



CITY OF BETHLEHEM

10 East Church Street, Bethlehem, Pennsylvania 18018-6025

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www.bethlehem-pa.gov

Memo

To: Bethlehem City Council
From: Alicia Miller Karner
Date: March 13, 2014
Re: DCED Reorganization

I recommend several changes to the department of Community & Economic Development. These changes include re-establishing the Bureau of Economic Development, including adding two positions to that bureau, modifying one position within Administration, realigning several positions within the department and adjusting a part-time housing inspector to full-time status. These changes, including the elimination of one position, will allow us to better serve the public and will give us the personnel necessary to implement additional efficiencies within the Department of Community & Economic Development.

These additions and changes are necessary for several reasons, including the designation of the CRIZ, the move of the Keystone Innovation Zone from LVEDC to BEDCO and the increased economic activity in the city as a result of the aforementioned designations. Since the award of the CRIZ, the city has received significant positive press which has generated substantial economic inquires and activities. While there is not a lot of historical data in which to compare, the department is receiving several inquires each week into economic development related activities from the private sector with no designated person to field these requests for information. These requests are above and beyond the traditional downtown business development initiatives the city has historically supported. Additionally, partner organizations such as LVIP, LVB and Lehigh University have requested presentations on the CRIZ and the impact the CRIZ designation will have on the redevelopment of South Bethlehem. As the Bethlehem Revitalization and Improvement Zone Authority continues to organize, work associated with development within the zone will place additional pressures on all areas of the department. Additionally, while the CRIZ will see a lot of staff time and energy, I want to ensure that the city as a whole is well served by the Department of Community and Economic Development.

Bureau of Economic Development

Prior to its elimination in 2013, the bureau of Economic Development consisted of three positions. I propose re-establishing that position and adding an Economic Development Program Administrator (bureau chief), an Economic Development Coordinator, and moving the Business Retention and Attraction position from the Community Development bureau.

The bureau head position, previously the Deputy Director for Economic Development, would be changed to the Economic Development Program Administrator. In addition to supervising the ED Coordinator and Business Retention and Attraction Officer, this person would direct activities and coordinate the planning and organization and would supervise the completion of projects and programs designed to attract or retain jobs and to facilitate overall economic development within the city through cooperation between public and private sectors.

The ED Coordinator would manage the city's activities and focus on innovation, including KIZ and Pi. In addition to the established programs, this position would explore opportunities for additional programming and space to assist start up and growing companies with incentives associated with Bethlehem. This position would also provide generalist support for other activities within the Bureau of Economic Development. This position will be a contract employee as it would be primarily grant funded using Enterprise Zone funds and KIZ investment funds.

In addition to the responsibilities currently outlined in the Business Retention and Attraction job description, this position would take on the additional responsibility of coordinating the city's role in the Special Events Permit process. The city current hosts more than 140 events each year generating millions of dollars in economic impact. These events and the city would be well served by having a point of contact in the Department of Community and Economic Development assisting them in understanding the process of organizing an event and understanding and tracking the total economic impact on our community.

Community Development Bureau

The Community Development bureau currently lacks a bureau head. I recommend moving the Community Development Program Administrator to Community Development to supervise the Rehab Finance Specialist and the Rehab Technical Specialist. This bureau would oversee all Community Development Block Grant and HOME activities and would coordinate a targeted housing rehab program. No significant changes to this position are proposed, beyond refocusing the position on community development initiatives.

Housing Inspections

The part-time housing inspector position would be adjusted to a full-time contract position. This full-time position would be funded in part by Lehigh University. Lehigh has committed to a three year, \$40,000 grant to the city to focus on the housing stock in South Bethlehem.

Administration

In addition to moving the CD Program Administrator from Administration to Community Development, I propose moving the three Secretary II positions into Code Inspections, Housing Inspection and Planning/Zoning. The positions currently support those bureaus and this would

realign the positions based on the tasks performed. I propose eliminating the Business Manager and creating an Operations Manager to assist with the internal functions of the department. This position would assist with the administrative, financial, operational and strategic initiatives of the department.

In conclusion, the City of Bethlehem has seen tremendous growth and responsibility in the areas of Community Development and Economic Development. The current structure does not allow the city to focus energies on assisting the private and non-profit sectors with performing the work necessary to maximum investment. These changes will allow us to be more responsive to our partners and the public and will lead to positive changes within the city.



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Memo

To: Mayor Bob Donchez
From: Alicia Miller Karner
Date: March 13, 2014
Re: DCED Reorganization

I have completed my organizational analysis of the Department of Community and Economic Development. Attached are my recommendations for the department and the explanation detailing the need of each position. These changes will allow the City of Bethlehem to strengthen its support of community and economic development initiatives and will ensure that the city is well positioned for economic growth into the future. Additionally, these changes will allow the city to maximize investments made by not only the private sector, but our public sector partners by allowing individuals to focus their attention on the responsibilities outlined in their respective positions.

Please forward this information on to city council at your convenience and I look forward to answering any questions associated with this request.

Current Structure

Expenses

Community Development

Business Ret & Attraction Officer	44,747
Rehab Finance Specialist	64,532
Enterprise Zone Coordinator	46,000
including benefits	12,880
Rehab Finance Specialist (Part-Time)	28,000

Administration

CD Program Administrator	72,083
Business Manager	64,622

Economic Development

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Housing Inspections

Inspector (Part-Time)	24,752
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TOTAL 357,616

New Revenue

Lehigh University Housing Inspector Grant	40,000
KIZ Administration	30,000
BEDCO	30,000

TOTAL 100,000

TOTAL including addition grant \$ 457,616

Proposed Structure

Expenses

Community Development

CD Administrator	72,083
Rehab Finance Specialist	64,532
Rehab Finance Specialist (Part-Time)	28,000

Administration

Operations Manager (former busi mgr)	71,603
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Economic Development

ED Administrator	65,415	*new position
including benefits	26,166	
Busi Ret & Attraction Officer	46,402	
ED Coordinator (KIZ, EZ, Pi)	46,402	*new contracted position
including benefits	12,530	

Housing Inspections**

Inspector (Full-Time, Contract)	48,530	**part-time to full-time position
including benefits	13,588	

TOTAL 495,251

New Revenue

Lehigh University	40,000
KIZ Administration	30,000
BEDCO	30,000

TOTAL 100,000

Shortfall (37,635)

<u>Account #</u>	<u>Title</u>	<u>Bureau</u>	<u>Amount</u>
0102-41023	Gasoline	Mayor	1,500
0202-42055	Professional Services	Information Services	2,000
0303-42055	Professional Services	Code Enforcement	2,000
0304-42060	Other Expenses	Community Development	2,000
0304-42080	Enterprise Zone Program	Community Development	3,250
0305-42040	Advertising & Printing	Planning	1,500
0307-42060	Other Expenses	Recycling	5,000
0307-42032	Training	Recycling	6,500
0801-42049	Refunds	General Expenses	2,000
0801-42059	Heart & Lung Act	General Expenses	1,000
0801-42071	Prior Year Encumbrances	General Expenses	5,000
0801-42079	Continuous Improvement	General Expenses	2,335
0801-42090	Unforeseen Contingency	General Expenses	4,131

Total Transfers: 38,216

DEPARTMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT

Phone: (610) 865-7085

Fax: (610) 865-7330

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Job Description

Job Title: Community & Economic Development Operations Manager

Bureau: Administration
Department: Community & Economic Development
Reports to: Director of Community and Economic Development
Union Status: Non Union/TAMS
Exempt/Non Exempt: Exempt
Compensation: 75 hours/ 260 days/ 7.5hrs per day

Position Summary:

This position is a direct report to the Department Director and assists him/her in carrying out the administrative, financial, operational, and strategic initiatives of the Department of Community and Economic Development.

Qualifications:

Business administration experience, preferably in local government
Ability to analyze a variety of administrative problems, to make sound recommendations as their solution and to prepare working procedures
Ability to analyze necessary budget reports
Knowledge of department and city procedures, ordinances, and policies
Ability to communicate clearly both orally and in the written form
Ability to plan and supervise the work of others
Ability to establish and maintain effective working relationships with other employees, city officials and the general public
Ability to exercise good judgment in applying and interpreting policies and procedures

Essential Functions:

- Assists in managing daily administrative operations of the Department
- Attends staff, committee, and council meetings as directed by Department Director
- Reviews and signs expense vouchers, purchase orders, receiving slips and petty cash slips

- Assist in the development and implementation of short and long range department goals, objectives, policies, and operation procedures.
- Assist with planning, developing and implementing strategies for generating resources and/or revenues for the department
- Investigates administrative problems, obtains required facts, evaluates factors and makes recommendation for solutions to the Department Director
- Serves as liaison with other Departments
- Prepares reports and correspondence as requested by the Department Director
- Oversees financial management of all grants within the Department. Prepares and submits all required financial reporting in compliance with the grant contract
- Assist Director with Fiscal Budgetary management
- Supervises the preparation of payroll
- Monitor and assist with the Department Accounts receivables processed through Misc. Billing
- Assists with the preparation of the budgets for the various bureaus with the Department
- Prepares state and federal reporting documents, as necessary
- Serves as the Departmental liaison to internal city committees
- Assist with special projects as assigned or directed by the Department Director
- Provides the same financial support for Bethlehem Economic Development Corporation and the Bethlehem Revitalization and Improvement Authority

ECONOMIC DEVELOPMENT PROGRAM ADMINISTRATOR

GENERAL STATEMENT OF DUTIES: Directs, coordinates, and exercises functional authority for the planning, organization, control, integration and completion of projects and programs designed to attract or retain jobs and to facilitate overall economic development within the City of Bethlehem through cooperation between public and private sectors.

DISTINGUISHING FEATURES OF THE CLASS: The employee in this class manages the staff and resources required to develop and implement innovative economic development and business assistance programs and strategies. Coordinates the activities of the City with those of State and Federal agencies to effectively and efficiently utilize available resources to promote economic development. The ED Program Administrator may confer with government agencies to effect change in policies or ordinances to encourage effective development. The ED Program Administrator receives supervision and performs duties in accordance with policies established by the Community and Economic Development Director.

EXAMPLES OF WORK: (Illustrative Only)

Directs activities, such as search, analysis and evaluation of technical information to determine feasibility and economic impact of proposed projects and programs;
Provides assistance to the activities of the Bethlehem Revitalization and Improvements Authority;
Recommends to the Director of Community and Economic Development, plans projects and programs designed to promote economic growth and stability;
Participates with representatives of the public and private sectors in planning an economic development strategy for the City;
Oversees the development, approval, and administration of integrated financing arrangements for eligible businesses and industries;
Oversees the development and implementation of business attraction and retention strategies within the City of Bethlehem;
Initiates contact with sellers of developed or undeveloped real estate, contacts potential developers or occupants and facilitates the negotiation process;
Participates in press conferences, seminars and other public forums to promote economic development in the City of Bethlehem;
Meets regularly with the Director of Community and Economic Development and staff to review the status and progress of outstanding projects and provides professional guidance;
Attends meetings of interagency committees concerned with economic development within the City;
Prepares and submits requests for funding to the City Administration;
Maintains inventory of available sites for development or redevelopment;
Exercises initiative in promoting the City and developing innovative strategies to promote economic development;
Troubleshoots problems in an attempt to remove obstacles, and coordinates the efforts of a diverse group of interests;
Supervises and develops all staff for effective utilization of existing resources and City development.

ECONOMIC DEVELOPMENT PROGRAM ADMINISTRATOR

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REQUIRED KNOWLEDGE, SKILLS & ABILITIES: Energetic self-starter with the ability to perform under pressure and manage multiple assignments; business, economic or real estate education and experience necessary; ability to communicate positively with the business and community leaders, general public and media; computer skills necessary.

ORGANIZATIONAL RELATIONSHIPS: May include BEDCO Board of Directors, Lehigh Valley Economic Development Corporation, Bethlehem Area Chamber of Commerce, Discover LV and Keystone Innovation Zone.

The above statements reflect the general duties of the job and shall not be construed as a detailed description of all the requirements inherent in the job.

ECONOMIC DEVELOPMENT COORDINATOR

GENERAL STATEMENT OF DUTIES: Directs, administers, and coordinates the Department in support of policies, goals, and objectives established by the Director of Community and Economic Development and the Economic Development Program Administrator.

EXAMPLES OF WORK: (Illustrative Only)

Assists the Director and ED Program Administrator with coordination, implementation and completion of economic development projects and programs, including the Enterprise Zone and the Keystone Innovation Zone;

Serves as Project Manager on projects as assigned;

Assists ED Program Administrator with research, analysis and evaluation of technical information to determine feasibility and economic impact of proposed projects and programs;

Assists ED Program Administrator with development, approval and administration of integrated financing arrangements for eligible businesses and industries;

Assists with administration of FRED, Bethlehem Small Business Loan Fund and Façade loan programs for the Department; Assists Deputy Director in coordination of City activities with those of State and Federal agencies to effectively and efficiently utilize available resources to promote economic development;

REQUIRED KNOWLEDGE, SKILLS AND ABILITIES: Energetic self-starter with the ability to manage multiple assignments; well organized, detail oriented and has appropriate written and verbal communication skills; ability to communicate with business and community leaders; real estate marketing or development experience and education; solid computer skills working with Microsoft Office.

ORGANIZATIONAL RELATIONSHIPS: May include BEDCO, CADCB, KIZ, BRIA