson Tossey, to recommend that the City Council adopt the Resolution to authorize staff to recruit for a Patrol Officer from the recent Patrol Officer recruitment file at this time.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Kuzma and Backous.
Voting No: None.

COMMITTEE INPUT

None.

ADJOURNMENT

Motion by Councilmember Backous, seconded by Councilmember Kuzma, to close the regular meeting of the Personnel Committee.

Motion carried.

The regular meeting of the Personnel Committee adjourned at 6:18 p.m.

Respectfully submitted,

Colleen Lasher
Human Resources Manager

ATTEST:

Jo Ann M. Thieling
City Clerk

Drafted by Carla Wirth
TimeSaver Off Site Secretarial, Inc.

CITY OF RAMSEY POSITION ANALYSIS

POSITION TITLE: Economic Development Manager

DEPARTMENT: Administrative Services

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

FLSA STATUS: Exempt

PRIMARY OBJECTIVE OF POSITION: This position works under the general direction of the City Administrator while collaborating with other City staff, including but not limited to staff responsible for supporting the role of economic development and its strategic initiatives.

This position manages all aspects of the City's economic development and redevelopment activities by designing and implementing economic development plans, programs, 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) Housing and Redevelopment Authority (HRA) Executive Director (For Discussion)**
- C) Economic Development Events
- D) Business Retention and Relationship Management
- E) Real Estate and Development Transactions
- F) TIF and Job Creation Reporting/Tracking
- G) Right of Way Acquisition Program Management (Met Council RALF Program)
- H) Communications and General Information
- I) Perform a wide range of other tasks (within the ability and resources of the Economic Development Manager) at the verbal or written direction of the City Administrator/

TASKS RELATED TO RESPONSIBILITIES:

- A) Economic Development Authority (EDA) Manager
 - Provide professional and technical advice and support the work of the EDA
 - Prepare monthly EDA agendas & cases, and follow-up on direction given
 - Oversee administration of the EDA Website
 - 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) Housing and Redevelopment Authority (HRA) Executive Director (For Discussion)

C) Economic Development Events

- Coordinate ongoing COR (downtown development) meetings with potential developers, retailers, and office users for sites in the COR as a part of the Development Management Team
- Coordinate economic development 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
- (moved to D)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 City staff , agencies, local groups and others as needed

D) 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.

E) Real Estate and Development Transactions

- Negotiate and secure property purchases for the purposes of economic development and redevelopment, including coordinating and representing the City at real estate closings
- 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
- Understand key real estate terms to foster communications with developers and retailers
- Recognize the roles and responsibilities of others in the development process

F) TIF and Job Creation Reporting/Tracking

- Coordinate and complete annual business subsidy reports to the State of Minnesota
- Maintain 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

G) 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 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

H) Communications and General Information

- Collaborate with City communications staff to maximize economic development communications and marketing efforts
- 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

I . . Perform a wide range of other tasks (within the ability and resources of the Economic Development Manager) at the verbal or written direction of the City Administrator.

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 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) Knowledge of real estate and development transactions
- (F) Ability to communicate effectively orally and in writing with architects, contractors, developers, owners, supervisors, employees, EDA, City Council, and the general public
- (G) Ability to establish effective working relationships
- (H) Ability to perform work and manage projects in a timely and thorough manner
- (I) Ability to demonstrate initiative and excellent problem solving skills
- (J) Ability to effectively handle a wide variety of city projects and problems in an effective and professional manner
- (K) Ability to maintain a positive image of the city through effective handling of problems and sound coordination of multi-department programs
- (L) Ability to anticipate communication needs of public, Council and staff and effectively act to meet those needs
- (M) Skill in the operation of job-related equipment
- (N) 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, , 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 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

	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
9. Crawling (moving about on hands and knees)				X
10. Crouching (bending at knees)			X	
11. Bending at waist			X	
12. Reaching (extending hands and arms in any direction)		X		
13. Handling objects (grasping, turning or otherwise using hands or hand)	X			
14. Repetitive hand motion	X			
15. Use of arm muscles over extended periods			X	
16. Use of leg muscles over extended periods			X	

17. Overhead work (over shoulder height) _____

 _____ X
18. Stationary desk or bench work with neck bent forward
 _____ X _____

19. Driving City vehicle or personal vehicle? _____ X Yes Driving is an occasional requirement.



BUSINESS RETENTION & EXPANSION PROGRAM

2012 EXECUTIVE REPORT

Prepared for:
Ramsey Economic Development Authority (EDA)
January 21, 2013

INTRODUCTION

The Ramsey Economic Development Authority (EDA) is responsible for directing business retention, expansion and recruitment efforts in the City of Ramsey. In 2012, the EDA identified business retention as a priority for the City of Ramsey, and subsequently directed Staff to develop and implement a business retention and expansion program.

The purpose of this report is to (1) outline the 2012 Ramsey business retention and expansion program structure (2) present and review program results and findings.

In summary, the 2012 Ramsey business retention and expansion program was very successful. A number of strong relationships were established (or repaired), various business concerns were addressed and a number of prospect expansion leads were identified.

PROGRAM STRUCTURE

Why does the City have a retention and expansion program?

Businesses pay a large portion of local property taxes, provide full time permanent jobs (with benefits), create wealth, support local nonprofit organizations and raise the standard of living for Ramsey residents. Therefore, businesses play a crucial role in the success of the City of Ramsey. A properly executed business retention and expansion program is a critical component of retaining and expanding businesses located in Ramsey.

Outcomes of a successful businesses retention and expansion program include: establishing strong relationships, developing an open line of communication, expressing appreciation and most importantly creating trust. A business that trusts and respects the City of Ramsey is significantly more likely to remain located (or consider expansion) in Ramsey than a business that does not have trust or respect for the City.

What is a business retention and expansion program?

A business retention and expansion program is a systematic method of developing and maintaining relationships with businesses located in the City of Ramsey. Once every two years, the City of Ramsey visits with representatives of local businesses; known as a business visit. Typically, visits included 1-2 Staff members and 1-3 business representatives. Business representatives are provided with an opportunity to express concerns or questions they have regarding the City, Staff conducts an informal interview (see Appendix A), both parties review newsworthy items and most visits end with a tour of a businesses' operations.

Commonly, business visits result in:

- An improved relationship between the City and a particular business
- A list of inquiries and suggestions a business may have regarding the City
- The City attaining valuable business data
- Identification of prospect expansion leads

RESULTS & FINDINGS

What businesses were included in the 2012 business retention and expansion program?

Up until 2012, the City of Ramsey had not implemented a regular systematic business retention and expansion program. Therefore, a number of businesses visited, were either being contacted for the first time or have not been visited for a number of years. Staff identified 55 target businesses to launch this program. Businesses were selected based on location, size and industry.

From October 2012 to January 2013, Staff conducted 24 business visits; see below. The remaining 31 businesses will be targeted for the next round of business visits (2013).

2012 BUSINESS VISITS CONDUCTED		
DATE	COMPANY	CONTACT
10/1/2012	RJM and General Paper	Jim Lundeen
11/1/2012	Minnesota Tool and Die Works	Keith Sherer
11/1/2012	American Print & Digital	Jason Farrell
11/7/2012	Summit Aerospace Supply, Inc.	Michelle Koch
11/7/2012	RV World	Darren Mann
11/15/2012	Anderson Dahlen	Tom Knoll
11/15/2012	Panther Precision Manufacturing	Tom Olson
11/15/2012	Allina Medical Clinic	Becky Forsell
11/15/2012	Class C Components	Bruce Gorecki
11/19/2012	Command Tooling Systems	Julie Pawlowski
11/21/2012	Ace Solid Waste	Mike Berkopec
11/21/2012	B&F Fastener	Loren O'Brien
11/21/2012	Matrix Tool & Design INC	Dennis Young
11/26/2012	GMI, INC	Richard Powell
11/27/2012	Comfort Suites of Ramsey	Scott Davy
11/29/2012	Bolton & Menk, INC.	Kevin Bittner
12/13/2012	Heritage Millwork	Pat Menth
1/2/2013	MMI Precision Manufacturing	Shawn Martin
1/9/2013	Superior Striping	Tom Frederick
1/10/2013	Life Fitness	Frank Nogle
1/10/2013	Arrow Components Corp	Larry DeForrest
1/10/2013	Lake Region RV	Dale Borstad
1/11/2013	Diamond Graphics	Don Patterson
1/15/2013	Depot Star	Mark Korin

What are the results?

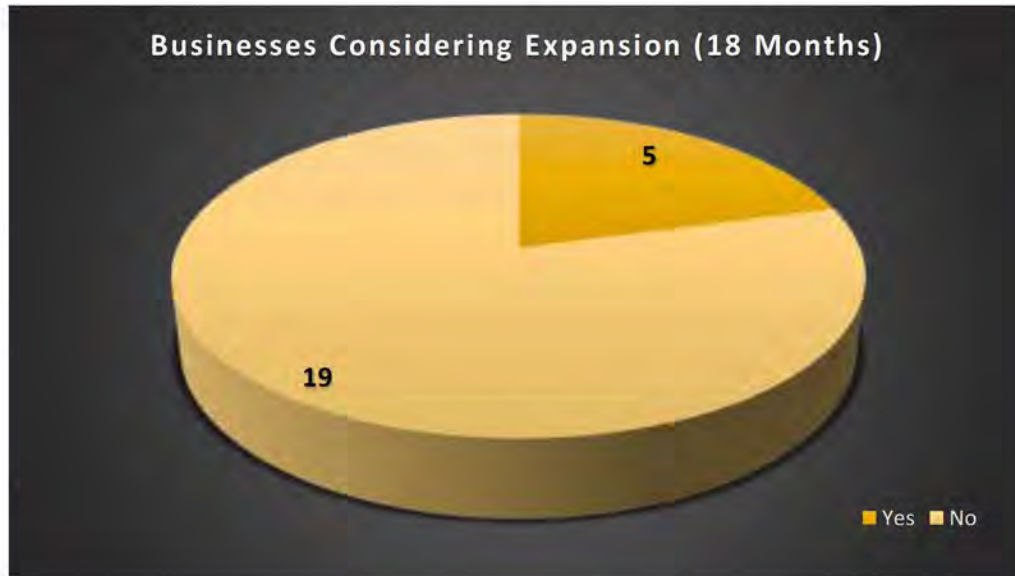
A number findings and leads resulted from the 2012 business retention and expansion program. Please note information has been presented in aggregate. A number of businesses have asked to remain anonymous; therefore specific information from specific businesses remains confidential. Additionally, not all 24 businesses answered every question proposed by Staff. Therefore, sample sizes are different for each findings category. Findings categories are listed below:

Findings: Categories

1. Considering expansion
2. Number of employees
3. Facility
 - Size
 - Ownership
4. Sales
5. Outlook
6. Ramsey
 - When did you locate
 - Where did you relocate from
 - Why locate in Ramsey
7. Markets served
8. Ramsey weaknesses, suggestions for improvement

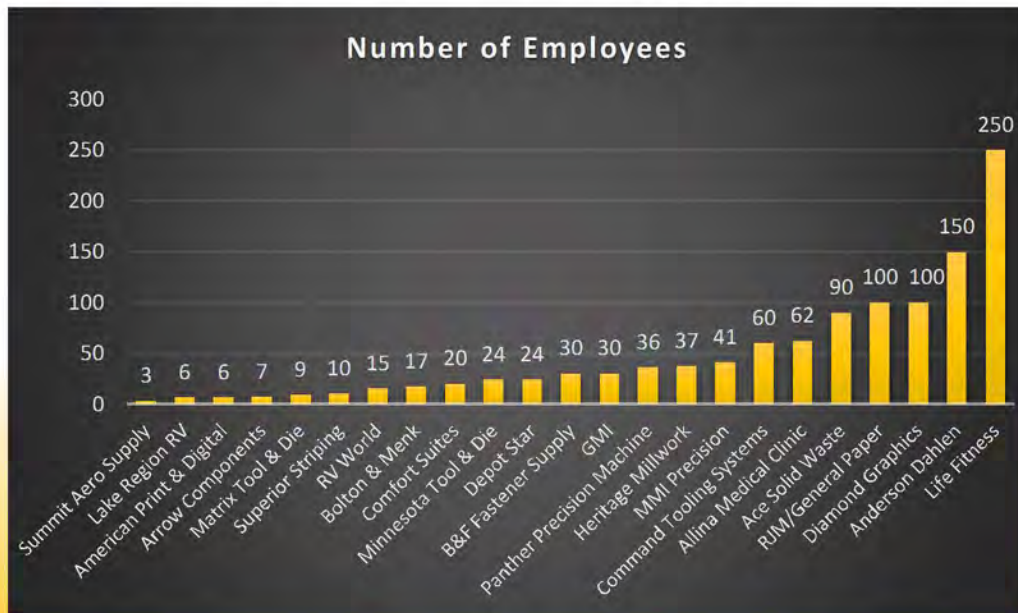
1. BUSINESSES CONSIDERING EXPANSION

Businesses that have expressed interested in expanding in the next 18 months are identified below. Staff is working with prospect businesses today. As updates are available, they will be provided through the EDA.



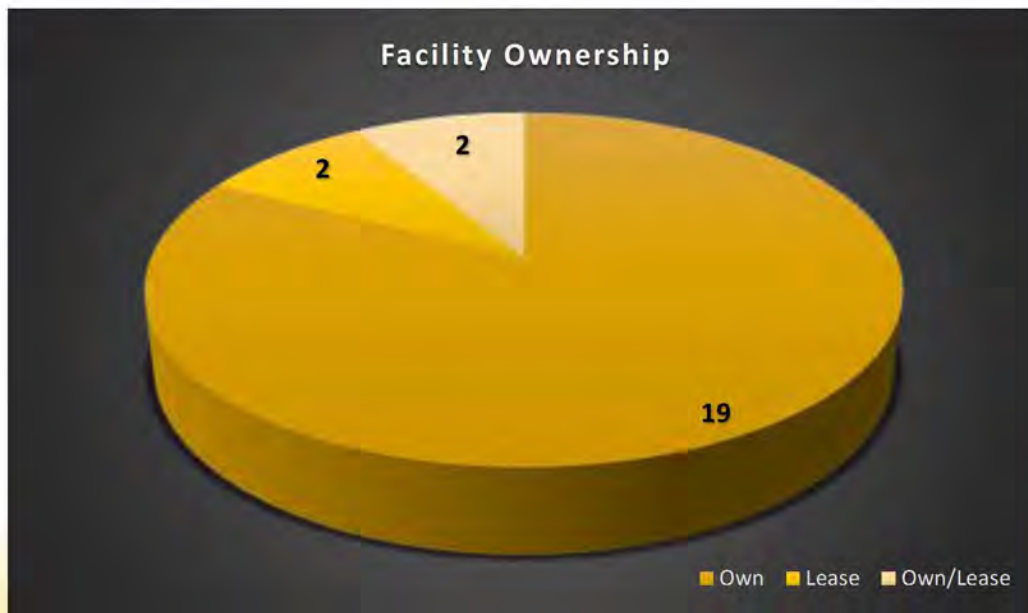
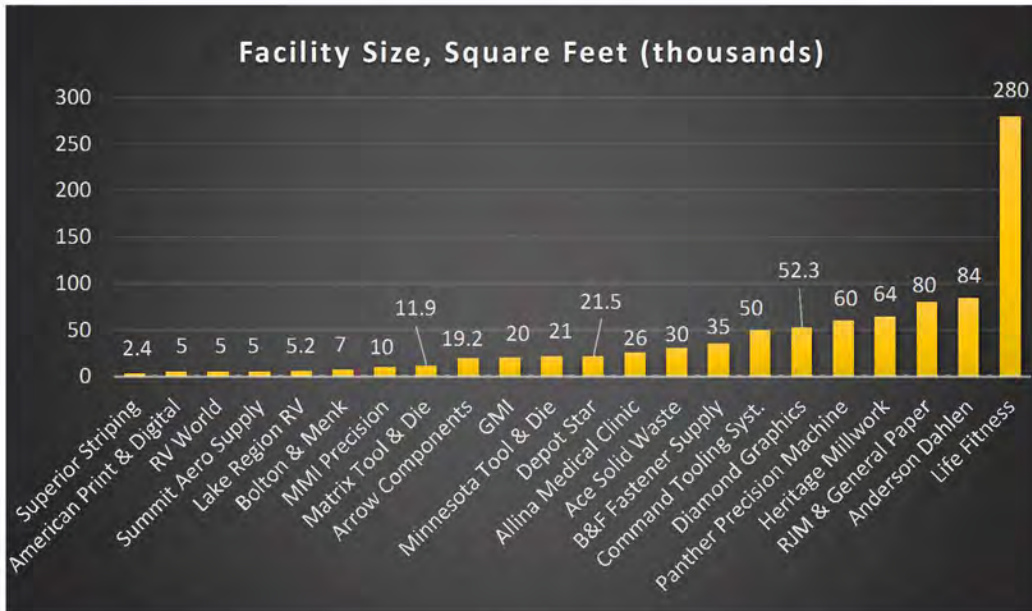
2. NUMBER OF EMPLOYEES

Each business was asked how many people they employ. Without drilling down into detail, below are the results (full time). NOTE: a number of employers expressed they have seasonal employees. In aggregate, businesses employ about 150 seasonal employees.



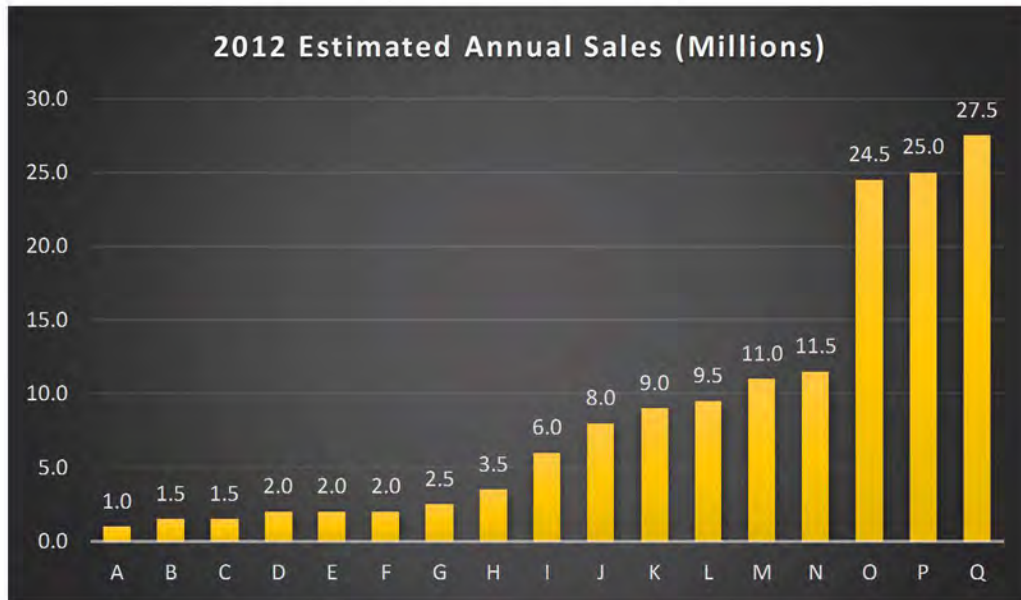
3. FACILITY SIZE & OWNERSHIP

Businesses reported the size of their facility (square feet); and whether they owned or leased their facility.



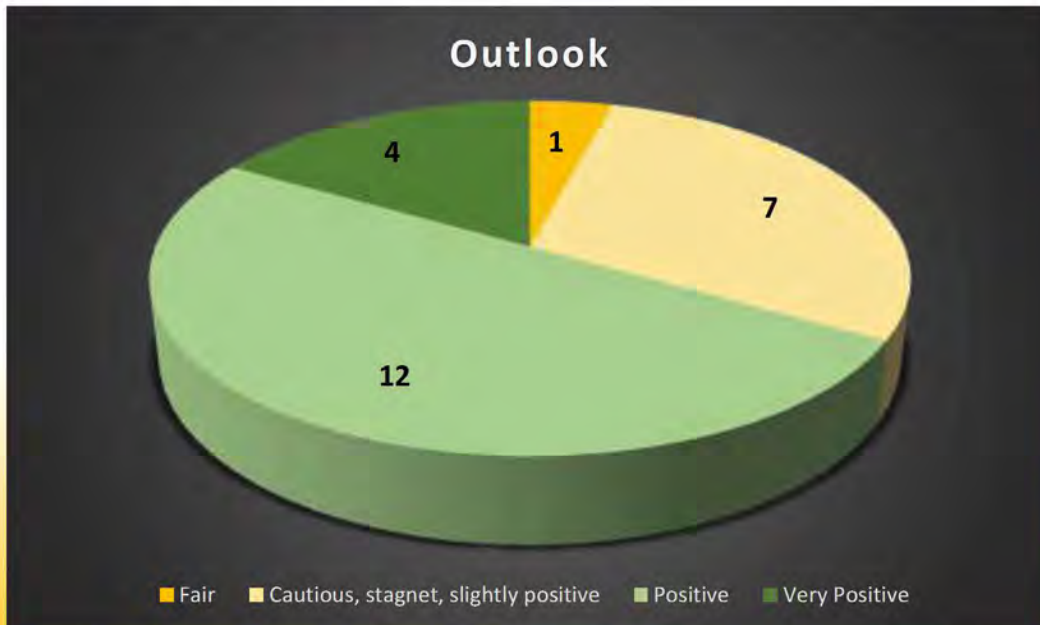
4. ESTIMATED ANNUAL SALES, 2012 GROSS

Businesses reported their 2012 annual gross sales. Listed below are the results. NOTE: this information is confidential to many businesses. Therefore, some businesses did not respond and a number of businesses asked to remain anonymous.



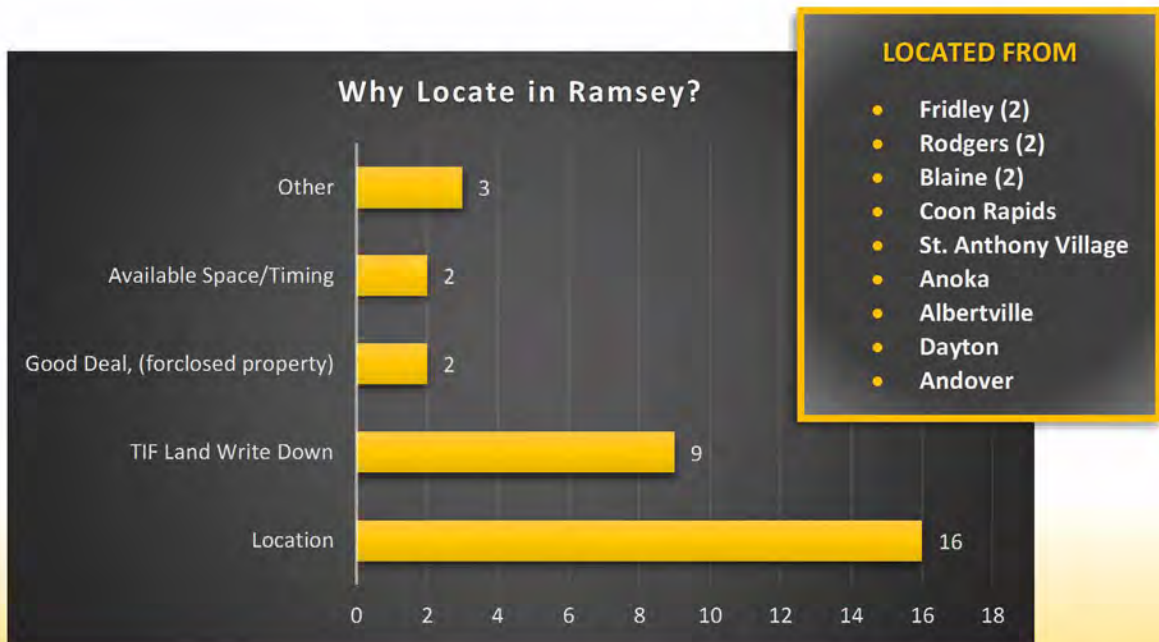
5. OUTLOOK

Businesses were asked what their outlook was; meaning, how do they anticipate the next 2-3 years to go, as far as sales growth. Below are the results.



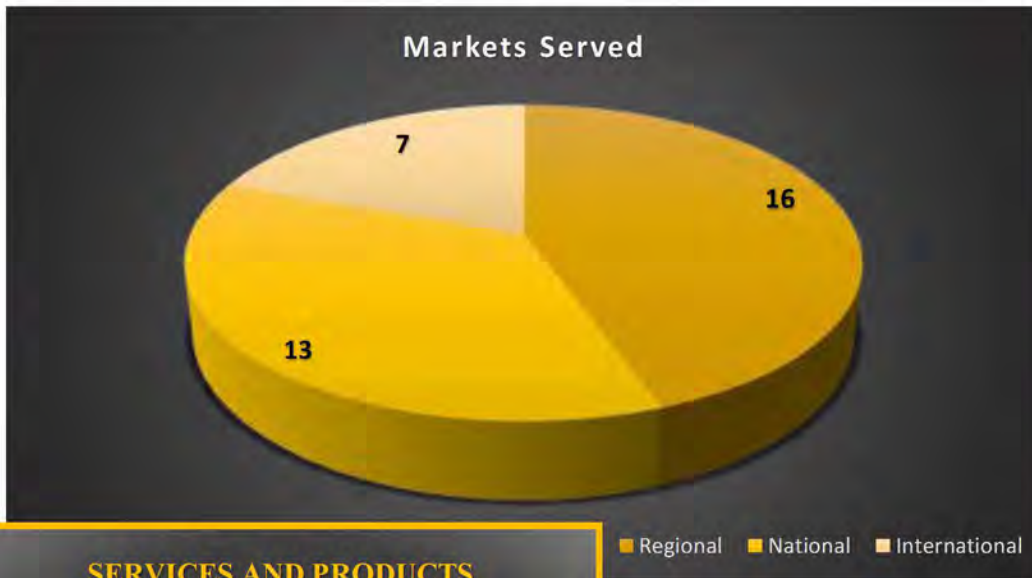
6. RAMSEY: WHEN, WHERE FROM, WHY?

Businesses were asked: when did they locate in Ramsey, where did they locate from and why are they located in the City of Ramsey. Results are listed below.



7. MARKETS SERVED

Businesses were asked what markets they served. Regional is considered Minnesota plus the eastern Dakotas, western Wisconsin and northern Iowa. National is U.S. only. International is anywhere outside the U.S. Many businesses serve more than one market (more answers than sample size). Results displayed below.

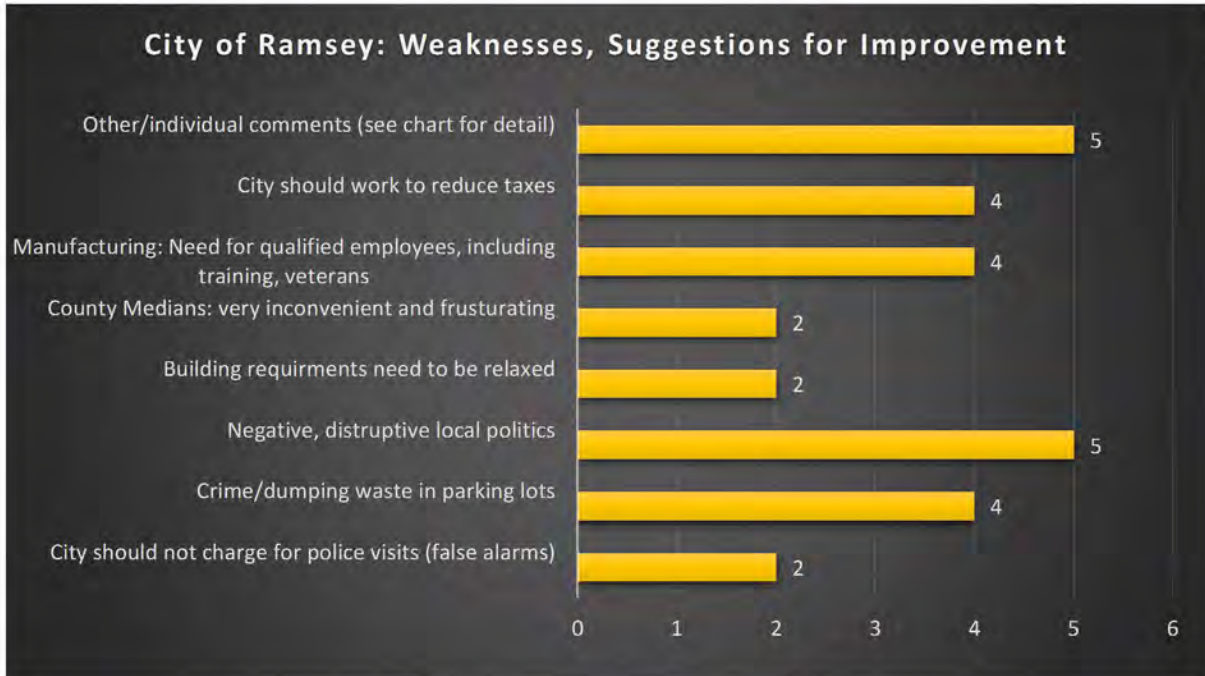


SERVICES AND PRODUCTS

- Electrical Mechanical Solutions, Repairs and Refurbishing
- Fitness Equipment Manufacturing
- RV Dealerships (2)
- Industrial Machining (5), Tooling (5), Dies (3), Cutting (5), Custom Manufacturing
- Plastic Card Printing
- Medical Services
- Printing Services
- Fastener Supply
- Aerospace and Navel Electric Supply
- Engineering and Surveying Services
- Millwork Production
- Packaging and Paper Manufacturer
- Waste Services

8. RAMSEY WEAKNESSES, SUGGESTIONS FOR IMPROVEMENT

Businesses were asked, as far as the City of Ramsey goes, what are our weaknesses and what can we do to improve (from the perspective of a business). Below is a graphical display, on the next page is detailed list. NOTE: some businesses had multiple suggestions and some did not have any: therefore, sample sizes are inconsistent.



(Continued, next page)

STAFF NOTE/SUGGESTION:

A number of Ramsey businesses are considering expansion in the coming years. At this point, the City no longer owns any parcel greater than one acre in size. The inventory of privately held available lots is very limited. Therefore, competitively responding to prospects is a challenge for Staff.

If the City wishes to retain expanding Ramsey businesses, and attract new businesses to this community, there is a need to acquire (or secure) land for economic development purposes. Until this item is addressed, the City of Ramsey will remain less competitive than surrounding Cities. Additionally, the City will eventually lose expanding businesses that no longer can fit their operations within the Ramsey.

RAMSEY WEAKNESSES/SUGGESTED IMPROVEMENTS:

Suggestions made by multiple businesses:

- Periodically businesses will have false alarms, and the Ramsey Police Department will be called out. In certain situations, the City charges Businesses for said visits/false alarms. Business owners are frustrated--being they pay significant property taxes (tens of thousands). Police visits should not be charged back to a property owner. Lastly, one business owner believes the City should call the contact provided to the City for business registration and communicate there was a visit/alarm/etc. (2)
- A number of businesses are frustrated with the negative local politics in Ramsey; said issues create mistrust, second guessing of City policies and embarrassment for businesses. (5)
- Keeping the local tax levy low is a major priority to Ramsey businesses, as their industries are very competitive. Businesses hope this is a priority to the City Council. (4)
- Large County medians are a major inconvenience and frustration for employers and employees. Giving directions is difficult, access to nearby food and retail options is difficult. The City should be cognizant of boulevards' negative impacts. (2)
- A lack in supply exists for qualified employees in the City's manufacturing sector. Some companies are interested in learning how to recruit locally. Additionally, a couple businesses have indicated they are interested in hiring veterans. (4)
- Commonly, people dump waste and furniture in Ramsey Businesses' parking lots (without permission). Additionally, crime (theft) is common in parking lots; especially behind buildings. A number of businesses have requested more patrols. Issues are most common in the summer. (4)
- Businesses are interested in the use of metal materials for construction of buildings in Ramsey. One business has requested the use of a metal pitched roof. One business believes the City's tree/planting requirements are too ridged and don't account for "real world" scenarios. The City should be more flexible in calculating tree requirements. (2)

Suggestions made by one business:

- One business has successfully used the program known as "Economic Gardening" and strongly suggests the City consider offering said service to Ramsey businesses.
- The City's sign regulations are too strict in the COR. The City should allow additional signage than the code provides today.
- The City should consider improving their business expo. It is not professional enough, the traffic is too low and they should not allow merchant vendors to attend.
- The City should consider redevelopment of the old HealthQuest property as a biotech incubator.

APPENDIX A

2012 BUSINESS SURVEY



HISTORY/BACKGROUND/PRODUCTS/SERVICES
[Origination, ownership structure, products/services, etc.]

NUMBER OF EMPLOYEES
[F.T.E., changes/trends]

SALES
[Past year/projected, changes/trends]

FACILITY
[size, own/lease]

MARKETS
[Where do you serve and where to you buy from]

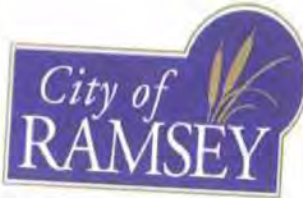
OUTLOOK
[Where do you see you company heading in the coming years]

COMPETITIVE ADVANTAGES & CHALLENGES

WHY RAMSEY
[Why is your business located in Ramsey—strengths]

RAMSEY WEAKNESSES
[What can we do better to serve our business communi]

FOLLOW UP
[Questions, requests or concerns about the City in re]



7550 Sunwood Drive NW • Ramsey, Minnesota 55303
City Hall: 763-427-1410 • Fax: 763-427-5543
www.cityoframsey.com

October 1, 2012

Mr. John Dowe
Dowe Enterprises, INC.
1234 56th Street North
Ramsey, MN 55303

Mr. Dowe:

The City of Ramsey would like to set up a time to visit to your business.

As you may know, the City of Ramsey periodically visits local business. The purpose of these meetings is to 'catch up' and see how your business is doing, develop and maintain a line of communication and to see if you have any concerns or questions regarding the City of Ramsey.

Typically, we set up meetings on the second and fourth Thursday of each month. Meetings last between 30 minutes and one hour. Meetings are open ended, depending on what you would like to cover. Additionally, we have a few questions we would like to ask regarding your business.

In the coming days I will be contacting you to set up a time. If you have any questions or comments in the meantime I would be glad to help.

Best regards,

Patrick J. Brama
Management Analyst, City of Ramsey

OFFICE: (763) 433-9903 CELL: (763) 412-7609
ADDRESS: 7550 Sunwood Drive NW, Ramsey, MN 55303

**ECONOMIC DEVELOPMENT AUTHORITY
CITY OF RAMSEY
ANOKA COUNTY
STATE OF MINNESOTA**

The City of Ramsey Economic Development Authority (EDA) conducted a regular meeting on Thursday, January 10, 2013, at the Ramsey Municipal Center, 7550 Sunwood Drive NW, Ramsey, Minnesota.

Members Present: Chairperson Chris Riley
 Member John LeTourneau
 Member Wayne Skaff
 Member Jim Steffen (arrived at 7:35 a.m.) – Elected Chair 1/10/13
 Member Kristine Williams

Members Absent: None

Also Present: Patrick Brama, Management Analyst
 Kurt Ulrich, City Administrator
 Colleen Lasher, Human Resources Manager

1. CALL TO ORDER

Chairperson Riley called the Economic Development Authority meeting to order at 7:32 a.m.

2. APPROVE AGENDA

Chairperson Riley noted the addition of agenda item 4.07 – EDA staff position discussion.

Motion by Member Skaff, seconded by Member Williams, to approve the agenda as amended.

Motion carried. Voting Yes: Chairperson Riley, Members Skaff, Williams, and LeTourneau.
Voting No: None. Absent: Member Steffen.

3. APPROVE MINUTES

3.01: Approve Meeting Minutes Dated December 13, 2012

Motion by Member LeTourneau, seconded by Member Skaff, to approve the minutes dated December 13, 2012.

Motion carried. Voting Yes: Chairperson Riley, Members LeTourneau, Skaff, and Williams.
Voting No: None. Absent: Member Steffen.

4. EDA BUSINESS

4.01: Election of Officers

Management Analyst Brama stated the EDA is comprised of five at-large members and two members appointed by the City Council and the City Council recently appointed Councilmembers LeTourneau and Riley to the EDA, resulting in two at-large vacancies on the EDA which will be filled in April by City Council appointment.

Motion by Member Skaff, seconded by Member LeTourneau, to elect Jim Steffen as Chairperson of the EDA.

Motion carried. Voting Yes: Chairperson Riley, Members Skaff, LeTourneau, Steffen, and Williams. Voting No: None. Absent: None.

Motion by Member Williams, seconded by Member LeTourneau, to re-elect Wayne Skaff as Vice Chair/Treasurer of the EDA.

Motion carried. Voting Yes: Chairperson Riley, Members Williams, LeTourneau, Skaff, and Steffen. Voting No: None. Absent: None.

Chairperson Steffen then presided over the remainder of the meeting.

4.02: Discuss Future Land Use Options for the General Business District Node at 167th Avenue and Trunk Highway (TH) 47

Management Analyst Brama stated this property has struggled to remain economically viable and the City has conducted a number of studies in the past including a TIF study. He indicated the City has been contacted regarding the property at 6001 167th Avenue and one user has expressed interest in establishing a gun range/archery range on the site; staff will be meeting with this user on January 11th. He stated the other user has expressed interest in establishing a metal and/or clothing recycling facility on this site. He noted the City also received an inquiry from the property owner regarding a possible rezoning which, by law, would require the neighboring properties to be rezoned. He advised the gun range/archery range and recycling facility would require a zoning amendment and these uses cannot be conditional uses. He stated the City was also approached about the property at 5909 167th Avenue for a possible day care center and this use is allowed under existing City Code. He stated the Planning Commission and City Council will be reviewing this property from a zoning perspective to determine whether to rezone this node and the surrounding properties or whether to permit an overlay district. He requested input regarding the EDA's role in this matter as outlined in the staff report.

Member LeTourneau stated he was pleased to see this item on the agenda and encouraged the EDA to carefully review the issue and resist doing something that is reactionary versus visionary. He indicated he would like to see further efforts on the master planning aspect of this rather than introduce uses to the site that would require zoning changes.

Chairperson Steffen requested further information regarding staff's recommendation.

Management Analyst Brama explained that any master planning effort would be coordinated by the Planning Division and reviewed by the Planning Commission/City Council and the EDA

would remain in a supportive role. He added that because users have come forward expressing an interest in the property, it is the responsibility of the Planning Division to make a recommendation regarding the potential uses.

City Administrator Ulrich stated the Planning Commission and City Council would review any rezoning request and the EDA would not be involved in the rezoning request. He noted the EDA can recommend that the current zoning not be changed until a Comprehensive Plan is completed.

Member Riley stated his agreement with staff's recommendation and felt the proposed uses would help make the site economically viable.

Member Williams agreed with the recommendation to play a supportive role but expressed concern about the proposed uses adding that the proposed recycling center is not consistent with the vision previously discussed for this node and is not consistent with the retail uses located across the street. She was concerned about the Planning Commission making a decision on this node without the EDA weighing in on the matter or at least providing input as to why the EDA does not feel the uses are consistent with the vision for this site.

Discussion ensued regarding the proposed uses and the EDA's continuing role in the development of this node.

Chairperson Steffen expressed concern regarding a day care center next to a gun range.

Member Riley stated the City should make this property a priority to make it economically viable and stressed the importance of maintaining flexibility and not rezoning the property to anything that would limit the City in the future.

Member Williams stated the City should remain cognizant of the significant investment by the property owner across the street and felt the EDA should support the current zoning and any retail uses that comply with current zoning. She also felt the EDA should state it does not support light industrial on the site. She added the market has not supported redevelopment on this site until recently and suggested the EDA focus on comprehensive planning efforts in 2013.

Management Analyst Brama advised that staff will prepare a summary of the EDA's comments and concerns for presentation to the Planning Commission and City Council which indicates that the EDA is interested in the long term viability of this commercial node and is interested in what happens with the existing users as well as the overall use of the site but is concerned about the proposed uses and proposed rezoning request.

4.03: 2013 Annual EDA Business Expo and Consideration of Annual Outdoor Expo/Event (RV)

Management Analyst Brama explained that planning is underway for the Annual Business Expo scheduled for May 4, 2013, at the Fountains of Ramsey. He stated that staff contacted the local RV dealerships about joining this expo and all of the RV dealerships indicated they were interested; since that time, the RV dealerships have proposed a separate event that would allow the dealerships to remain at their locations and presented a draft of a proposed "Great Outdoors

Sale Extravaganza of Ramsey.” He reviewed costs and staffing resources needed for an additional event and requested input from the EDA regarding adding another event as requested by the RV dealerships.

Member Skaff noted it was the EDA’s intention to invite the RV dealerships to the annual business expo to provide the RV dealerships with exposure to their businesses. He stated he would be okay with the RV dealerships bringing in a couple of their units to the business expo and the City could offer a map of the RV dealership locations to people attending the expo.

Chairperson Steffen agreed and stated he would prefer that the City move forward with the business expo and invite the RV dealerships to participate.

Member Riley agreed and stated he would encourage the RV dealerships to hold their own outdoor sale event. He suggested that the City continue to work with the RV dealerships on promoting their dealerships at the business expo.

It was the consensus of the EDA to direct staff to move forward with the traditional business expo.

4.04: Business Retention Program Update

Management Analyst Brama advised that 17 business visits have been completed and three business visits are scheduled for today, including Life Fitness, Lakes Region RV, and Arrow Components Corp. He indicated that a summary of the meetings will be contained in the February EDA agenda.

4.05: Updates: Old City Hall Development (data center), Nordvick Property Demolition, Kuro Fitness RLF, 6701 Highway 10, Windsorwood Sale, 8019 146th Ave.

Management Analyst Brama advised that a change order request will be submitted for the Nordvick property demolition for removal of an oil separation tank. He stated that further details regarding the change order will be provided at a later date. He advised that the shovel ready application for the old City Hall site will be submitted next week. He added that the cost-benefit analysis for this site will be presented in February.

4.06: Prospect Update

This item was noted but not discussed.

4.07: EDA Staff Position Discussion

Human Resources Manager Lasher presented the draft job description for the EDA staff position.

City Administrator Ulrich stated one of the primary changes to the job description from the former position includes the requirement for real estate expertise.

Member Riley indicated he had some suggested revisions and would provide them to staff.

Human Resources Manager Lasher stated that staff hopes to post the position by February 4th with an early May hire date. She indicated that City policy allows the City Administrator to make the decision whether to post the position internally prior to posting the position externally and it is recommended that the City use one recruitment period and invite internal applicants to apply if interested. She stated that she would be conducting interviews along with City Administrator Ulrich and Development Services Manager Gladhill. She added that second round interviews may include City Councilmembers if desired by the City Council.

Chairperson Steffen stated he would prefer to have Councilmembers included in the interviews.

Human Resources Manager Lasher invited the EDA members to forward any comments or questions regarding the job description and stated the City will advertise through the EDA Association, City website, League of Minnesota Cities, cable TV, and City email notifications.

5. Member/Staff Input

City Administrator Ulrich stated that the City Council approved the hiring of an organizational assessment consultant and the EDA members will be contacted to obtain input on the survey. He advised that the City will hold a joint City Council meeting with the City of Anoka on March 11th to discuss Highway 10 and other mutual issues. He also advised that the Wiser Choice property was on the HRA agenda this week and was continued to the January 22nd meeting after further follow-up by staff. He stated that Riverdale Drive is moving forward and a feasibility study was presented to the City Council.

Chairperson Steffen stated he visited Kuro Fitness on Saturday and they were getting ready to open on Monday.

6. Adjournment

Motion by Member Skaff, seconded by Member LeTourneau, to adjourn the meeting.

Motion carried. Voting Yes: Chairperson Steffen, Members Skaff, LeTourneau, Riley, and Williams. Voting No: None. Absent: None.

The regular meeting of the Economic Development Authority adjourned at 8:59 a.m.

Respectfully submitted,

Kurtis G. Ulrich, City Administrator

ATTEST:

Patrick Brama, Management Analyst

Draft by Barbara Hughes (*TimeSaver Off Site Secretarial, Inc.*)

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 Mulroney 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%).

Personnel Committee

4. 1.

Meeting Date: 04/23/2013

By: Colleen Lasher, Administrative Services

Information

Title:

Resolution to Hire an Economic Development Manager

Background:

At the February 12, 2013 meeting, the City Council motioned to approve a resolution directing staff to conduct a recruitment for an Economic Development Manager.

Staff conducted a recruitment based on the newly updated job description, including the addition of the Housing and Redevelopment Authority (HRA) duties and other updates necessary to best meet the needs of the City. Staff received fourteen applications; conducted six interviews and three candidates were interviewed a second time.

The top candidate, Mr. Sean Sullivan, was selected to advance in the recruitment process and was provided with a contingent job offer on April 9, 2013. Following that, Mr. Sullivan successfully passed the City's background check, reference checks and drug screen, as well as the work-style assessment.

It may be of interest to note that Mr. Sullivan worked for the City of Ramsey as an Economic Development Coordinator from 2000 to 2010 and is therefore very familiar with many of the City's current businesses, the economic development function, many City staff members and other professional contacts in the area. Since then, Mr. Sullivan has continued in his role as an economic development professional and has gained additional skills and credentials.

Note: This case will appear on the regular City Council agenda this evening.

Notification:

History: The City employed an Economic Development & Marketing Manager from November of 2010 through March 2012. This position was vacated in March 2012, following a resignation. In April 2012, the Assistant City Administrator/Community Development Director position was vacated. Both positions were significantly involved in Economic Development.

Since then, with the City Administrator's general oversight and support, the Assistant to the City Administrator (previously known as the Management Analyst) has been covering many of the City's economic development duties; the Finance Director has been covering the Tax Increment Financing district responsibilities; and the EDA consultant Mike Mulroney has assisted with various economic development projects, as needed.

A needs analysis was conducted for this position. Based on results of that analysis, staff recommended that a full-time Economic Development Manager be hired to perform the City's economic development function. This position would be responsible for the development and implementation of economic development, programs, and services for both commercial and industrial businesses. Without this position it would be very difficult to attain many of the City Council's strategic goals; many of which focus on economic development.

Staff proposed a slight restructure of the position from Economic Development & Marketing Manager to Economic Development Manager to allow this position to focus specifically on economic development. The restructure would place more emphasis on real estate and development transactions such as negotiating and securing property purchases for the purposes of development and redevelopment; as well as transferring much of the marketing and communications component (via electronic and printed media) to the Assistant to the City Administrator. Lastly, staff proposed continuing the Assistant to the City Administrator's role of assisting in some economic development

duties in order to ensure continuity with internal and external customers, and to provide proactive back-up staffing for this important function.

Observations/Alternatives:

Staff recommends this hiring as the best way to properly address the City's economic development priority.

The Council may deny or postpone action on this recommendation to allow further review. However, neither of these alternatives allow this position to be hired in a timely manor.

Recommendation:

To make a motion, which upon City Council approval, will authorize hiring Mr. Sean Sullivan as the City's new Economic Development Manager, effective on or near May 28, 2013, at \$37.45 per hour (step 4 of the 2013 wage scale) with a credit of 5 vacation days for a mid-career hire.

Funding Source:

The annual funding required for this position, based on salary (step 4) and benefits is approximately \$91,895 (TIF @ 20%, EDA 20%, HRA 60%). Funding for this position is included in the 2013 budget.

Council Action:

Motion to approve resolution #13-04-075, to hire Mr. Sean Sullivan as the City's new Economic Development Manager, effective on or near May 28, 2013, at \$37.45 per hour with a credit of five vacation days.

Attachments

Resolution

Needs Analysis

EDA Minutes 01-2013

Personnel Committee Minutes

Form Review

Inbox
Kurt Ulrich

Reviewed By
Kurt Ulrich

Date
04/18/2013 03:03 PM

Form Started By: Colleen Lasher

Started On: 04/15/2013 09:02 AM

Final Approval Date: 04/18/2013

Councilmember introduced the following resolution and moved for its adoption:

RESOLUTION #13-04-075

RESOLUTION TO HIRE AN ECONOMIC DEVELOPMENT MANAGER

WHEREAS, at the February 12, 2013, City Council meeting, staff was authorized to conduct a recruitment process to fill the Economic Development Manager position; and

WHEREAS, a recruitment process was conducted and six candidates were interviewed; and

WHEREAS, Mr. Sean Sullivan has been selected as the top candidate for the Economic Development Manager position; and

WHEREAS, staff has completed the necessary background checks and is recommending that Mr. Sean Sullivan be hired as the City's Economic Development Manager at \$37.45 per hour, effective on or near May 28, 2013, with a credit of five vacation days.

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

Confirms the recommendation of the Personnel Committee to do the following:

Motion to approve resolution #13-04-075, to hire Mr. Sean Sullivan as the City's new Economic Development Manager, effective on or near May 28, 2013, at \$37.45 per hour with a credit of five vacation days.

The motion for the adoption of the foregoing resolution was duly seconded by Council Member, , 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 23rd day of April 2013.

Needs Analysis for Vacant and New Positions

Position: Economic Development Manager

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

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

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**ECONOMIC DEVELOPMENT AUTHORITY
CITY OF RAMSEY
ANOKA COUNTY
STATE OF MINNESOTA**

The City of Ramsey Economic Development Authority (EDA) conducted a regular meeting on Thursday, January 10, 2013, at the Ramsey Municipal Center, 7550 Sunwood Drive NW, Ramsey, Minnesota.

Members Present: Chairperson Chris Riley
 Member John LeTourneau
 Member Wayne Skaff
 Member Jim Steffen (arrived at 7:35 a.m.) – Elected Chair 1/10/13
 Member Kristine Williams

Members Absent: None

Also Present: Patrick Brama, Management Analyst
 Kurt Ulrich, City Administrator
 Colleen Lasher, Human Resources Manager

1. CALL TO ORDER

Chairperson Riley called the Economic Development Authority meeting to order at 7:32 a.m.

2. APPROVE AGENDA

Chairperson Riley noted the addition of agenda item 4.07 – EDA staff position discussion.

Motion by Member Skaff, seconded by Member Williams, to approve the agenda as amended.

Motion carried. Voting Yes: Chairperson Riley, Members Skaff, Williams, and LeTourneau.
Voting No: None. Absent: Member Steffen.

3. APPROVE MINUTES

3.01: Approve Meeting Minutes Dated December 13, 2012

Motion by Member LeTourneau, seconded by Member Skaff, to approve the minutes dated December 13, 2012.

Motion carried. Voting Yes: Chairperson Riley, Members LeTourneau, Skaff, and Williams.
Voting No: None. Absent: Member Steffen.

4. EDA BUSINESS

4.01: Election of Officers

Management Analyst Brama stated the EDA is comprised of five at-large members and two members appointed by the City Council and the City Council recently appointed Councilmembers LeTourneau and Riley to the EDA, resulting in two at-large vacancies on the EDA which will be filled in April by City Council appointment.

Motion by Member Skaff, seconded by Member LeTourneau, to elect Jim Steffen as Chairperson of the EDA.

Motion carried. Voting Yes: Chairperson Riley, Members Skaff, LeTourneau, Steffen, and Williams. Voting No: None. Absent: None.

Motion by Member Williams, seconded by Member LeTourneau, to re-elect Wayne Skaff as Vice Chair/Treasurer of the EDA.

Motion carried. Voting Yes: Chairperson Riley, Members Williams, LeTourneau, Skaff, and Steffen. Voting No: None. Absent: None.

Chairperson Steffen then presided over the remainder of the meeting.

4.02: Discuss Future Land Use Options for the General Business District Node at 167th Avenue and Trunk Highway (TH) 47

Management Analyst Brama stated this property has struggled to remain economically viable and the City has conducted a number of studies in the past including a TIF study. He indicated the City has been contacted regarding the property at 6001 167th Avenue and one user has expressed interest in establishing a gun range/archery range on the site; staff will be meeting with this user on January 11th. He stated the other user has expressed interest in establishing a metal and/or clothing recycling facility on this site. He noted the City also received an inquiry from the property owner regarding a possible rezoning which, by law, would require the neighboring properties to be rezoned. He advised the gun range/archery range and recycling facility would require a zoning amendment and these uses cannot be conditional uses. He stated the City was also approached about the property at 5909 167th Avenue for a possible day care center and this use is allowed under existing City Code. He stated the Planning Commission and City Council will be reviewing this property from a zoning perspective to determine whether to rezone this node and the surrounding properties or whether to permit an overlay district. He requested input regarding the EDA's role in this matter as outlined in the staff report.

Member LeTourneau stated he was pleased to see this item on the agenda and encouraged the EDA to carefully review the issue and resist doing something that is reactionary versus visionary. He indicated he would like to see further efforts on the master planning aspect of this rather than introduce uses to the site that would require zoning changes.

Chairperson Steffen requested further information regarding staff's recommendation.

Management Analyst Brama explained that any master planning effort would be coordinated by the Planning Division and reviewed by the Planning Commission/City Council and the EDA

would remain in a supportive role. He added that because users have come forward expressing an interest in the property, it is the responsibility of the Planning Division to make a recommendation regarding the potential uses.

City Administrator Ulrich stated the Planning Commission and City Council would review any rezoning request and the EDA would not be involved in the rezoning request. He noted the EDA can recommend that the current zoning not be changed until a Comprehensive Plan is completed.

Member Riley stated his agreement with staff's recommendation and felt the proposed uses would help make the site economically viable.

Member Williams agreed with the recommendation to play a supportive role but expressed concern about the proposed uses adding that the proposed recycling center is not consistent with the vision previously discussed for this node and is not consistent with the retail uses located across the street. She was concerned about the Planning Commission making a decision on this node without the EDA weighing in on the matter or at least providing input as to why the EDA does not feel the uses are consistent with the vision for this site.

Discussion ensued regarding the proposed uses and the EDA's continuing role in the development of this node.

Chairperson Steffen expressed concern regarding a day care center next to a gun range.

Member Riley stated the City should make this property a priority to make it economically viable and stressed the importance of maintaining flexibility and not rezoning the property to anything that would limit the City in the future.

Member Williams stated the City should remain cognizant of the significant investment by the property owner across the street and felt the EDA should support the current zoning and any retail uses that comply with current zoning. She also felt the EDA should state it does not support light industrial on the site. She added the market has not supported redevelopment on this site until recently and suggested the EDA focus on comprehensive planning efforts in 2013.

Management Analyst Brama advised that staff will prepare a summary of the EDA's comments and concerns for presentation to the Planning Commission and City Council which indicates that the EDA is interested in the long term viability of this commercial node and is interested in what happens with the existing users as well as the overall use of the site but is concerned about the proposed uses and proposed rezoning request.

4.03: 2013 Annual EDA Business Expo and Consideration of Annual Outdoor Expo/Event (RV)

Management Analyst Brama explained that planning is underway for the Annual Business Expo scheduled for May 4, 2013, at the Fountains of Ramsey. He stated that staff contacted the local RV dealerships about joining this expo and all of the RV dealerships indicated they were interested; since that time, the RV dealerships have proposed a separate event that would allow the dealerships to remain at their locations and presented a draft of a proposed "Great Outdoors

Sale Extravaganza of Ramsey.” He reviewed costs and staffing resources needed for an additional event and requested input from the EDA regarding adding another event as requested by the RV dealerships.

Member Skaff noted it was the EDA’s intention to invite the RV dealerships to the annual business expo to provide the RV dealerships with exposure to their businesses. He stated he would be okay with the RV dealerships bringing in a couple of their units to the business expo and the City could offer a map of the RV dealership locations to people attending the expo.

Chairperson Steffen agreed and stated he would prefer that the City move forward with the business expo and invite the RV dealerships to participate.

Member Riley agreed and stated he would encourage the RV dealerships to hold their own outdoor sale event. He suggested that the City continue to work with the RV dealerships on promoting their dealerships at the business expo.

It was the consensus of the EDA to direct staff to move forward with the traditional business expo.

4.04: Business Retention Program Update

Management Analyst Brama advised that 17 business visits have been completed and three business visits are scheduled for today, including Life Fitness, Lakes Region RV, and Arrow Components Corp. He indicated that a summary of the meetings will be contained in the February EDA agenda.

4.05: Updates: Old City Hall Development (data center), Nordvick Property Demolition, Kuro Fitness RLF, 6701 Highway 10, Windsorwood Sale, 8019 146th Ave.

Management Analyst Brama advised that a change order request will be submitted for the Nordvick property demolition for removal of an oil separation tank. He stated that further details regarding the change order will be provided at a later date. He advised that the shovel ready application for the old City Hall site will be submitted next week. He added that the cost-benefit analysis for this site will be presented in February.

4.06: Prospect Update

This item was noted but not discussed.

4.07: EDA Staff Position Discussion

Human Resources Manager Lasher presented the draft job description for the EDA staff position.

City Administrator Ulrich stated one of the primary changes to the job description from the former position includes the requirement for real estate expertise.

Member Riley indicated he had some suggested revisions and would provide them to staff.

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Chairperson Steffen stated he would prefer to have Councilmembers included in the interviews.

Human Resources Manager Lasher invited the EDA members to forward any comments or questions regarding the job description and stated the City will advertise through the EDA Association, City website, League of Minnesota Cities, cable TV, and City email notifications.

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City Administrator Ulrich stated that the City Council approved the hiring of an organizational assessment consultant and the EDA members will be contacted to obtain input on the survey. He advised that the City will hold a joint City Council meeting with the City of Anoka on March 11th to discuss Highway 10 and other mutual issues. He also advised that the Wiser Choice property was on the HRA agenda this week and was continued to the January 22nd meeting after further follow-up by staff. He stated that Riverdale Drive is moving forward and a feasibility study was presented to the City Council.

Chairperson Steffen stated he visited Kuro Fitness on Saturday and they were getting ready to open on Monday.

6. Adjournment

Motion by Member Skaff, seconded by Member LeTourneau, to adjourn the meeting.

Motion carried. Voting Yes: Chairperson Steffen, Members Skaff, LeTourneau, Riley, and Williams. Voting No: None. Absent: None.

The regular meeting of the Economic Development Authority adjourned at 8:59 a.m.

Respectfully submitted,

Kurtis G. Ulrich, City Administrator

ATTEST:

Patrick Brama, Management Analyst

Draft by Barbara Hughes (*TimeSaver Off Site Secretarial, Inc.*)

**PERSONNEL COMMITTEE
CITY OF RAMSEY
ANOKA COUNTY
STATE OF MINNESOTA**

The Personnel Committee conducted a regular meeting on Tuesday, January 22, 2013, at the Ramsey Municipal Center, 7550 Sunwood Drive NW, Ramsey, Minnesota.

Members Present: Chairperson Jason Tossey
 Councilmember Randy Backous
 Councilmember Mark Kuzma

Also Present: City Administrator Kurtis Ulrich
 Human Resources Manager Colleen Lasher
 Fire Chief Dean Kapler
 Police Chief James Way
 Public Works Superintendent Grant Riemer
 Development Services Manager Timothy Gladhill
 Management Analyst Patrick Brama
 Interim Engineer Shane Nelson
 Mayor Sarah Strommen (Alternate)
 Councilmember David Elvig
 Councilmember John LeTourneau
 Councilmember Chris Riley

1. CALL TO ORDER

Councilmember Tossey called the regular meeting of the Personnel Committee to order at 5:01 p.m.

2. CITIZEN INPUT

There was none.

3. APPROVE AGENDA

Motion by Councilmember Backous, seconded by Councilmember Kuzma, to approve the agenda as submitted.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Backous and Kuzma.
Voting No: None.

4. COMMITTEE BUSINESS

4.01: Consider a Resolution to Select a Chairperson and Alternate Chairperson for the Personnel Committee

Councilmember Tossey called for nominations for Personnel Committee Chairperson.

Motion by Councilmember Backous, seconded by Councilmember Kuzma, to recommend the City Council adopt the Resolution Appointing Councilmember Tossey as 2013 Personnel Committee Chairperson.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Backous and Kuzma. Voting No: None.

Chairperson Tossey called for nominations for Personnel Committee Alternate Chairperson.

Motion by Chairperson Tossey, seconded by Councilmember Backous, to recommend the City Council adopt the Resolution Appointing Councilmember Backous as 2013 Personnel Committee Alternate Chairperson.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Backous and Kuzma. Voting No: None.

4.02: Consider a Resolution to Accept a Paid-on-Call Firefighter's Resignation

Human Resources Manager Lasher reviewed the staff report and recommendation of Fire Chief Kapler to accept the resignation of Cory Helgoe and recruit for this position upon the next regular Firefighter recruitment.

Motion by Councilmember Kuzma, seconded by Chairperson Tossey, to recommend that the City Council adopt the Resolution confirming the recommendation of the Personnel Committee to accept paid-on-call Firefighter Cory Helgoe's resignation and to recruit for this position upon the next regular Firefighter recruitment.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Kuzma and Backous. Voting No: None.

4.03: Consider 2013 Fire Officer Selections

Fire Chief Kapler reviewed the staff report and recommendation for 2013 Fire Officer selections, noting the terms are staggered to assure Fire Department stability and firefighter opportunity. He explained why one position for Lieutenant 3 will remain vacant at this time. It was noted that while there is a financial impact, there is not a budget impact.

Councilmember Backous requested additional detail on the role of the Captain Lieutenant.

Fire Chief Kapler explained there are administrative responsibilities, requiring monthly reports, in addition to command responsibilities. An educational requirement was added several years ago, which he thinks also shows the gauge of the firefighter's desire for the position.

Councilmember Kuzma asked who acts as command when a call is received.

Fire Chief Kapler explained the Chief Officers, when available, respond. In addition, they rotate through positions to create a duty officer response with the goal of getting them into a command position, which has worked out well.

Councilmember Backous asked who is assuming the duties of the Lieutenant 3 position.

Fire Chief Kapler stated the first meeting of the officers was held several weeks ago and those duties were divided amongst others. He stated it is his goal to recruit for that position this year.

Chairperson Tossey asked if the educational requirement is on the firefighter's own time.

Fire Chief Kapler explained the Fire Department pays for the class but it is on the firefighter's own time.

Human Resources Manager Lasher asked if the Personnel Committee would be open, in the interest of staff time, to not have the case come back for additional consideration once Fire Chief Kapler identifies a Lieutenant 3 in consultation with the City Administrator.

Councilmember Backous asked if the case would be considered as a Council Consent Agenda item.

Human Resources Manager Lasher answered in the affirmative.

The consensus of the Personnel Committee was that the case would not have to come back for additional consideration.

Motion by Councilmember Kuzma, seconded by Chairperson Tossey, to recommend that the City Council accept Fire Chief Kapler's recommendation for 2013 Fire Officer Selections.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Kuzma and Backous. Voting No: None.

4.04: Consider a Resolution to Approve the 2013 Non-Union Health Insurance Contributions and Non-Union Cost of Living Adjustments

Human Resources Manager Lasher reviewed the staff report and options for 2013 health and life insurance and cost of living adjustment for the City's 21 non-union employees.

Councilmember Backous asked what are the numbers for each health option.

Human Resources Manager Lasher stated this is the second year in a row with zero enrollment in the 100% co-pay plan. The City's options are locked on that plan to promote more consumer driven health care choices. She advised that of employees enrolled in the single plan, about 75% take the highest deductible option of \$4,000. The City covers the cheapest single premium in

full. Human Resources Manager Lasher advised a handful of employees take the \$1,500 deductible but for employees not claiming single (employee plus spouse/children/family) the \$2,500 plan is popular.

Councilmember Backous stated it is supported by the employee because each gets a contribution of almost \$2,000 into their Health Reimbursement Account (HRA).

Human Resources Manager Lasher explained the amount of HRA contribution is a City decision and had been based on the deductibles and indexed each year. Ramsey has been with an HRA for six years.

Councilmember Backous asked whether employees understand an HRA is the City's money, not like a Health Savings Account (HSA) where the funds go with the employee.

Human Resources Manager Lasher clarified the money going into the HRA is the employee's money, even though not an HSA.

Councilmember Backous explained HRAs are more of an accounting entry and the funds stay with the employer so that aspect needs to be discussed.

Chairperson Tossey noted an HSA is a savings account so it is employee funded. An HRA involves reimbursement of the employee's expenses, once submitted.

Councilmember Backous stated he is 100% against offering the ability to opt out because they are voluntary benefits. If the employee does not take the benefit, he would oppose paying them.

Councilmember Kuzma asked whether there is a savings to the City when employees opt out.

Human Resources Manager Lasher explained it would be an estimate because the City does not know what an employee will decide to do, but she believed it would be a savings to the City of \$2,200.

Chairperson Tossey stated he had been approached by a retired police officer about this matter and asked if there is a penalty if each spouse has insurance.

Councilmember Backous explained that type of restriction probably involved a coordination of benefits clause written into the insurance plan.

Councilmember Kuzma stated it is a benefit if you are an employee and if the employee does not want the benefit, he would not oppose them receiving a cash check if it results in a savings to the City.

Human Resources Manager Lasher advised the City has these rates as long as it stays with LOGIS because it will remain in the large group. It would only be a consideration if the City decides to leave LOGIS and less than 50 people are covered.

Councilmember Backous felt offering an opt out could endanger the City's ability to get group rates and philosophically he found it wrong to pay people for not taking a voluntary benefit. He noted if it saves the City money, those funds can be better used elsewhere.

City Administrator Ulrich noted another option is to not offer a cash benefit but a contribution to the HSA or different coverage such as deferred compensation.

Councilmember Backous stated another option is to offer more life insurance.

City Administrator Ulrich stated the City needs to be careful if LOGIS changes and an employee is penalized if they opt out.

Chairperson Tossey asked how the employee would have an HRA if not accepting the benefits. He stated he does not want to jeopardize the City's future coverage or impact the employee's coverage, but he would support an opt out if it is cheaper for the City in the long run.

Motion by Councilmember Backous, seconded by Councilmember Kuzma, to recommend that the City Council adopt the Resolution to increase the non-union wage scale by one percent.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Backous and Kuzma. Voting No: None.

Motion by Councilmember Backous, seconded by Chairperson Tossey, to recommend that the City Council adopt Resolution #13-01-XXX to approve the non-union City's health insurance contributions as detailed in the staff report.

Further discussion: Councilmember Backous pointed out that the City's health insurance plan is a "very rich plan" and a good benefit to employees. It is not a typical type of plan and he would like employees to be aware of that fact. Human Resources Manager Lasher stated her understanding that this rate structure, among municipalities, is common and that the private sector is completely different. Councilmember Backous stated he supports the plan since the City needs to compete for municipal employees.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Backous and Kuzma. Voting No: None.

Chairperson Tossey asked the Committee to next discuss the option to waive health insurance in exchange for a cash benefit (opt out). He asked if this needs to be decided tonight.

Human Resources Manager Lasher explained it does not need to be acted on tonight but in order to make this change, it would be a mid-year election/policy change. She stated she has consulted with the City's benefit broker in case employees want to make this qualified status change. Human Resources Manager Lasher noted that many employees have spouses with benefit years renewing February 1 so their spouses are now in open enrollment, which would be the best time to allow them to take advantage. Otherwise, employees cannot take advantage until 2014 unless there is a status change.

Councilmember Backous pointed out that if the spouse's employer's coverage changes significantly, a status change is allowed. He asked if the City has noticed any problem by not offering a cash payment in lieu of benefits.

Human Resources Manager Lasher advised that employees have wanted this option for a long time and in some cases, depending on their spouse's plan, there is either first dollar coverage or there is not. With the police officer who wanted this benefit, it was because if the officer stayed on the City's plan, he was forced to meet the \$4,000 deductible before his spouse's plan would pick up anything.

Councilmember Backus stated the City cannot control the benefit their spouse receives.

Chairperson Tossey indicated the City has 12 employees already grandfathered in that get \$290 and asked how many more employees there will be.

Human Resources Manager Lasher advised that one more is currently waiving but does not get the benefit. In administration, she knows of three more.

Councilmember Backous noted the opt out results in the City paying the spouse's premiums and puts that risk on someone else. In addition, it takes the employee out of the City's pool, possibly hurting the City's status and rates.

Councilmember Kuzma stated he favors offering the opt out with the caveat that the employees agree to come back if the City faces financial detriments as a result of offering credit in lieu of coverage.

Human Resources Manager Lasher noted the City is locked in through the end of 2016.

Chairperson Tossey stated the City could try this alternative and if there is an impact, change it.

Councilmember Backous cautioned the Committee that from a benefits standpoint, it is easy to give things but difficult to take them away.

Chairperson Tossey stated he would support allowing the opt out with the added language suggested by Councilmember Kuzma.

Motion by Councilmember Kuzma, seconded by Chairperson Tossey, to recommend that the City Council adopt the Resolution to offer the option to waive health insurance in exchange for a cash benefit conditioned on the employee agreeing to come back if the City faces financial detriments as a result of offering credit in lieu of coverage.

Further discussion: Human Resources Manager Lasher advised that a few employees take the benefit only for VEBA since it is \$130/month.

Motion carried. Voting Yes: Chairperson Tossey and Councilmember Kuzma. Voting No: Councilmember Backous.

4.05: Consider a Resolution to Address Building Maintenance Staffing Needs

Human Resources Manager Lasher reviewed the staff report and recommendation to approve hiring Jeff Strelow as a regular part-time building maintenance worker, at Step 1 of the 2012 wage scale of \$15.99 per hour for 20 hours per week; with the option to work up to 30 hours per week, as determined by the Public Works Superintendent and approved by the City Administrator. All other personnel policies would apply and Mr. Strelow would be subject to a six-month probation.

Councilmember Backous asked what the City could do without as far as building maintenance tasks, such as not vacuuming as often.

Public Works Superintendent Riemer explained the main focus is coverage to offer to the public, not the activities, since someone needs to be in the building if meeting room spaces are in use.

Councilmember Backous asked about the City's policy to use City Hall meeting space.

Public Works Superintendent Riemer stated the City charges \$75 for the Lake Itasca Room if a resident and \$100 if not a resident. If after hours or on a weekend, there is an additional \$54/hour charge plus the rental rate.

Councilmember Backous asked how those rental rates compare to the City's maintenance expense.

City Administrator Ulrich noted the rental fee is waived for non-profits and community groups, which comprises a large percentage of the users.

Councilmember Backous stated if the non-profits/community groups are not within Ramsey, he felt the City should reconsider whether the rental fee should be waived.

Human Resources Manager Lasher answered the member's questions related to the salary and benefits that had been factored into the cost.

Councilmember Backous asked where rental revenues are deposited.

City Administrator Ulrich advised rental revenues go into the General Fund.

Councilmember Backous suggested rental revenues be used to fund building maintenance staffing needs.

Chairperson Tossey agreed since this position was not considered in the 2013 budget and will be a regular employee position. He stated he would like to know the rental revenues received when City Hall rooms are rented.

Councilmember Backous stated if the rental rates need to be adjusted, that can be considered.

Chairperson Tossey stated he cannot support this case until the Personnel Committee has more information on rental revenues.

With regard to reducing maintenance services, Police Chief Way noted a lot of people track into and out of the City Hall each day and if the flooring is not vacuumed regularly, the wear and tear on the carpet will be incredible. He noted if the maintenance staff is here, they are working on those tasks.

Chairperson Tossey indicated if this employee position is approved, he wants all rental fee revenue to go towards this expenditure.

City Administrator Ulrich asked whether staff should look at the rental rate fees in addition to the Rental Policy.

The Personnel Committee indicated in the affirmative, noting that report should be presented to the City Council.

Chairperson Tossey stated consideration of this item will be tabled until additional information is available.

4.06: Consider a Resolution to Recruit for an Economic Development Manager

Human Resources Manager Lasher reviewed the staff report, findings of the needs analysis, and recommendation to slightly restructure this position from Economic Development & Marketing Manager to Economic Development Manager to allow focus on economic development. Human Resources Manager Lasher recommended staff be authorized to begin the recruitment process for this position, noting funding is included in the 2013 budget.

Chairperson Tossey asked if this person would also be the new HRA Executive Director.

City Administrator Ulrich stated that is not necessarily part of this consideration but is a possibility since it would be 60% funded from that source.

Chairperson Tossey stated he would like the City Administrator to be focused on administration, not HRA/EDA activities. He stated this position was budgeted in 2013 but he wants to assure it includes HRA activities.

City Administrator Ulrich stated HRA is not currently in the job description, but it could be added since it is anticipated the position will work with the HRA. He stated the skills will include technical, real estate and development, and ability to negotiate and close real estate deals.

Chairperson Tossey noted the EDA paid some salary for the former HRA Executive Director and while he would like the HRA to be “gone,” in the mean time he wants to assure this position can take over that role. That was his intention when he supported including it in the 2013 budget.

Councilmember Backous asked if the City is being realistic in expecting to attract an employee with development and real estate abilities at a salary of \$67,000 (\$32/hour) plus 30% for benefits.

Human Resources Manager Lasher stated that is a great question. She noted the recommendation is Step 1 of the scale, which is competitive, but in order to retain Mr. Backman, he was hired at Step 3.

Chairperson Tossey asked Mayor Strommen for comment.

Mayor Strommen shared the concern that at this salary, the City may not be able to recruit an employee with this level of experience, assuming they may take on HRA Executive Director and Development Manager responsibilities.

Human Resources Manager Lasher stated it is based on the market but she would have the option, if desired, to advertise the position with a full salary range to generate more interest.

Motion by Councilmember Backous, seconded by Councilmember Kuzma, to recommend that the City Council adopt the Resolution authorizing staff to begin a recruitment process for an Economic Development Manager and advertise the full salary range to generate more interest.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Backous and Kuzma.
Voting No: None.

4.07: Consider a Resolution Regarding a Leave of Absence (Portions of this discussion were closed to the public)

Human Resources Manager Lasher reviewed the staff report. She advised that under Minnesota Statutes, the meeting can move into closed session to discuss personnel issues. She indicated the closed session discussion will relate to reauthorization of a leave of absence. The closed session will be tape recorded and that tape will be maintained for a period of eight years.

Motion by Councilmember Backous, seconded by Councilmember Kuzma, to move to closed session to discuss personnel issues.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Backous and Kuzma.
Voting No: None.

The Personnel Committee meeting moved into a closed session at 6:03 p.m.

The Personnel Committee reconvened in open session at 6:14 p.m.

Motion by Councilmember Backous, seconded by Chairperson Tossey, to recommend that the City Council adopt the Resolution approving an additional leave of absence through May 31, 2013; the maximum amount of leave time allowed per the City's Leave of Absence Policy.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Backous and Kuzma.
Voting No: None.

4.08: Consider a Resolution to Authorize Staff to Recruit for a Replacement Patrol Officer Position from the Recent Patrol Officer Recruitment File

Human Resources Manager Lasher reviewed the staff report and recommendation to authorize staff to recruit for a Patrol Officer from the recent Patrol Officer recruitment file in order to fill the position left vacant by the officer on an extended leave of absence.

Motion by Councilmember Kuzma, seconded by Chairperson Tossey, to recommend that the City Council adopt the Resolution to authorize staff to recruit for a Patrol Officer from the recent Patrol Officer recruitment file at this time.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Kuzma and Backous.
Voting No: None.

COMMITTEE INPUT

None.

ADJOURNMENT

Motion by Councilmember Backous, seconded by Councilmember Kuzma, to close the regular meeting of the Personnel Committee.

Motion carried.

The regular meeting of the Personnel Committee adjourned at 6:18 p.m.

Respectfully submitted,

Colleen Lasher
Human Resources Manager

ATTEST:

Jo Ann M. Thieling
City Clerk

Drafted by Carla Wirth
TimeSaver Off Site Secretarial, Inc.

Personnel Committee

4. 1.

Meeting Date: 05/14/2013

By: Colleen Lasher, Administrative Services

Title:

Resolution to Extend the Recruitment for an Economic Development Manager and to Hire One Additional Administrative Intern.

Background:

This case will be acted upon by the City Council later this evening at the regular meeting as part of the consent agenda.

Staff was previously authorized to recruit and hire this position. Now, it is recommended that recruitment for the Economic Development Manager be extended in order to increase the pool of qualified candidates as the top previous candidate has withdrawn from consideration.

Also, staff anticipates bringing a revised hiring process and schedule forward for Council consideration at the next regular meeting May 28th

For a more detailed account of the Economic Development Manager position and the previous recruitment process please see the attachments.

Also, staff was previously authorized to hire an Administrative Intern to assist with event specific work, such as Happy Days. The recruitment process for this position was completed with great success. We interviewed many highly qualified candidates and are in the process of on-boarding one candidate. With the delay in the hiring of an Economic Development Manager, the upcoming special election, the un-winding of the Landform contract, the implementation of the strategic plan, and a variety HR projects; staff is seeking to bring on one additional intern to work on an as needed basis within Administrative Services. The costs associated with an additional intern would be well within the budget considering the salary expense not generated due to the delay in the Economic Development Manager hiring process. Not back-filling this work will possibly result in missed project deadlines, unsustainable workloads, below-standard work product, and/or overtime expenses for non-exempt employees.

Notification:

Observations/Alternatives:

Council may approve, reject or modify this proposal as desired. The rationale for hiring a full time Economic Development Manager has been previously demonstrated. The internship position provides a good value, and a needed staffing supplement, for the summer season.

Staff will also continue to use the development consultant, Mr. Mulrooney, on an as-needed basis.

Recommendation:

To authorize staff to extend the recruitment process for an Economic Development Manager and to hire one additional Administrative Intern.

Funding Source:

The maximum annual funding required for the Economic Development Manager position is estimated to be approximately \$101,000 (TIF @ 20%, EDA 20%, HRA 60%). Funding for this position is included in the 2013 budget.

The funding required for an additional Administrative Services Intern is approximately \$9305, and will be covered with the savings from the delay in hiring of the ED Manager.

Council Action:

Motion to recommend the City Council adopt resolution #13-05-085 to approve staff to extend the Recruitment for an Economic Development Manager and to Hire One Additional Administrative Intern.

Attachments

042313 CC Case

021213 Report from the PC

020513 Worksession

Resolution

Form Review

Inbox	Reviewed By	Date
Kurt Ulrich	Kurt Ulrich	05/09/2013 03:47 PM
Colleen Lasher (Originator)	Colleen Lasher	05/09/2013 04:59 PM
Kurt Ulrich	Kurt Ulrich	05/09/2013 05:47 PM
Form Started By: Colleen Lasher		Started On: 05/08/2013 10:28 PM
	Final Approval Date: 05/09/2013	

Meeting Date: 04/23/2013

By: Colleen Lasher, Administrative Services

Information

Title:

Report from the Personnel Committee - April 23, 2013 / Resolution to Hire an Economic Development Manager

Background:

Earlier this evening the Personnel Committee motioned to recommend approval of this case. The case was presented as follows:

At the February 12, 2013 meeting, the City Council motioned to approve a resolution directing staff to conduct a recruitment for an Economic Development Manager.

Staff conducted a recruitment based on the newly updated job description, including the addition of the Housing and Redevelopment Authority (HRA) duties and other updates necessary to best meet the needs of the City. Staff received fourteen applications; conducted six interviews and three candidates were interviewed a second time.

The top candidate, Mr. Sean Sullivan, was selected to advance in the recruitment process and was provided with a contingent job offer on April 9, 2013. Following that, Mr. Sullivan successfully passed the City's background check, reference checks and drug screen, as well as the work-style assessment.

It may be of interest to note that Mr. Sullivan worked for the City of Ramsey as an Economic Development Coordinator from 2000 to 2010 and is therefore very familiar with many of the City's current businesses, the economic development function, many City staff members and other professional contacts in the area. Since then, Mr. Sullivan has continued in his role as an economic development professional and has gained additional skills and credentials.

Notification:

History: The City employed an Economic Development & Marketing Manager from November of 2010 through March 2012. This position was vacated in March 2012, following a resignation. In April 2012, the Assistant City Administrator/Community Development Director position was vacated. Both positions were significantly involved in Economic Development.

Since then, with the City Administrator's general oversight and support, the Assistant to the City Administrator (previously known as the Management Analyst) has been covering many of the City's economic development duties; the Finance Director has been covering the Tax Increment Financing district responsibilities; and the EDA consultant Mike Mulronee has assisted with various economic development projects, as needed.

A needs analysis was conducted for this position. Based on results of that analysis, staff recommended that a full-time Economic Development Manager be hired to perform the City's economic development function. This position would be responsible for the development and implementation of economic development, programs, and services for both commercial and industrial businesses. Without this position it would be very difficult to attain many of the City Council's strategic goals; many of which focus on economic development.

Staff proposed a slight restructure of the position from Economic Development & Marketing Manager to Economic Development Manager to allow this position to focus specifically on economic development. The restructure would place more emphasis on real estate and development transactions such as negotiating and securing property

purchases for the purposes of development and redevelopment; as well as transferring much of the marketing and communications component (via electronic and printed media) to the Assistant to the City Administrator. Lastly, staff proposed continuing the Assistant to the City Administrator's role of assisting in some economic development duties in order to ensure continuity with internal and external customers, and to provide proactive back-up staffing for this important function.

Observations/Alternatives:

Staff recommends this hiring as the best way to properly address the City's economic development priority.

The Council may deny or postpone action on this recommendation to allow further review. However, neither of these alternatives allow this position to be hired in a timely manor.

Recommendation:

The Personnel Committee recommended hiring Mr. Sean Sullivan as the City's new Economic Development Manager, effective on or near May 28, 2013, at \$37.45 per hour (step 4 of the 2013 wage scale) with a credit of 5 vacation days for a mid-career hire.

Funding Source:

The annual funding required for this position, based on salary (step 4) and benefits is approximately \$91,895 (TIF @ 20%, EDA 20%, HRA 60%). Funding for this position is included in the 2013 budget.

Council Action:

Motion to approve resolution #13-04-075, to hire Mr. Sean Sullivan as the City's new Economic Development Manager, effective on or near May 28, 2013, at \$37.45 per hour with a credit of five vacation days.

Attachments

Resolution

Form Review

Inbox
Kurt Ulrich

Reviewed By
Kurt Ulrich

Date

04/18/2013 03:03 PM

Form Started By: Colleen Lasher

Started On: 04/15/2013 09:03 AM

Final Approval Date: 04/18/2013

Meeting Date: 02/12/2013

By: Colleen Lasher, Administrative Services

Information

Title:

Report from the Personnel Committee - Meeting Date: January 22, 2013

Background:

Case 1: Consider a Resolution to Select a Chairperson and Alternate Chairperson for the Personnel Committee

Case 2: Consider a Resolution to Accept a Paid-on-call Firefighter's Resignation

Case 3: 2013 Fire Officer Selections

Case 4: Consider a Resolution to Approve the 2013 Non-Union Health Insurance Contributions and Non-Union Cost of Living Adjustments

Case 5: Consider a Resolution to Address Building Maintenance Staffing Needs

Case 6: Consider a Resolution to Recruit for an Economic Development Manager

Case 7: Consider a Resolution Regarding a Leave of Absence (This discussion will be closed to the public)

Case 8: Consider a Resolution to Authorize Staff to Recruit for a Replacement Patrol Officer Position from the Recent Patrol Officer Recruitment File

Notification:

See the attached Personnel Committee packet from the January 22, 2013 meeting for additional detail.

Recommendation:

Case 1: The Personnel Committee unanimously recommended appointing Councilmember Tossey as Chair of the Personnel Committee and Councilmember Backous as the alternate.

Case 2: The Personnel Committee unanimously recommended accepting the resignation of Mr. Cory Helgoe and to recruit for this position upon the next regular Firefighter recruitment.

Case 3: The Personnel Committee unanimously recommended approving the Fire Chief's recommendation for 2013 Fire Officer Selections.

Case 4: The Personnel Committee recommended 3/3 authorizing the non-union city health insurance contributions, 2/3 the option to waive health insurance in exchange for a cash benefit and 3/3 to increase the non-union wage scale by one percent (1%). Councilmember Backous was not in favor of offering the option to waive health insurance in exchange for a cash benefit.

Case 5: The Personnel Committee tabled this case pending additional information regarding room rental revenue.

Case 6: The Personnel Committee unanimously recommended authorizing staff to begin a recruitment process for an Economic Development Manager.

Case 7: The Personnel Committee unanimously recommended approving an additional leave of absence through

May 31, 2013; the maximum amount of leave time allowed per the City's Leave of Absence policy.

Case 8: The Personnel Committee unanimously recommended authorizing staff to recruit for a Patrol Officer from the recent Patrol Officer recruitment file in order to fill the position left vacant by the officer on an extended leave of absence.

Funding Source:

Case 1: There is no funding required for this action.

Case 2: There is no funding required for this action.

Case 3: Paid on Call Fire Officers pay is funded from line item 6104 Part-time Wages and Salaries

Case 4: Funding for both city contributions to health insurance and cost of living adjustment are included in the 2013 general and enterprise fund budget.

Case 5: N/A (This case was tabled.)

Case 6: The annual funding required for this position approximately \$87,210 (TIF @ 20%, EDA 20%, HRA 60%). Funding for this position is included in the 2013 budget.

Case 7: There is no funding required; there have been no expenses related to this employee since June 1, 2012.

Case 8: The Patrol Officer position (currently vacant) is budgeted for approximately \$102,429. The estimated annual funding required for a new officer in 2013 is between \$65,488 and \$72,292 (for a full year). Therefore, no additional funding is required.

Council Action:

Case 1: Motion to adopt resolution #13-02-033, Councilmember Tossey as Chair of the Personnel Committee and Councilmember Backous as the alternate

Case 2: Motion to adopt resolution #13-02-034, confirming the recommendation of the Personnel Committee to direct staff to accept the resignation of Mr. Cory Helgoe and to recruit for this position upon the next regular Firefighter recruitment.

Case 3: Motion to accept Fire Chief's recommendation for 2013 Fire Officer Selections

Case 4: Motion to adopt resolution # 13-02-035, confirming the recommendation of the Personnel Committee to authorize the non-union city health insurance contributions, the option to waive health insurance in exchange for a cash benefit and to increase the non-union wage scale by one percent (1%).

Case 5: N/A

Case 6: Motion to adopt resolution # 13-02-036, confirming the recommendation of the Personnel Committee to authorize staff to begin a recruitment process for an Economic Development Manager.

Case 7: Motion to adopt resolution # 13-02-037, confirming the recommendation of the Personnel Committee to approve an additional leave of absence through May 31, 2013; the maximum amount of leave time allowed per the City's Leave of Absence policy.

Case 8: Motion to adopt resolution # 13-02-038, confirming the recommendation of the Personnel Committee to recruit for a Patrol Officer from the recent Patrol Officer recruitment file in order to fill the position left vacant by the officer on an extended leave of absence.

Attachments

PC Packet of 01-22-13

Draft PC Minutes of 01-22-13

Resolutions

Form Review

Inbox	Reviewed By	Date
Kurt Ulrich	Kurt Ulrich	02/07/2013 02:03 PM
Form Started By: Colleen Lasher		Started On: 01/25/2013 04:55 PM
	Final Approval Date: 02/07/2013	

CC Work Session

2.3.

Meeting Date: 02/05/2013

By: Colleen Lasher, Administrative Services

Title:

Discussion Regarding the Economic Development Manager Position

Background:

At the January 22, 2013 Personnel Committee meeting, the Committee recommended that the City Council motion to approve a resolution directing staff to conduct a recruitment for an Economic Development Manager. The City Council will take action on the recommendation at the February 12, 2013 Council meeting.

In anticipation of this direction and in an effort to be immediately prepared to begin the recruitment following the February 12, 2013 meeting, staff is seeking the City Council's input on finalizing the position description, especially with regard to HRA related duties.

Development Services Manager/Alternate HRA Executive Director Tim Gladhill will be present to discuss ways the Community Development Staff will assist the Economic Development Manager with housing related duties.

Traditionally, the Community Development Department has provided support to the HRA in terms of bringing forward requests from housing developers for assistance, seeking feedback from the community on housing issues, and generally seeking to maintain and improve the quality of the City's housing stock. In addition, the Community Development Department often serves as a primary City contact for current and potential residents for identifying housing related assistance programs available in the area.

Management Analyst Patrick Brama will also be on hand to present information on the Business Retention and Expansion (BRE) Program -- 2012 Executive Report. The BRE program is expected to be an ongoing City economic development effort under the new position. The report is of interest now, as it identifies potential priority areas for the City to consider.

Attachments:

- 1) Business Retention and Expansion Program -- 2012 Executive Report.
- 2) Personnel Committee draft minutes -- documenting the Committee's desire to include HRA duties within the Economic Development Manager's role.
- 3) EDA minutes reviewing position description.

Notification:

Observations/Alternatives:

- 1) To accept the staff recommendation below with the addition of directing staff to supplement the Economic Development Manager's HRA duties/time commitments, on an as needed basis, with any available internal/external HRA resources, based upon the Development Services Manager's discussion.
- 2) Alternatively, the City Council may direct staff to involve the Economic Development Manager with HRA duties up to but excluding serving as the HRA Executive Director; with the City Administrator or the Development Services Manager serving as the HRA Executive Director. This option does not consolidate the economic development role for the City, which staff believes would be desirable. This option may be viable if all economic development duties are removed from the HRA.
- 3) Or, to direct staff to remove all HRA related duties from this position, redistribute the HRA portion of the funding for the Economic Development Manager's position, and look to other internal/external resources to address HRA related needs. With the current duties and holdings of the HRA, staff believes it is important to have this position assigned to the HRA.

Recommendation:

Staff recommends that the Economic Development Manager position be responsible for HRA related duties, including serving as the HRA Executive Director. If implemented, the combined role will create clarity for the City's internal and external customers and serve to streamline both functions.

Funding Source:

Not applicable at this time.

Council Action:

Consensus to move forward with recruitment of the Economic Development Manager position based upon the above staff recommendation.

Attachments

- PC Draft Minutes 01-22-13
- Draft Job Description
- Bus. Ret. and Exp. Report
- EDA Minutes 01-2013
- Needs Analysis

Form Review

Inbox	Reviewed By	Date
Kurt Ulrich	Kurt Ulrich	01/31/2013 12:22 PM
Colleen Lasher (Originator)	Colleen Lasher	01/31/2013 01:00 PM
Kurt Ulrich	Kurt Ulrich	01/31/2013 02:24 PM
Form Started By: Colleen Lasher		Started On: 01/29/2013 03:59 PM
Final Approval Date: 01/31/2013		

Councilmember introduced the following resolution and moved for its adoption:

RESOLUTION #13-05-085

RESOLUTION TO EXTEND THE RECRUITMENT FOR AN ECONOMIC DEVELOPMENT MANAGER AND TO HIRE ONE ADDITIONAL ADMINISTRATIVE INTERN

WHEREAS, staff recently conducted a recruitment for an Economic Development Manager; and

WHEREAS, the finalist submitted a letter to the City Council resigning from the position which he was scheduled to begin on May 29, 2013; and

WHEREAS, staff is requesting authorization to extend the Recruitment for an Economic Development Manager; and

WHEREAS, staff is requesting to back-fill necessary administrative services work via hiring one additional intern to work on an as needed basis.

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

Confirms the recommendation of the Personnel Committee to do the following:

Motion to recommend the City Council adopt resolution #13-05-085 to approve staff to extend the recruitment process for an Economic Development Manager and to Back-fill Necessary Administrative Services Work by hiring one additional intern.

The motion for the adoption of the foregoing resolution was duly seconded by Council Member, , 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 14TH day of May 2013.

CC Work Session

4.3.

Meeting Date: 07/09/2013

By: Colleen Lasher, Administrative Services

Title:

Discussion Regarding the Economic Development Manager Position

Background:

The purpose of this case is to summarize the Economic Development Manager recruitment efforts thus far and to identify a future course of action regarding this position.

As the City Council is aware, staff recently went through two recruitment and interview processes in an effort to seek an exceptional economic development professional, the details of which are summarized below:

- Initially, the application period ran from February 20, 2013 through March 13, 2013
- The City received fourteen applications
- Six interviews were scheduled, one applicant withdrew, five interviews were held, followed by three finalist interviews

- Subsequently, the application period was extended beginning May 17, 2013 through June 19, 2013
- The City received eight applications (three of which were new applications and five were duplicate applications received during the first application period)
- Two applicants were interviewed which did not result in a finalist

Advertising efforts were conducted via the following sources:

- League of Minnesota Cities
- Star and Tribune Online - Business/Management/Marketing/Government, as well as outreach to diversity organizations
- MinnesotaWorks.Net
- E.D.A.M. - Economic Development Association of Minnesota
- N.A.H.R.O. - National Association of Housing and Redevelopment Officials
- City of Ramsey website (Employment and In the News)
- City of Ramsey employment email notifications (approximately 2500 subscribers)
- Community Sign on Highway 10
- QCTV Cable Television
- "TUG" list serve (To HR professionals in Metro to pass along)
- In house email sent to employees to pass along to potential applicants
- Emails sent to the City's Firefighters and Reserve Officers

Wages/Position Description:

The Economic Development Manager position was advertised with full pay scale (\$67,753 to \$84,690 D.O.Q.) which is the top pay for this type of position (without supervisory responsibilities) in comparably sized cities. The salary range is equal to that of the previous "Economic Development and Marketing Manager" position. However, the current position description was modified to include regular support from other key staff, less emphasis on marketing, albeit more emphasis on real estate transactions.

Going forward, (option #1 below) the City Council may choose to direct staff to utilize the professional services of Springsted Incorporated, a professional search firm. Springsted Incorporated comes highly recommended and was the firm selected to conduct the recent QCTV Executive Director search. If so directed, Springsted would develop a profile and job announcement for the position, develop a recruitment strategy and provide outreach to prospective candidates. They would emphasize the great sense of opportunity this position offers, to market the City's "A New

Day -- A New Beginning" as a economic development platform which could provide an economic development professional a chance to really shine in the economic development arena; especially with regard to the COR; as well as to reach out-of-state talent.

Observations/Alternatives:

Option 1: Continue recruitment efforts by utilizing the professional services of Springsted Incorporated, clarifying the role of this position, developing a profile and job announcement for the position, developing a recruitment strategy and providing outreach to prospective candidates. As part of this effort, staff would recommend some slight revisions to the Position Description that focus on the management of the Housing and Redevelopment Authority's (HRA) real estate assets in the position's role as HRA Executive Director, while clarifying the many of the housing-related functions that apply citywide (non-real estate transaction related) are currently managed by the Community Development Department.

Option 2: Continue recruitment efforts as described in option #1, to the best of the City's internal abilities and resources, without the assistance of Springsted. This could include a revision to the Position Description related to housing activities as noted in Option #1.

Option 3: Discontinue all recruitment efforts until February or March of 2014; which may allow time for the market to refresh, producing a more viable applicant pool.

Option 4: Direct staff to draft a proposal to fill the role of the economic development manager internally; which would include utilizing brokers to market properties and hiring an employee(s) to back fill. This could include a revision to the Position Description related to housing activities as noted in Option #1.

The City Council could also choose to consider elements and combinations of the four (4) options above.

Recommendation:

Staff recommends Option 1 above.

Funding Source:

Option #1: The funding required to utilize the search firm is estimated to be \$3800 to \$6800 (see page 3 of attachment) and would be funded through the salary savings of the unfilled Economic Development Manager position.

Options #2-4: The funding required for options 2-4 is yet to be determined, based on discussion.

Council Action:

Approve Option 1, based upon discussion, to continue recruitment efforts by utilizing the professional services of Springsted Incorporated, clarifying the role of this position, developing a profile and job announcement for the position, developing a recruitment strategy and providing outreach to prospective candidates.

Attachments

RFP - Springsted

Form Review

Inbox
Kurt Ulrich

Reviewed By
Kurt Ulrich

Date

07/03/2013 03:37 PM

Form Started By: Colleen Lasher

Started On: 07/02/2013 04:00 PM

Final Approval Date: 07/03/2013



Springsted Incorporated
380 Jackson Street, Suite 300
Saint Paul, MN 55101-2887

Tel: 651-223-3000
Fax: 651-223-3002
www.springsted.com

LETTER OF TRANSMITTAL

July 3, 2013

Mr. Kurt Ulrich, City Administrator
Ms. Colleen Lasher, Human Resources Manager
City of Ramsey
7550 Sunwood Drive, NW
Ramsey, Minnesota 55303

Re: **Request for Proposal to Provide Executive Search Services for an Economic Development Manager**

Dear Mr. Ulrich and Ms. Lasher:

Thank you for requesting a work plan to assist in the recruitment and selection of an Economic Development Manager for the City of Ramsey.

The attached work plan outlines our recommended approach to recruit an Economic Development Manager. Please feel free to call me at 651-223-3053 after you have had a chance to review the work plan. We are open to revising the work plan as needed to ensure a smoothly executed search and adjusting the project schedule as needed to meet the City's needs.

We appreciate the opportunity to work with the City of Ramsey to fill this important position.

Sincerely,

A handwritten signature in blue ink that reads "Sharon G. Klumpp".

Sharon G. Klumpp, Senior Vice President
Consultant

kmd

City of Ramsey, Minnesota
Work Plan to Provide
Executive Search Services for an Economic Development Manager

I. Scope of Services

Objectives

Objectives for the Economic Development Manager search include:

- Develop a profile and job announcement for the Economic Development Manager position
- Develop a recruitment strategy and provide outreach to prospective candidates
- Assist the City in the screening and initial evaluation of candidates

Springsted recommends an eight-step process for recruiting and selecting an Economic Development Manager:

1. **Workshop** — Springsted will conduct a group meeting with individuals designated by the City to learn about the goals and objectives of the City’s economic development program and identify the qualities the City is looking for in its next Economic Development Manager. This meeting will provide an opportunity to review the essential functions of the position, discuss the expectations for this position and identify desired leadership and management capabilities. We will also suggest revisions to the position description for the City’s consideration, if appropriate.
2. **Position Profile and Job Announcement** — Information obtained from the workshop, our review of the position description and other City documents will be used to prepare a position profile. We review salary information for comparable positions in similarly sized communities and in recent placements to assist the City in determining any adjustments that may be required to the salary range to ensure the position is competitive with the marketplace. The completed profile and job announcement will be submitted to the City for approval before recruitment begins. The position and community profile will be central to our recruitment; as well as candidate outreach. Sample position profiles are available upon request.
3. **Recruitment and Targeted Outreach** — Springsted will prepare a job announcement and coordinate placement of the ad with professional associations. We recommend that ads be placed as follows:
 - Websites for the Cities of Andover, Anoka, Champlin and Ramsey
 - League of Minnesota Cities and similar websites in neighboring states
 - International Economic Development Council
 - Economic Development Association of Minnesota (EDAM) similar websites in neighboring states
 - Minnesota City/County Management Association (MCMA) similar websites in neighboring states
 - Minnesota Chapter of the National Association of Housing Redevelopment Officials Public Management Assistants
 - Other publications and websites identified in consultation with the City
 - www.springsted.com

Springsted's recruitment efforts will emphasize personal contacts with qualified individuals to present this position to them and discuss the reasons they should apply for this position. These efforts will ensure that qualified individuals who are not necessarily looking for a job will be aware of the Economic Development Manager position and encouraged to apply.

4. **Serve as Point of Contact** — Springsted will receive and document all applicant materials and handle all inquiries about the position. We will acknowledge each application received and keep applicants informed of their status in the process. Periodic updates will be provided to the project manager and the City throughout the recruitment process to keep officials informed of the response to the job announcement.
5. **Applicant Screening and Evaluation** — Springsted conducts an impartial and objective review of each application to determine those applicants who most closely meet the City's desired qualifications. We recommend that each applicant for the position be required to complete a City application form as well as a supplemental application that can be used to determine each applicant's Training and Experience Rating as required by the Minnesota Veterans' Act. Springsted will develop the supplemental application and ranking criteria in consultation with the City. We rate each application on a T & E Rating spreadsheet and discuss the results with the City to determine the initial group to be reviewed.

Evaluation of the top candidate will also include an Internet search and a telephone screening interview with a Springsted consultant. Written summaries of the screening interview will be prepared and submitted to the City. Springsted will assist the City in selecting candidates who will be invited to interview with the City.

6. **Reference and Background Records Checks** — Springsted will verify past employment and conduct reference checks, for all candidates who have accepted the invitation to interview for the position; the City will be provided with a supplemental report outlining information obtained from references. We will coordinate the background records check with Setter & Associates, a company that specializes in pre-employment screening. The background records check consists of a review of driver's licenses and criminal histories, educational verification, a credit check and a review of civil judgments. Background checks may be conducted for all of the candidates prior to their interviews with the City or the City can make its hiring decision contingent upon a satisfactory background records check.
7. **Develop Interview Process** — Springsted will develop interview questions in consultation with the City. Interview questions will be structured to learn more about the candidate's experience, his/her understanding of the City of Ramsey's economic development goals and objectives as well as current projects and issues, his/her approach to building effective working relationships with stakeholders and his/her management style. Springsted will also be responsible for scheduling candidate interviews.

Springsted will not be in attendance at the interviews unless the City requests this additional service.

8. **Employment Offer** — After the City has identified its top candidate, Springsted will assist in developing an employment offer, if requested. We will present the employment offer to the successful candidate in accordance with direction received from the City. Springsted will continue to keep all candidates apprised of this last phase of the selection process. This step in the process becomes extremely important if, for any reason, the top candidate declines the offer. Once the successful candidate has accepted an employment offer, Springsted will notify all other candidates of the appointment.

II. Project Schedule

A tentative project timetable is provided below to illustrate the time allowed for each step of the process. We are happy to revise this schedule as needed to meet the City’s needs.

Project Milestone	Proposed Date
Notice to proceed	July 9, 2013
City Workshop	Week of July 22, 2013
City approves profile / announcement	Week of July 29, 2013
Recruitment and candidate outreach	July 31 – September 4, 2013
Applicant screening	September 3 – September 13, 2013
Written candidate report submitted to the City	Week of September 16, 2013
Selection of candidates to be interviewed	Week of Septembers 23, 2013
Springsted conducts reference checks	September 23 – September 30, 2013
City interviews candidates	Week of September 30, 2013
City authorizes employment offer contingent on background report	Week of October 7, 2013
Effective start date (estimated 14-30 day notice to current employer)	October 21 – November 12, 2013

III. Professional Fee and Out-of-Pocket Costs

Springsted will provide the executive search services listed above in Items 1-8 for a professional fee of \$9,000, excluding out-of-pocket costs. Out-of-pocket costs, which include miscellaneous expenses for such things as advertising, mileage, postage, overnight delivery and copying, are estimated to be approximately \$1,200. The cost for a background records check is \$400 each.

Two pricing options are also provided. Under **Option 1**, Springsted would perform Items 1-4 for a professional fee of \$3,800 and up to \$1,200 for advertising and other miscellaneous costs. **Option 2** includes Items 1-4 for a professional fee of \$3,800 and Item 5; the professional fee for Item 5 will be \$500 for each candidate screening interview that the City asks Springsted to conduct. For

example , if the City requests screening interviews for six candidates, the professional fee would be \$3,800 plus \$3,000 for the six screening interviews.

IV. Search Team

Sharon G. Klumpp

Senior Vice President and Consultant



Ms. Sharon Klumpp, who specializes in organizational and management consulting for public agencies, will be the lead consultant on this project. Since joining Springsted eight years ago, she has conducted over 60 public sector executive searches and a broad array of organizational management studies. In addition, Ms. Klumpp has extensive government experience, having held a variety of positions including Executive Director of the Metropolitan Council, Associate Executive Director for the League of Minnesota Cities, City Administrator for Oakdale, Minnesota and Assistant City Manager in St. Louis Park, Minnesota and Saginaw, Michigan. Ms. Klumpp is a member of the International City/County Management Association (ICMA) and has served as the chair of the Ramsey County Charter Commission. She holds a master's in public administration from the University of Kansas and a bachelor's degree in political science from Miami University (Ohio).

CC Work Session

2. 1.

Meeting Date: 08/13/2013**By:** Colleen Lasher, Administrative Services**Title:**

Discussion Regarding the Economic Development Manager Recruitment

Background:

Staff met with Ms. Sharon Klumpp of Springsted, Inc. to discuss the the search process for the Economic Development Manager. The discussion included the following items: overview of the search process, the role of the Economic Development Manager, the focus of the position, immediate and long-term goals of the position, the desired experience and background of the next Economic Development Manager, and the recruitment strategies -- including wages.

Per Springsted, Inc. (an excerpt from the attached memo) "The City of Ramsey currently assigns the Economic Development Manager a pay range of \$67,753 to \$84,690. Based on our review of the position and the market, we believe that the City should increase the pay range to at least \$90,000. We are recommending an 8% increase which would bring the range up to \$73,173-\$91,465. The midpoint of the recommended range is \$82,319. Hiring expectations would be around the midpoint (slightly higher or lower) if warranted based on the candidate's qualifications and experience."

Note: Springsted Inc.'s full memo is attached for your review.

Notification:

From an internal equity perspective, this range is in-line with the Police Captain and the Parks/Assistant PW Superintendent positions. The intent and goal will be to hire between step 1 and step 3 / or very near the mid-point range, based on qualifications and experience.

Observations/Alternatives:

Option #1: To increase the current 2013 pay scale by eight percent which would bring the range up to \$73,173-\$91,465.

Option #2: Do not increase the current 2013 pay scale, keeping it at \$67,753 to \$84,690.

Option #3 Direct staff to adjust the 2013 pay scale based on Council discussion.

Recommendation:

Staff recommends following Springsted's recommendation to raise the 2013 pay scale to \$73,173-\$91,465. Note: The 2014 wage scale would be adjusted upward by whatever amount the City Council approves for non-union employees in 2014.

Funding Source:

With an anticipated November 2013 hire date; the 2013 funding is well within the 2013 budget. The 2014 budget has not been adopted at this time; however, the funding for this position will be accounted for in the 2014 budget and is anticipated to be not more than \$112,957 (wages, taxes, benefits). Funding for the ED Position is from the Economic & Development Authority (EDA) budget, the Housing & Redevelopment Authority (HRA) budget and Tax Increment Financing (TIF).

Council Action:

Approve Option 1, based upon discussion, to increase the wage scale by eight percent / \$73,173-\$91,465.

Attachments

Memo

Form Review

Inbox
Kurt Ulrich
Diana Lund

Reviewed By
Jo Thieling
Diana Lund

Form Started By: Colleen Lasher

Date
08/07/2013 04:24 PM
08/08/2013 10:10 AM
Started On: 08/07/2013 09:19 AM

Final Approval Date: 08/08/2013



Springsted Incorporated
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Fax: 651-223-3002
www.springsted.com

MEMORANDUM

TO: Colleen Lasher, Human Resources Manager

FROM: Sharon Klumpp

DATE: Salary Recommendation for the Economic Development Manager

SUBJECT: August 7, 2013

Our analysis of the Economic Development Manager includes a review of duties and salaries. Based on our discussions with the City, we understand the importance the City places on recruiting someone with extensive experience completing significant commercial development deals. In other words, the City is looking for someone who has a track record and not someone who might be able to build a track record. While the position does not supervise employees, it does supervise projects and collaborations with representatives of other organizations, which requires a high level of interpersonal and management skills. It also functions as a member of the City's Economic Development Team.

The City's desire for experience and the level of interpersonal and management skills required for this position prompted us to research the salaries for comparable positions using the 2013 League of Minnesota Cities (LMC) salary database. The LMC database does not include salaries for economic development managers so we looked at community development director salaries because many organizations roll economic development responsibilities into a community development director. We found two positions that appear to be similar—the Business and Development Director for the City of Brooklyn Center (pop. 29,810) with a salary range of \$77,986-\$94,906 and the Planning and Economic Development Director in Hopkins (pop. 17,290) with a salary range of \$73,195-\$98,613. Based on work completed earlier this year for the City of Moorhead (pop. 38,566), we are also aware of the recently established Business Development and Retention Services Manager that has a salary range of \$70,093-\$95,768.

The City of Ramsey currently assigns the Economic Development Manager a pay range of \$ \$67,753 to \$84,690. Based on our review of the position and the market, we believe that the City should increase the pay range to at least \$90,000. We are recommending an 8% increase which would bring the range up to \$73,173-\$91,465. The midpoint of the recommended range is \$82,319. Hiring expectations would be around the midpoint (slightly higher or lower) if warranted based on the candidate's qualifications and experience.

Personnel Committee

Meeting Date: 11/12/2013

By: Dean Kapler, Fire Department

Title:

Resolution to Replace the Vacant Fire Marshal position

Purpose/Background:

This case is a continuation of the Personnel Committee discussion on October 15, 2013.

The purpose of this case is to request authorization to fill the vacant position left by Fire Marshal Matt Kohner based on the proposed options and discussion.

During this year's strategic planning sessions, the Fire Department felt that to continue the essential fire prevention and education services at an acceptable level, no additional staff would be required. This case and discussion is not seeking to add additional staff, but rather to look at options for best meeting the City's public services needs given that fact that we have experienced an unforeseen resignation in the Fire Department.

It important to note that the currently vacant position serves as second in command and acts in a critical role focusing on activities such as code enforcement, public education and serves as the only back-up to the Fire Chief in the event of his absence.

The position also serves as a tool for firefighter safety by providing pre-plan information of the business structures within our community. This information is shared as a regular monthly topic by both the Fire Officers group and the entire department.

Staff looked at both the short-term needs and long-term and recommends a Deputy Fire Chief position. Within the position of Deputy Fire Chief, the critical needs of prevention, education and safety are assured to continue. In addition, this figure will be involved in operational levels and act as the Fire Official in the Chief's absence.

Staff is recommends replacing the vacant position to continue to provide these critical services. Staff has completed the "Evaluation Criteria for Vacant and New Positions" form which is included in the attachments. Staff will go over options for the replacement of this position including an analysis of positives and negatives of each option. There is a document in the attachments labeled "Options Analysis" to refer to.

At the October 15th meeting, the committee also asked about the possible impacts on the City's ISO rating (Insurance Rating). To make clear the ISO rating process, the City last went through a field review in 2012. The process took almost 4 days to complete. Within the attachments is a document labeled "ISO Summary" which details the scoring criteria. Staff has researched the last review completed by the ISO group in 2012 and has summarized how this position is reflected in the scoring of Ramsey's ISO rating.

This position has been, and must continue to be, a flexible position with duties going beyond those of Fire Prevention and Education by assisting in day-to-day operational duties above and beyond the duties listed above.

Notification:

This case will be presented on tonight's regular agenda as part of the Report from the Personnel Committee. Previous related agendas and minutes are attached.

Observations/Alternatives:

Within the attachments is a document labeled "Options for Replacement". This document details four options with positives and drawbacks of each position; the details of which are listed below under recommendations.

Funding Source:

Funding for the replacement position will come from the personnel services line item of the Fire Department budget.

The 2014 funding for Mr. Kohner's position as Fire Marshall was set at \$102,988 (wages, taxes, & benefits). Mr. Kohner was at the top of his pay scale.

Note: All figures have been adjusted by 2% over the 2013 data in order to account for a potential 2% COLA and include wages, taxes, and benefits.

Option #1 funding (Deputy Fire Chief): The 2014 funding required for option #1 would be approximately \$91,065 to \$100,665 (step 1 to midpoint) with the pay scale range of \$30.14 to \$37.67 per hour.

Option #2 funding (Fire Marshal): The 2014 funding required for option 2# would be approximately \$85,065 to \$93,848 (step 1 to midpoint) with a pay scale range of \$27.79 to \$34.69 per hour.

Option #3 funding (Fire Inspector/Fire Marshal): The 2014 funding required for option #3 would be approximately \$82,997 to \$91,602 (step 1 to midpoint) with a pay scale range of \$26.98 to \$33.72 per hour. This figure does not include any necessary back-filling expenses.

Option #4 funding (Contracting Out): Unknown

Recommendation:

It is staff's opinion that this position represents an essential service that is provided to our businesses, public and to the staff.

Staff's recommendation for committee to consider in the order of preference is:

- 1) Deputy Fire Chief
- 2) Fire Marshal
- 3) Fire Inspector with reclassification to Fire Marshal by the end of 2014 and to back-fill any duties left unaccounted for via outside sources
- 4) Contracting an outside service

Within the research that was done, the option of contracting leaves a large list of essential duties not completed. For this reason staff is recommending that the committee not consider this as a viable option. Staff recommends that the position be filled with options #1, 2 or 3 respectively to allow for the continued delivery of these critical services that play a major part in the security and stability of our business community, education system and public in general.

Action:

Motion to approve resolution #2013-11-192, to replace the vacant Fire Marshal position based on one of the four options, as follows:

1. Motion to approve resolution #2013-11-192, to authorize staff to recruit for a fulltime Deputy Fire Chief; or
 2. Motion to approve resolution #2013-11-192, to authorize staff to recruit for a fulltime Fire Marshall; or
 3. Motion to approve resolution #2013-11-192, to authorize staff recruit for a fulltime Fire Inspector with reclassification to Fire Marshall by the end of 2014 and to back-fill duties left unaccounted for via outside sources; or
 4. Motion to approve resolution #2013-11-192, to authorize staff to contract out all functions of the second in command position
-

Attachments

Evaluation for vacant positions

ISO Summary

Options for replacement

PC Case from 10-15-13

Draft PC Minutes from 10-15-13

Resolution 13-11-192

Form Review

Inbox

Colleen Lasher

Kurt Ulrich

Form Started By: Dean Kapler

Final Approval Date: 11/07/2013

Reviewed By

Colleen Lasher

Kurt Ulrich

Date

11/07/2013 12:43 PM

11/07/2013 04:09 PM

Started On: 11/05/2013 02:40 PM

Evaluation Criteria for Vacant and New Positions

1. Is this 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.

This position is absolutely essential as it is a critical part of both establishing and maintaining and core public health and safety services. This position's primary focus is on three fronts: Code Enforcement, Public Education and Pre-planning.

Code Enforcement: position is responsible for all applicable fire code inspections, interpretations and follow-ups on new construction. Once construction is complete, Fire Code is the only presence within buildings to assure on-going compliance to codes that protect both the public and the employees of all businesses and multi-tenant living spaces. This position also assists businesses with education of their employees on safe practices both at work and home to create a safer environment.

Public Education: position is responsible for evaluating trends in fire cause and dollar loss, then putting together annual programs that focus on the two highest risk groups; the young and the elderly. A well-established public education program focusses on prevention techniques rather than emergency response. It also provides the public with the proper tools to make sound, educated decisions on fire and life safety issues.

Pre-planning: position is responsible for collecting, analyzing and presenting to fire department staff response issues unique to individual businesses. Information would include: hazards (hazardous materials, unique building features, times of operation, numbers of employees, entrance/exit locations, water supply, pumping capacities needed, Maintenance staff, etc.

Code Enforcement, Public Education and Pre-planning all fall under the recent strategic goals adopted by City Council: *Fire Departments Strategic Service Offerings of:*

Preventive Services; aggressively uphold applicable safety codes. Assist business community and the public with education focused on a safer working/living environment. Educate our young on safe behaviors.

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:

- **Explain how this position is key to achieving the strategic goals identified by the City Council.**
 - As explained above, this position falls under the strategic goals accepted by the City Council. Within the Fire Department; Provides Preventative Services; aggressively uphold applicable safety codes. Assist business community and the public with education focused on a safer working/living environment. Educate our young on safe behaviors. It should be noted that this is the only position within the city staff that provides this level of expertise.
 - *Per City Code Sec. 22-1 Fire Department*
 - (a) *Creation. There is established in the city a fire department consisting of paid on-call staff and full-time staff.*
 - (b) *Purpose. The fire department shall be established for the purpose of the protection of lives and property within the city from fire and other property or life threatening emergencies. The fire department shall provide fire prevention services in accordance with those general policies established by the council*
 - It is essential that the fire safety inspection, education and pre-planning programs continue to be an integral part of the total fire services program within this community.

- **Can the duties be re-engineered or automated? Please explain.**
 - These services require excellent human communication skills for all ages. Establishing a professional presence both during code enforcement/pre-planning and public education is key to the on-going success of this position. With that said, re-engineering or automation is not an option.

- **Can the duties be reassigned temporarily or permanently? Please explain.**
 - The key to success with this position is for this person to establish themselves as a local expert for sight visits, questions on applicable codes and safety practices, a focal position within the education system to bring safety messages to our young. It is critical to have someone looking through “fire department” lenses to capture the necessary information for emergency response. In short, a familiar face with a Ramsey Fire background that has established a relationship in our community will succeed where someone in a temporary position may not be as successful due to a short-term relationship.

- **Can the position be filled internally?**

- Staff is recommending to first post this position internally. There are employees that meet minimum requirements. If internal recruitment is unsuccessful, then an outside search would be done.
- **What is the impact (i.e. to residents, business owners, employees, and/or operations) if the position is not filled?**
 - To continue to promote a safe community all disciplines of this position are essential and must be continued. We are required to complete applicable code enforcement services. Pre-planning serves a major role for our firefighters to provide emergency services to businesses in a safe manner. Without this effort, unforeseen changes to a businesses' operation may in-turn put firefighters in a position of unnecessary risk. As a city if we decide to discontinue safe practices education to our young, we may expect to witness an increase in unsafe behavior in the future. These unsafe practices may result in harm to our residents and businesses along with a decline in stability within our community.
- **Can the service provided be reduced, eliminated, or contracted out?**
 - Contracting may be an alternative for the code enforcement portion of this position. But on a temporary basis, the level of success may be substantially less than desired as compared to a person who is in the business community establishing relationships.
 - Contracting for the Pre-planning element is unacceptable. Without detailed knowledge of how fire operations work, the information returned to the fire department staff will be less than adequate to keep fire department staff educated to provide safe, effective emergency response.
 - Contracting for public education is not an acceptable alternative for public education. A local, professional expert that continues to have a presence within the community will be much more successful at establishing long-term safe behaviors than a temporary or short-term person.
- **What is the budgetary impact if the position is not filled (e.g., additional overtime/compensatory time off costs)?**
 - Staff's recommendation is that not filling the pre-planning element is not an option. This is a critical piece of emergency response within our community both today and as more and/or different businesses move into our community.
 - Staff's recommendation is that not filling the public education portion of this position is not an option. This effort plays a major part in keeping our city stable through education.

- To not fill the code enforcement portion would dictate bringing on a temporary person (contract). Estimated cost would be between \$50-\$70 per hour. Hours would depend on activity level.
- **What are the circumstances that warrant the creation of this new position?**
 - Not applicable

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

Fire Inspection/Pre-planning/Education and ISO Impact

During the Personnel Committee meeting on October 15, 2013 the question was asked if the position of Fire Code Enforcement/Pre-planning/Education had any impact on the ISO rating for the City of Ramsey. In short this position, when conducting pre-plan inspections, does have a positive impact on the total. Below is a summary of the evaluation criteria that makes up the numerical rating along with a brief description of the criteria reviewed. There are a total of 100 possible points to this evaluation:

- Receiving and Handling Fire Alarms
10 pts
Staffing at county dispatch, number of phone lines coming into dispatch, recording capability of dispatch communication backup power
- Fire Department
50 pts
Number of Engines, backup engines, pumper capacity, ladder companies, distribution of equipment, company personnel (Including training*)
- Water Supply
40 pts
Supply System (storage capacity/flow/etc.), hydrant size and install, inspection and condition

It should be noted that the “Fire Department” section is weighted the heaviest with 50% or 50 points of the total of 100 points. Of the 50 “Fire Department” points, 9 or 18% represents staff training. Within that training category, 15% is represented by Pre-Fire Planning Inspections.

In 2012, Ramsey had its last Public Protection Classification Review. This process took almost 4 days to complete. The hydranted area of Ramsey scored a 59.83

That equates to a class 5 per the table below.

<u>Class</u>	<u>Points</u>
1	90 or more
2	80-89.99
3	70-79.99
4	60-69.99
5	50-59.99
6	40-49.99
7	30-39.99
8	20-29.99
9	10-19.99
10	0-9.99

Personnel Committee

Meeting Date: 10/15/2013

By: Dean Kapler, Fire Department

Title:

Resolution to Replace the Duties Left Vacant by the Fire Marshal

Purpose/Background:

Matt Kohner, the City's former Fire Marshal, took a position in the city of Fridley in late September, 2013. Staff is proposing a Deputy Fire Chief as the replacement position, as described in the attached draft job description being brought forward for consideration.

This proposed position will provide back-up for the fire Chief, anticipates the need for succession planning, will assist with the on-going fire service consolidation effort, and is meant to ensure exemplary ongoing fire administration for the community.

In short, the position duties breakdown into operations and code enforcement at a 60/40 split, respectively. The Fire Chief has given this situation a significant amount of thought and he will be on hand at the Personnel Committee meeting to provide additional insight and answer any questions that the Committee may have.

Observations/Alternatives:

Staff feels with this structure, the Department will operate efficiently and effectively both operationally and with code compliance activity. In the near future, if a large amount of inspection/code compliance activity should arise, staff may ask for assistance from either a contracted inspection service or utilize Paid-on-Call staff to fill the need. This position will be paid through the Personnel Services budget of the Fire Department. Due to the fact that Mr. Kohner left the City at the top of his salary range, staff feels there is more than enough room in the 2014 budget to accommodate this request which proactively seeks to fill the position based on the City's public safety needs at this time vs. back-filling inadequately. Hence, it should be noted that this request is to fill the position with a Deputy Fire Chief at a salary range of \$30.14 per hour to \$37.67 per hour; as compared to that of the Fire Marshal position which was budgeted for \$34.56 per hour (2014 rates) or a range of \$27.93 per hour to \$34.56.

The Fire Chief will be on hand to discuss any potential alternative options that the Committee would like to review.

Funding Source:

The anticipated 2014 funding required for this position is approximately \$89,346 -- this is only an estimate based on a hiring range of less than a mid-point. The Fire Marshal's position (2014 wages) was budgeted at \$104,174.

Recommendation:

To make a motion, which upon City Council approval, will authorize staff to move ahead with recruiting for a Deputy Fire Chief, posted at the position's full pay scale.

Action:

Motion to approve a resolution, which confirms the recommendation of the Personnel Committee to authorize staff to begin a recruitment for a Deputy Fire Chief, posted at the position's full pay scale.

Attachments

Draft Job Desc

CITY OF RAMSEY POSITION ANALYSIS

POSITION TITLE: Deputy Fire Chief

DEPARTMENT: Fire Department

**POSITION TITLE OF
IMMEDIATE SUPERVISOR:** Fire Chief

PRIMARY OBJECTIVE OF POSITION:

Under the general direction of the Fire Chief, the Deputy Chief will respond to emergency incidents and assume any role within the incident command system. The Deputy Chief will also assist with the administration and supervision of the Fire Department, acting as the Fire Official in the Fire Chiefs absence. This position will also assist in reviewing plans and specifications, conduct inspections and follow-up, educates the community on fire safety issues, and participates in the development strategy of the city. The Deputy Chief will also meet the requirements of a firefighter.

RESPONSIBILITIES:

- A. Responds to emergency incidents.
- B. Assists the Fire Chief in the supervision and direction of the Fire Department Staff.
- C. Assumes role of Fire Chief in the absence of the Fire Chief.
- D. Assists with enforcement all applicable/adopted fire codes including national, state, city and other related codes.
- E. In conjunction with the Building Division, assists in reviewing plans and specification of proposed buildings, systems and/or changes to insure conformance to all applicable codes.
- F. Conducts inspections of existing structures and systems to assure compliance of all applicable fire codes including meeting with public, business owners, and others regarding compliance issues.
- G. Attends Development Review meetings as required.
- H. Assist with developing and managing fire education in the community.

- I. Participates with efforts to consolidate multi-city fire services.
 - J. Performs a wide range of tasks at the verbal or written direction (within the ability and resources of the Deputy Fire Chief/Fire Marshal) of the Fire Chief and/or City Administrator.
-
- A. Responds to emergency incidents.
 - 1. Responds to emergencies, must be able to fill in all roles within the Incident Command System.
 - 2. Meets the requirements of a firefighter.
 - B. Assists the Fire Chief in the supervision and direction of the Fire Department Staff.
 - 1. Assist in recruitment and selection activities.
 - 2. Assist with assessing firefighter performance.
 - 3. Provide input in the fire officer selection process.
 - 4. Assist Fire Chief in ensuring work rules and procedures are upheld consistently.
 - C. Assumes the role of the Fire Official in the Chief's absence.
 - 1. Fills in all roles both administratively and operational.
 - D. Assists with enforcement all applicable/adopted fire codes including national, state, city and other related codes.

Enforces all applicable/adopted fire codes including national, state, city and other related codes.

 - 1. Through inspections and education, identify, report, notify and correct issues in violation of applicable fire codes.
 - 2. Make interpretation of issues not specifically covered in the above mentioned codes.
 - 3. Writes orders of non-compliance of fire and life safety codes.
 - 4. Along with the City Attorney maintains procedures for non-compliance.
 - E. In conjunction with the Building Division, assists in reviewing plans and specification of proposed buildings, systems and/or changes to insure conformance to all applicable codes.
 - 1. Works with Building Official to review plans, specifications and changes.

Notes compliance issues and resolves as required.
 - F. Conducts inspections of existing structures and systems to assure compliance of all applicable fire codes including meeting with public, business owners, and others regarding compliance issues.
 - G. Attends Development Review meetings as required.
 - 1. Along with or independent of the Fire Chief, attend meetings to assure fire safety is addressed in new construction and plans.
 - H. Develops/amends/maintains local policy relating to local and state fire code issues.
 - I. Participates with efforts to consolidate multi-city fire services.
 - 1. Participates in fire service consolidation activities.

2. Chairs Code Enforcement consolidation activities.
- J. Perform a wide range of tasks at the verbal or written direction (within the ability and resources of the Deputy Fire Chief/Fire Marshal) of the Fire Chief and/or City Administrator.

KNOLLEDGE, SKILLS AND ABILITIES:

- Ability to direct staff at emergency and non-emergency events in such a way to promote effectiveness and safety
- Good interpersonal and customer service skills
- **Ability to maintain a positive professional rapport with city staff, local businesses and members of the fire department**
- Ability to prepare and present technical reports. Also ability to make public presentations at City Council, Planning Commission, and other meetings as directed
- Working knowledge of applicable fire codes, both national, state and city (if appropriate)
- Ability to communicate (in English) effectively both verbally and in writing
- Ability to develop new programs in solving existing or new problems as they arise
- With minimal supervision, ability to work independently as a leader and as a member of a team

MINIMUM QUALIFICATIONS:

- Associate's of degree in Fire Science, Fire Administration or related field (a combination of formal and related education along with experience may be considered)
- Minnesota Certified Fire Officer 1 & 2, Firefighter II
- Minimum of 1 year experience in supervising employees
- Firefighter minimum of 5 years
- Meets requirements of a Ramsey Firefighter
- Fire and/or Building Inspection certificate

DESIREABLE QUALIFICATIONS:

- Bachelor's degree in Fire Science, Fire Administration or related field
- Formal leadership training in the Fire Service field

**PERSONNEL COMMITTEE
CITY OF RAMSEY
ANOKA COUNTY
STATE OF MINNESOTA**

The Personnel Committee conducted a regular meeting on Tuesday, October 15, 2013, at the Ramsey Municipal Center, 7550 Sunwood Drive NW, Ramsey, Minnesota.

Members Present: Chairperson Jason Tossey
 Councilmember Randy Backous
 Councilmember Mark Kuzma

Also Present: City Administrator Kurtis Ulrich
 Human Resources Manager Colleen Lasher
 Fire Chief Dean Kapler
 Parks and Assistant Public Works Superintendent Mark Riverblood
 Public Works Superintendent Grant Riemer
 City Engineer Bruce Westby
 Development Services Manager Timothy Gladhill
 Mayor Sarah Strommen (Alternate)
 Councilmember Jill Johns
 Councilmember John LeTourneau
 Councilmember Chris Riley

1. CALL TO ORDER

Chairperson Tossey called the regular meeting of the Personnel Committee to order at 6:27 p.m.

2. CITIZEN INPUT

There was none.

3. APPROVE AGENDA

Motion by Councilmember Backous, seconded by Councilmember Kuzma, to approve the agenda as submitted.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Backous and Kuzma.
Voting No: None.

4. COMMITTEE BUSINESS

4.01: Discussion Regarding 2014 Non-union Wages and City Health Insurance Contributions

Human Resources Manager Lasher reviewed the staff report, noting the City has 68 employees, of which 65 are benefit eligible. Of those 68, 24 are non-union and 44 are union. The purpose of this case is to discuss non-union employee's wages and health insurance benefits for 2014 and to consider a comparison related to the City's unionized employees. It was noted that since the union contracts have been settled through 2014, the decisions made regarding the non-union group will have an impact on the City's internal equity and compensation structure. She advised that staff has data from about 18% of the reporting metro area cities indicating an average, non-union wage increase of 2.08% for 2014. Human Resources Manager Lasher reviewed terms of the 2014 settled contracts (wages and health insurance) (AFSCME, LELS-Patrol, and LELS-Sergeants). She presented three options for the Committee's consideration and further discussion:

Option #1: Retain the previously budgeted 2.5% increase in order to have flexibility based on the results of further analysis and receipt of additional pending data and to offer the same health insurance benefit to the non-union group as the unionized groups.

Option #2: Option #1 plus direct staff to perform a League of Minnesota Cities wage study for each non-union position in order to gather position specific market data and then use the remaining .5% to increase the position(s) that are too low.

Option #3: Based on discussion.

Human Resources Manager Lasher stated staff recommends Option #1, noting this will allow flexibility and time to learn what the Consumer Price Index and market are doing. She noted that in 2012, Department Heads received a 1% increase and all other staff members received a 2% increase, causing an even greater disparity within the compensation structure and market. It was noted the preliminary 2014 budget has accounted for a 2.5% non-union COLA and health insurance increases. The difference between a 2% increase and a 2.5% increase is about \$6,000 per year. She stated there may be an issue coming forward relating to comparable market wages.

Councilmember Backous asked if a League of Minnesota Cities study is done each year and if it has been done for 2014.

Human Resources Manager Lasher stated it is done yearly and already completed for 2013.

Councilmember Backous asked how the City rated and stated his preference to consider what the market bears and compete for talent in that way.

Human Resources Manager Lasher stated the unionized groups are where they need to be. She stated she has analyzed two-thirds of the non-union positions and found the City is at market or below, but none are over market rate.

City Administrator Ulrich stated if the Personnel Committee wants to keep COLA low and distribute funds to address market efficiencies, staff can present that option at a future meeting.

Councilmember Backous stated the market is the City's market and if the City is retaining employees, it is doing a good job. He noted Ramsey is unique and not the same as other cities in all aspects. He stated he has previously done salary surveys and they do identify if there are major discrepancies.

Chairperson Tossey stated he has yet to see an employee leave because of a 1% or 2% discrepancy. He stated the non-union positions are generally the highest paid positions in the City, and he believes this is not the time to consider a raise for the City's highest paid employees. Chairperson Tossey supported taking the time to do a market analysis and then consider adjustments, if justified, on a case-by-case basis.

Councilmember Kuzma asked who is considered non-union.

City Administrator Ulrich stated it is department heads and confidential employees who work with union negotiations such as Human Resources Manager Lasher.

Human Resources Manager Lasher stated, typically staff members who attend Council meetings would be non-union as well as liaisons to Boards and Commissions. She described the positions comprised in the union groups and stated she will provide a list that identifies non-union positions.

Councilmember Kuzma stated support for a comparison study.

City Administrator Ulrich stated if the unions get a percentage and the non-union do not, it will be an issue.

Councilmember Backous stated the union is the union and those contracts were negotiated so he does not find it to be a perception issue.

Chairperson Tossey stated handing out 2.5% increases to the City's highest paid employees while asking residents to pay for roads is the perception issue he is concerned about.

Human Resources Manager Lasher stated it was clear that the Council wanted to focus on retention and higher-level positions are specialized, leading the non-union groups.

Chairperson Tossey reviewed increases made within the Police Department and the issue of whether salaries are equitable, which he is not buying, because the Council takes it up on a case-by-case basis if there is a disparity.

City Administrator Ulrich stated most non-union employees are exempt and do not qualify for overtime and work extra hours. The union settlements were broken down into cost of living and market rate adjustment. He stated staff will do additional research relating to market rates.

Chairperson Tossey asked how many were told they had to leave the union to take a promotion, noting none were forced and did so voluntarily. He did not think it was fair to ask the public for more tax dollars to raise the salaries of the City's highest paid employees unless there is a big disparity

Councilmember Kuzma stated those management positions that are paid higher than union positions include the function of management, and that is where the comparable will come in.

Councilmember Backous stated some private companies have put a moratorium on higher paid positions. He noted other positions have been added to ease the burden and there are other work factors than the pay. Councilmember Backous stated if the City offers market or near market salaries and the employees are happy in their environment, they will stay. He stated the analysis has to compare like positions to like positions and it is the responsibility of the Council to determine the fair market value for each position.

Chairperson Tossey agreed and stated there is a need to compare apples-to-apples and population alone is not an indicator.

Human Resources Manager Lasher stated the League of Minnesota Cities has upgraded its salary survey so there are more factors considered than previously. She stated she will attempt to get the comparison as close to "apples-to-apples" as possible.

It was the consensus of the Personnel Committee to ask staff to complete a wage study and market survey for each non-union position so the City's non-union salaries can be compared with market rates.

4.02: Resolution to Replace the Duties Left Vacant by the Fire Marshal

Human Resources Manager Lasher reviewed the staff report and recommendation to authorize staff to move ahead with recruiting a Deputy Fire Chief posted at the position's full pay scale of \$30.14 per hour to \$37.67 per hour. The proposed position will provide back up for the Fire Chief, anticipates the need for succession planning, will assist with the on-going fire service consolidation effort, and is meant to ensure exemplary ongoing fire administration for the community. She noted the Fire Marshal's position in 2014 wages was budgeted for \$102,988 and anticipated funding for this position is approximately \$89,346.

Fire Chief Kapler stated the consolidation effort will take a lot of work and he would like this position to be part of that, which will have a direct reflection on its success. He stated the breakdown into operations and code enforcement at a 60/40 split is not far from where it was before and there is need for flexibility in this job description because he does not see a lot of full-time positions in the future.

Councilmember Backous stated he understands Fire Marshal Kohner's resignation resulted in a big loss. He asked if there were existing long-term employees that could be utilized for operations as a back up and whether the 40% of Code Enforcements/Inspection Services could be contracted.

Fire Chief Kapler stated this will be the #2 position and it is important to recognize that a strong structure is needed. He stated he selected the Deputy Fire Chief title because some duties will go along with that position and put an emphasis that it is the #2 position. He stated the current people work during the day and as a City, the majority of fire calls are also during the day.

Chairperson Tossey asked how many structure fires there were.

Fire Chief Kapler stated last year there were 14-15 structure fires.

Chairperson Tossey stated he has a hard time considering a full-time Deputy Chief position for a City of this size, especially with its economic problems. He felt there was opportunity for a Fire Inspector being a #2 position and was concerned that a Deputy Chief may garner a higher pay. He noted Fire Chief Kapler is very active and attends many meetings, which is great, but some of those commitments could be downsized somewhat.

Councilmember Backous stated he is not saying this is not an important position but agrees there are budget issues and the City is also asking residents to fund a street improvement program. He stated Ramsey is reaching out to other communities for shared fire services, which he supports, but does not know if Ramsey is getting back an adequate amount to cover the costs for the additional tasks. Councilmember Backous stated if there is more burden on City staff and additional costs with shared services that is not reimbursed, he does not want to be part of it. Rather, he supported joined services and cutting costs.

Fire Chief Kapler stated he does not know if a good gauge is the number of structure fires because the Code enforcement and fire prevention results in people not spending money to repair their homes, which is huge. He believed fire prevention should be #1 on the list. He stated administrators are looking at the shared services cost analysis and the effort expended by staff to get it to this point is not being recouped.

Councilmember Backous stated if Ramsey is adding staff to cover the burden for joint fire services then either the other cities need to make enough reimbursement to cover those costs, or Ramsey should get out of it.

Fire Chief Kapler stated a lot of the questions related to costs are included in the consultant's report and it contains good information to determine if shared services is a good idea. He stated after reviewing that study, he thinks there will be an improvement in services and in the long term, reduction in costs.

City Administrator Ulrich stated there was originally five cities considering shared services with Ramsey. Then Oak Grove dropped out so it is now at four cities. He explained there is anticipation that administration costs of the joint venture will be shared, though the exact numbers are not yet known. He stated he and Fire Chief Kapler will work on that organization for shared equipment. City Administrator Ulrich agreed that Ramsey has the highest costs because it has the biggest Department and population to serve and as the model is expanded for shared services, all will contribute toward those costs. He believed there was the option to share

this position in the future but it is critical to hire in the start up phase of shared services, and also addresses succession planning for this larger entity if it comes about, and to have the employee feel comfortable in providing leadership. City Administrator Ulrich stated there are alternatives, such as a lower level position to grow into this position over time but that is not the preference. He explained if there is a new Department in two years, they want an employee with those skills and abilities at this point. He asked if there may be the opportunity to contract out some of the fire inspection work for neighboring communities to recoup some of the costs.

Chairperson Tossey asked if that was done with Fire Marshal Kohner.

Fire Chief Kapler stated the only one contracted out was with Nowthen under that JPA.

Chairperson Tossey stated if not done previously, he does not think it will be done in the future. He stated he attended the consultant presentation and heard about shared services. The consultant said overall, it makes sense to have some shared services in the area of fire prevention and training but not in sharing rigs. Chairperson Tossey stated he has no desire to fill a position that may never come to fruition and would prefer a fire prevention position.

Councilmember Kuzma asked what the difference in salary is between the two positions.

Human Resources Manager Lasher stated the Deputy Fire Marshal range is \$30.14 per hour to \$37.67 per hour as compared to that of the Fire Marshal range of \$27.93 per hour to \$34.56 per hour.

Chairperson Tossey stated he does not support staff's recommendation to hire a Deputy Fire Chief but would be willing to discuss lowering the position classification.

Fire Chief Kapler stated the recommendation he presented was his vision of what is best for the Fire Department. But if this does not have a chance, he absolutely would recommend covering what needs to be covered today. He stated part of his job is to predict the community's future needs (buildings and services) and this is his idea of a snapshot of the future in what the community needs. Fire Chief Kapler stated he does not want to lose services the City is already providing.

Councilmember Backous stated he was going to ask what was the most important in this position, and Fire Chief Kapler had previously mentioned the most important aspect is fire prevention. He asked if that service can be contracted instead of hiring an employee. He stated if the shared services agreement evolves, that position would be an easy one to share and quantify the cost to the communities.

Fire Chief Kapler stated it can be contracted out and the City needs to look at efficiencies. He noted new construction inspections are picking up as well as other administrative functions.

Councilmember Backous asked whether the Fire Department can draw on the talents of current employees to pick up the slack on operational functions. He stated he likes the idea of contracting for fire inspections because then the City can hire to the level needed.

Fire Chief Kapler stated the operational functions occur during the day and the experienced people work during the day so he will have no luck finding a current person to handle operational functions. He stated these functions can occur any day of the week and that is the advantage of a flexible position instead of a contractor that is rigid.

Councilmember Backous asked what the Fire Department can live without, as he would like to find a compromise. He stated this is not a good time to add a \$100,000 cost.

Fire Chief Kapler noted this is not a request to add anything, but to replace a full-time position. He stated a Fire Inspector/Building Inspector was brought on and with the activity, went to a Fire Inspector, and then as the employee's abilities grew became a Fire Marshal. The same happened with Mr. Kohner.

Chairperson Tossey stated it would add \$15,000 in salary if a Deputy Fire Chief position is hired. He stated he is not comfortable paying the new replacement position more than was received by the person in the position previously. He stated residents spoke last week and told the City to stop spending money. Chairperson Tossey stated he understands the need to fund critical services but he does not want to replace the previous position with someone being paid more. He asked if there was support to restructure this position or bring it before the full Council.

Fire Chief Kapler stated he has heard the comments of the Personnel Committee loud and clear and suggested he and Human Resources Manager Lasher come up with an alternate recommendation.

Councilmember Kuzma asked if this position being on staff affects the insurance rates of the homeowner.

Fire Chief Kapler stated it does but is part of a long and complex formula.

Councilmember Backous stated as an insurance agent, rates are based on having a fire hydrant within 1,000 feet, a Fire Station within so many miles, and the type of structure of the house.

Fire Chief Kapler described the other items that are factored into the formula.

City Administrator Ulrich stated the issue is the ISO rating and described how it is determined.

Councilmember Kuzma stated support for the Fire Chief to consider other alternatives that address the funding concerns.

Councilmember Backous stated he understands the request but in all requests impacting the budget, he wants to hear what is needed, not what is wanted.

Fire Chief Kapler stated he will return with a tiered approach that includes options.

Councilmember Kuzma agreed with the importance of succession planning so the #2 position is ready at the time Fire Chief Kapler retires.

Councilmember Backous stated it may be that another City's Fire Department is training that #2 person who will replace Fire Chief Kapler when he retires.

Chairperson Tossey stated the Council will select the replacement for the Fire Chief, and it may not be the #2 person, and it may be someone from outside of the Department.

Motion by Councilmember Backous, seconded by Councilmember Kuzma, to postpone consideration of the recruitment for a Deputy Fire Chief position and ask Fire Chief Kapler and Human Resources Manager Lasher to develop other options that includes a tiered approach.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Backous and Kuzma. Voting No: None.

4.03: Resolution to Accept a Paid-on-call Firefighter's Resignation

Human Resources Manager Lasher reviewed the staff report and recommendation to accept the resignation from paid-on-call Firefighter Lance Weatherly as he has moved out of the City. It was noted the Fire Chief is not requesting to fill this position at this time.

Motion by Councilmember Backous, seconded by Councilmember Kuzma, to recommend that the City Council confirm the recommendation of the Personnel Committee and accept paid-on-call Firefighter Lance Weatherly's resignation and to recruit for this position at a later date.

Motion carried. Voting Yes: Chairperson Tossey, Councilmembers Backous and Kuzma. Voting No: None.

ADJOURNMENT

Motion by Councilmember Backous, seconded by Councilmember Kuzma, to adjourn the regular meeting of the Personnel Committee.

Motion carried.

The regular meeting of the Personnel Committee adjourned at 7:29 p.m.

Respectfully submitted,

Colleen Lasher
Human Resources Manager

ATTEST:

Jo Ann M. Thieling, City Clerk

Drafted by Carla Wirth
TimeSaver Off Site Secretarial, Inc.

Councilmember introduced the following resolution and moved for its adoption:

RESOLUTION #13-11-192

RESOLUTION TO REPLACE THE VACANT FIRE MARSHAL POSITION

WHEREAS, at the City Council accepted the Fire Marshal's resignation with his last day being September 20, 2013; and

WHEREAS, the Personnel Committee directed staff to identify several options for addressing the duties left vacant; and

WHEREAS, staff has identified four options which have been listed in the order of preference based on the City's strategic goals; and

WHEREAS, the options are to authorize staff to recruit for, back-fill, or outsource as follows:

1. To authorize staff to recruit for a fulltime Deputy Fire Chief; or
2. To authorize staff to recruit for a fulltime Fire Marshall; or
3. To authorize staff recruit for a fulltime Fire Inspector with reclassification to Fire Marshall by the end of 2014 and to back-fill duties left unaccounted for via outside sources; or
4. To authorize staff to contract out all functions of the second in command position; this option is not recommended by staff.

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

Motion to approve resolution #2013-11-192, to replace the vacant Fire Marshal position based on one of the four options, as follows:

1. Motion to approve resolution #2013-11-192, to authorize staff to recruit for a fulltime Deputy Fire Chief with the pay scale range of \$30.14 to \$37.67 per hour; or
2. Motion to approve resolution #2013-11-192, to authorize staff to recruit for a fulltime Fire Marshall with a pay scale range of \$27.79 to \$34.69 per hour; or
3. Motion to approve resolution #2013-11-192, to authorize staff recruit for a fulltime Fire Inspector with reclassification to Fire Marshall by the end of 2014 and to back-fill duties left unaccounted for via outside sources with a pay scale range of \$26.98 to \$33.72 per hour. This figure does not include any necessary back-filling expenses; or

4. Motion to approve resolution #2013-11-192, to authorize staff to contract out all functions of the second in command position, the funding for this option is unknown.

The motion for the adoption of the foregoing resolution was duly seconded by Council Member, _____, 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 12th day of November 2013.