

**BOARD OF COMMISSIONERS
WASHINGTON COUNTY COMMUNITY DEVELOPMENT AGENCY
WASHINGTON COUNTY, MINNESOTA**

The Personnel Committee Meeting was held Wednesday, April 25, 2018 at the Washington County Community Development Agency, 7645 Currell Blvd., Woodbury, MN 55125. Staff present: Barbara Dacy, Executive Director; Ryan Gruber, Human Resources & Communications Coordinator and Leni Healy, Administrative Assistant.

Meeting called to order at 3:02 pm by Commissioner Dingle.

ROLL CALL

Commissioner Dingle and Commissioner Miron were present.

DISCUSSION

D-1 Review Update to the CDA Succession Plan

Ms. Dacy explained that this is the first meeting of the Personnel Committee whose purpose is to be more transparent with personnel issues and allow Board members to perform their due diligence for a stronger agency. She indicated that during the performance reviews for the Executive Director, questions concerning succession strategies for each of the department directors' positions were raised. She reported that there are written processes for succession for the Executive Director and each of the department directors. As an example, Ms. Dacy explained that, in the absence of the Executive Director, the Deputy Executive Director would temporarily fill in. She said that would allow the Board some time to execute options such as hiring a recruitment agency, undertaking the process themselves or directing staff to complete a search. She reported that all job descriptions are currently up-to-date and are reviewed as vacancies arise.

Mr. Gruber indicated that the Committee would serve as a source of feedback to ensure that the personnel policies are in line with the agency's mission. He suggested that the Committee's experience would provide guidance in business world practices, filling vacancies, growing capacity, succession planning and gap analysis.

Ms. Dacy pointed out that with current personnel, the Deputy Executive Director could fill in as not only the Executive Director but also in the Rental Assistance Department. She added that the Economic Development Director could also help with the Deputy Executive Director's duties.

Commissioner Miron directed attention to Attachment A which states that the Deputy Executive Director "will" become the Acting Executive Director. He wondered if it should be "may" to cover unknown contingencies. Ms. Dacy indicated that the statement is also "pursuant to action of the Board" which could cover the contingencies but perhaps the choice of "may" would be appropriate and provides flexibility. Mr. Gruber indicated that the Board has the power to interpret the language at the time. Commissioner Miron

indicated that the Board should have discretionary authority and the flexibility to consider options as necessary. Ms. Dacy reflected that the second paragraph broadens the scope with the language "full authority of the Executive Director with Board oversight." Commissioner Miron indicated that statement makes sense in that it draws upon limitations to add that the Board has oversight. He said that the job description outlines the full authority of the position. Ms. Dacy concurred and provided an example of HUD reporting requires a protocol with approval from the top level of administration.

Ms. Dacy asked Commissioner Miron if the County or City has a succession plan. Commissioner Miron answered that the administrator is directly accountable to the Board with department chairs empowered to do hiring. He indicated he preferred the language used in the succession plan with terms such as "could include."

Commissioner Dingle noticed that there were many duties listed in the Executive Director's job description. Commissioner Miron indicated that she does those duties well.

Ms. Dacy reported that the agency has reached a level where there is stratification, good redundancy, transfer of knowledge and a succession ladder.

Commissioner Dingle noticed that all director positions have a backup except the Economic Director. Ms. Dacy indicated that the Community Development Director and her staff could fill in to some extent. She additionally indicated that the plan was to have administrative staff in that department and a contract analyst who could perform functions in other departments as well. She stated that it was a little early for that development, but the agency may be getting closer to that need.

Ms. Dacy reviewed that there is a plan in place with slight adjustments in word selection and updating the name of the agency. She explained that Attachment C is the findings and recommendations for the 2015 succession plan. She indicated that those recommendations have been accomplished. She asked the Commissioners if there were any other areas or issues which should be addressed. She indicated that the agency is evolving in Information Technology (IT) and cyber security, but the agency is not at the point where full-time staff is needed. Mr. Gruber indicated that the agency currently uses a consulting firm but there is not enough for full time in-house staff.

Mr. Gruber asked the Commissioners to be thinking about tactics to develop the work place culture and recruiting a diverse talent pool. He indicated that with a tightening labor market it is important to have a plan for transfer of knowledge. Commissioner Dingle indicated that the public sector is currently experiencing this issue with many retirements leaving unskilled workers to scramble to catch up with the knowledge to perform certain work functions.

Commissioner Miron wondered if staff was receiving cross training and professional development. Ms. Dacy indicated that department directors and project managers have

a level of cross training. She also indicated that a master list of training and certifications for each position is being developed. She indicated that this process will help to direct funds to the critical needs.

Mr. Gruber indicated that some state government positions allow job shadowing, but it gets complicated with labor agreements. He suggested that it may be easier to use these tactics with a larger number of employees. Commissioner Miron suspected that data protection would be more difficult with a larger number of employees. He suggested that with more people, the organization would be more susceptible to a breach.

Ms. Dacy mentioned internal risks as well as external risks. She indicated that some staff have worked from home on a limited basis and there has been concern on security issues. Commissioner Miron indicated that such discretionary authority does help with employee retention. He indicated that he has known individuals who worked beyond their typical retirement years because they could work from home.

Ms. Dacy indicated that staff has been receiving specific training in weather awareness and active shooter preparedness. She also indicated that other current issues will be explored such as harassment. Commissioner Miron suggested that Board members be included in such training or in an executive session so that the roles of staff are separate from the Commissioners.

Commissioner Miron asked about filling the officer positions on the Board. Ms. Dacy indicated that election of officers will be on the May agenda. Commissioner Miron recommended that a letter of interest should be sent to the current Commissioners to identify those willing to serve in an officer capacity. Ms. Dacy indicated that she would distribute such a letter.

Ms. Dacy indicated that there may be a need for one more meeting this year. Commissioner Miron asked about the personnel committee structure and recommended that Commissioner Dingle serve as chair. Commissioner Dingle agreed to serve as chair.

ADJOURN

Commissioner Dingle moved to adjourn; seconded by Commissioner Miron.

Meeting adjourned at 3:45 p.m.