



*SAINT PAUL AREA*  
CHAMBER OF COMMERCE

POSITION PROFILE

for

**President/CEO**

November 2006

## **ORGANIZATIONAL BACKGROUND**

The Saint Paul Area Chamber of Commerce was organized as a business association nearly 140 years ago to represent specific business interests in Saint Paul, Minnesota. In 2001 the Saint Paul Area and Suburban Area Chambers of Commerce merged, bringing growth and new opportunity to membership. Today nearly 2,200 members are served throughout the Saint Paul/East Metro area, making this organization the largest local and regional chamber of commerce in the state of Minnesota.

Local communities served and considered part of the Chamber's primary marketplace include not only Saint Paul, but Arden Hills, Falcon Heights, Lauderdale, Little Canada, Maplewood, Oakdale, North Oaks, North St. Paul, Roseville, Shoreview and Vadnais Heights. Secondary marketplace encompasses communities within the counties of Dakota, Ramsey and Washington. Efforts are also underway to engage in issues and activities within St. Croix and Pierce Counties in Western Wisconsin.

Branded "Your Business Advocate" in the late 1990's, the organization serves a diverse business community ranging in size from the smallest business with one proprietor to 3M, an international corporation with headquarters located in Maplewood. More than 87 percent of the membership is comprised of small businesses and past success has been built on a culture of growth and excellence in all disciplines. The Chamber's mission is to be the bold voice of business in the Saint Paul/East Metro area, and it strives to influence public policy, provide resources to businesses, create economic development opportunities and shape the future workforce.

To carry out the growth and success of its mission, the Chamber employs 22 professionals and utilizes more than 400 volunteers. The board of directors is comprised of 41 men and women, representing all sectors of business, and serves as the policy-making body.

Primary office space for the Chamber is located in downtown Saint Paul. The "Chamber of Commerce Center," developed in 2001, provides dedicated space for Chamber employees, several like-minded sub-tenants, as well as an office-away-from-office for Chamber members. State of the art conference and training facilities are also available for use by Chamber members. A secondary Chamber office, Suburban Services Center, is located in Roseville.

The Saint Paul Area Chamber has a \$2.9 million annual operating budget, with three sources of funding:

- 43 percent from member investments.
- 39 percent comes from non-dues earned revenue, which includes fees for services such as those paid to participate in a variety of events and programs, sponsorships, as well as special initiative funding and specialty fundraising.
- The remaining 18 percent is miscellaneous revenue related to coalition reimbursements and other earned revenue streams.

## **AFFILIATE ORGANIZATIONS**

The Saint Paul Area Chamber of Commerce also provides programming and services to its members through three affiliated organizations: Saint Paul Area Chamber of Commerce Charitable Foundation, Central Corridor Partnership and Saint Paul Area Chamber of Commerce Political Action Committee.

The Charitable Foundation's primary responsibility is to provide educational opportunities to the business community through its leadership institute programming. Additionally, the Charitable Foundation serves as a resource for student scholarships and acts as a broker of information to connect businesses and workers through internships and mentorships. Annually, the Charitable Foundation operates with approximately \$400,000 in revenue. Two dedicated professional staff members serve on behalf of the Foundation.

Founded in January 2004, the Central Corridor Partnership is a business-led coalition, managed by the Saint Paul Area Chamber, which advocates for funding and development of the Central Corridor light-rail line. The partnership consists of regional business associations, memberships and advisory boards, as well as local governments, organized labor, the University of Minnesota and more than 200 business owners located throughout the corridor. The partnership has one dedicated professional staff member, several independent contractors and/or consulting firms; and operates on an annual budget of more than \$275,000 through special initiative and coalition fundraising.

The Saint Paul Area Chamber's Political Action Committee was founded in 1996 and is designed to seek out and elect qualified pro-business candidates to office. Governed by a separate board of directors, the PAC endorses candidates each year on local, county and state legislative levels. Annual budgets range from a low of \$60,000 to a high of more than \$150,000, based on the election cycle.

For further information on current programs, services and initiatives, visit [saintpaulchamber.com](http://saintpaulchamber.com).

## **CHAMBER INDUSTRY PARTNER ORGANIZATIONS**

As part of the Twin Cities metropolitan area, the Saint Paul Area Chamber is both a partner and a competitor with various organizations, including chambers of commerce. Geographically, the Saint Paul/East Metro area is surrounded by a multitude of local chambers that represent surrounding suburban communities as well as Minneapolis, Saint Paul's twin city.

Known for its partnership efforts across the region and state, the Saint Paul Area Chamber remains principled in its actions regionally but with respect for the local marketplace.

Over the past decade several partnerships have formed under efforts led by leadership of the Saint Paul Area Chamber of Commerce. Strong ties with the U.S. Chamber of Commerce and Minnesota Chamber of Commerce ensure greater access to information and resources from state and national levels, as well as issue-based partnerships such as Grow Minnesota and the Chamber Federation.

Locally, coalitions borne out of discussions with local chambers across the metropolitan area now advocate on transportation issues on behalf of the business community. Metropolitan Coalition of Chambers and Central Corridor Partnership are just two.

Event-based partnerships remain strong with several surrounding local chambers of commerce that represent various urban and suburban marketplaces and neighborhood business associations.

Finally, the newest, yet strongest relationship commenced in 2006 as *Accelerate Business Today*, a one-of-a-kind partnership with five local chambers of commerce that collectively serves more than 4,800 business members and represents 36 local communities in the Twin Cities metropolitan area. Participating local chambers include Burnsville, Northern Dakota County, River Heights, Saint Paul Area and TwinWest. Initial products and services for members include shared events, information technology and communications.

## **REPORTING RELATIONSHIP**

The president/CEO reports directly to the Board of Directors of the Saint Paul Area Chamber of Commerce. The position is responsible for motivation of staff and volunteers and the overall effectiveness of the organization. The president/CEO also serves as the organization's official spokesperson.

## **PRIMARY RESPONSIBILITIES**

- Directs and coordinates activities of the Chamber in accordance with established policies to further achievement of goals, objectives and standards.
- Acts as official spokesperson for the organization, including but not limited to issue of public statements and personal appearances on behalf of the Chamber.
- Interprets Board policies to staff, membership and general public.
- Establishes appropriate organizational structures, defines the general purpose of such groups and assigns duties accordingly.
- Creates working conditions which will be conducive to maximum performance and employee morale.

- Represents the Saint Paul Area Chamber of Commerce in meetings of local, state, and national organizations, including but not limited to associations within the Chamber industry.
- Provides leadership to affiliated organizations such as the Political Action Committee, Charitable Foundation, and Central Corridor Partnership to ensure operations of each compliment and enhance the operations of the others.
- Directs annual and long-range planning for the organization and provides leadership in making decisions, which shape its objectives.
- Prepares, or causes to be prepared, the annual budget of the Chamber and oversees financial operations.
- Secures additional dollars for operations and/or special initiatives through fundraising efforts.
- Responsible for employment, conduct, appraisal and discharge of all employees.
- While the president is charged with the overall responsibility for the entire organization, the delegation of specific responsibilities and functions may be made to other groups or employees as deemed necessary to accomplish the smooth, effective and efficient administration of the Chamber.
- Keeps, or causes to be kept, the official records of the Chamber, and any and all such records which are legally required of a non-profit organization doing business in this city, state, or nation.

### **DESIRABLE QUALIFICATIONS AND QUALITIES**

- Undergraduate degree in a related field of study and/or a minimum of six years experience in chamber, association, or general business management.
- Ability to work effectively with all levels of chamber staff and volunteer leadership.
- Ability to understand and manage financial affairs for the organization.
- Has a strong working knowledge of public policy and political issues on behalf of the business community.
- Ability to fundraise monies for special initiatives and capital campaigns.

- Ability to represent the chamber in a professional and enthusiastic manner, consistent with the chamber’s mission and vision.
- Ability to manage multiple projects, initiatives and objectives simultaneously.

**SIGNIFICANT ACCOUNTABILITY AND MEASUREMENTS**

- Continued growth in the number of Chamber members on an annual basis through new member development and retention of existing members, maintaining the Chamber as the largest local and regional chamber in the state of Minnesota.
- Growth in general operations through new or enhanced revenue streams. Continued long-term financial stability of the organization.
- Active involvement in policy development on local, county, and state levels.
- Increased involvement in political action throughout the Saint Paul/East Metro area.
- Development and implementation of an endowment fund on behalf of the Charitable Foundation.
- Successful completion of the Central Corridor and continued promotion of long-term integrated transportation planning as a priority.
- Retain and enhance the Chamber’s brand and its attributes, including cultural growth and excellence.
- Retain image and influence of the Chamber throughout the community and chamber industry.
- Development of innovative programming that maximizes member return on investment.
- Acknowledgement and promotion of the organization’s principles that demonstrate “local focus, regional impact” and continued respect for local marketplaces; thereby reinforcing the concept that this organization will not actively pursue any mergers or acquisitions.
- Implementation of the Chamber’s Strategic Plan.

## **EMPLOYEE BENEFITS SUMMARY**

- Compensation – Compensation is commensurate with experience. To remain competitive, the Chamber establishes a base that is at or above market levels for any position when comparing other like organizations, ie. Chambers of Commerce and associations located in Minnesota and the Upper Midwest. The Chamber also recognizes that compensation levels are likely to be below market rate as compared to for-profit businesses.
- Bonus/Incentives – The president has the opportunity to earn additional at-risk compensation based on measurable goals and objectives established for the organization as well as the individual employee. Each goal has a specific percentage amount attached. The at-risk incentive range is based on a percentage of annual compensation. The incentive is paid at the end of the year if the organization exceeds the annual budgeted net income amount and outlined objectives are achieved.
- Cafeteria Benefits Plan – Employees are allowed to pay for a number of items on a pre-tax basis: medical insurance, dental insurance, dependent care expenses and uninsured health care costs. Additionally, the Chamber provides each full-time employee annual benefit credits. During 2006, each employee received \$225 per month in credits.

A plan such as this allows the organization to manage the escalating costs of health care and the employee can “purchase” items that are specific to their needs. It provides more equity to each individual employee because an employee not needing health care can designate their credits toward other items from the menu above.

- Life and Long-Term Disability Insurance Benefits – Each employee receives employer-paid insurance benefits for life and long-term disability as long as they are employed by the Chamber. The payouts for these two items are based on current wages for the individual.
- Short Term Disability Policy – Full time employees are eligible to receive this benefit if illness, injury, or a disabling condition occurs. Percentage of pay ranges from 0 percent to 100 percent of compensation through 60 days, based on the number of years of employment. This is a self-funded benefit of the Chamber.
- Paid Holidays – Seven paid days annually: New Year’s Day, Memorial Day, July 4<sup>th</sup>, Labor day, Thanksgiving Day, Day after Thanksgiving and Christmas Day.
- Personal Leave – In lieu of a vacation, bereavement, sick leave, and emergency leave policy, the Chamber provides personal time off to individuals based on years of employment. The leave ranges from five to 29 days annually. Six days of carry-over are allowed but must be used prior to the end of the first quarter of the following year.

- Retirement Plan – Eligible employees may participate in the Chamber’s 401(k) retirement plan. Through a safe harbor plan, employees are provided the opportunity to make their own deferrals as well as receive employer paid matching contributions. Historically, the Chamber provides up to five percent (5%) matching contributions on an annual basis.
- Parking/Transit – A monthly amount of dollars is provided to each employee that submits their parking/transit costs. The amount ranges based on the position.
- Car Allowance – The Chamber provides the president the use of a leased vehicle for business purposes with personal use charged back to the individual.
- Memberships – Employees are encouraged to participate in various community organizations. Based upon the individual’s position and their activity within an organization, the Chamber will pay for various fees associated with involvement.
- Education/Professional Development – The Chamber attempts to provide the equivalent of 40 hours of training to each individual employee on an annual basis. Training may include organizational development conferences such as Institute or specialized training opportunities such as computer training.

### **RELOCATION POLICY**

The Saint Paul Area Chamber of Commerce will pay reasonable and negotiated moving expenses.

### **COMMUNITY AND REGION**

The Saint Paul/East Metro area (including communities in the counties of Ramsey, Dakota, and Washington along with western Wisconsin) is an economically diverse, fast-growing and dynamic region. Part of the burgeoning Twin Cities metropolitan area, the Saint Paul/East Metro area is home to more than one million people and dozens of industry-leading companies such as 3M, Medtronic, Ecolab and Saint Paul Travelers, among many others. The area is consistently ranked as one of the best places to live, most recently by Kiplinger’s Personal Finance as #2 on its list of the “50 Smart Places to Live.”

The Twin Cities also boasts one of the most competitive environments for business in the world. According to the new 2006 Development Report Card for the States, released by the Corporation for Enterprise Development, Minnesota and Massachusetts have the best economic climates in the U.S. The states were the only two to earn straight “A’s” for the vitality of their businesses, performance of their economies for workers and their positioning for future economic growth.

The friendly and warm character, diverse residents, innovative spirit, quality labor force and focused revitalization efforts make this region a destination place for visitors, prospective residents and businesses. Many individuals, families, high-tech leaders, and Fortune 500 companies have chosen to settle in the Saint Paul/East Metro area. Its “big small town” quality of life is conducive to prosperity and growth.

In today’s wireless global economy, businesses can locate almost anywhere in the world. Fortunately, more than 28,000 companies have chosen to locate in the Saint Paul/East Metro area, creating 510,000 jobs and millions of dollars in economic activity to our community. But what keeps these firms here? The Saint Paul Area Chamber of Commerce conducts an annual business retention survey of companies in the region and reports that the key competitive advantage cited is the unprecedented quality of life and quality of the workforce. These competitive strengths help retain businesses here and are important for attracting companies in an increasingly mobile economy.

The heart of the region is the city of Saint Paul - Minnesota’s state capital. Commanding a spectacular view up and down the Mississippi River, Saint Paul’s downtown features world headquarters for leading companies such as Gander Mountain, Ecolab and Securian, as well as a wide range of housing options and major league entertainment at Xcel Energy Center, home of the National Hockey League Minnesota Wild and National Lacrosse League Minnesota Swarm.

Minnesota is a global leader in many industries — including medical devices, technology, manufacturing, insurance, healthcare and service industries. Minnesota’s abundance of capital, the local work ethic and great quality of life are often cited as reasons why it is a great place to start or grow a business. In 2003 Minnesota was ranked “Top Spot for Business” by *Entrepreneur* magazine.

Many small and diverse businesses also call the Saint Paul/East Metro area home. University Avenue in Saint Paul is a hotbed of new Hmong business ventures coupled with long-term businesses that have been a part of the community for generations. District Del Sol, on Saint Paul’s West Side, is home to the Twin Cities’ best Mexican food and Cinco de Mayo — Minnesota’s largest Hispanic/Latino event. Woodbury and Oakdale are East Metro communities that are attracting small businesses at a furious rate. Major new office complexes are in the works in both communities, supported by major investments in transportation infrastructure, retail development and a continued housing boon. More established suburban communities such as North Saint Paul and Roseville are home to hundreds of small businesses as well.

The economic outlook for the Twin Cities is very strong, largely due to the remarkable diversity and balance of its business base and the high quality and productivity of its workforce. Employment has been projected to grow 14 percent by 2010, adding more than 230,000 jobs to the Twin Cities in the 10-year period from 2000. Significant increases in employment (25 percent) are forecast for service industries — particularly in the areas of computer and data processing, health care, engineering and social services.

Higher education is a leading industry in Saint Paul, which boasts more institutions of higher education than any other community in the nation, except Boston. These institutions range from the University of Minnesota, Metropolitan State University to nationally recognized liberal arts institutions such as the University of St. Thomas.

Across the area, the breadth, depth and diversity of the Saint Paul/East Metro area economy makes for a dynamic business community, attracting businesses and workers who strive to do their best work and contribute to the area's success and prosperity.

## **REFERENCES AND BACKGROUND INFORMATION**

It is the Saint Paul Area Chamber's policy to complete an extensive background and reference check of candidates. Once strong mutual interest has been established, candidates are asked to provide a list of references that should include, but not be limited to, a supervisor, peer and a subordinate when applicable. The Chamber shall respect the issue of confidentiality and will conduct the reference checks accordingly. Candidates will be asked to sign an Authorization to Release Information for the purpose of the background investigation, which may include verification of education, credit check, criminal and driving records.

Should an offer be extended prior to the completion of this process, the offer will be made contingent on the successful completion of the reference and background checks. The Chamber will keep candidates informed on the status of these inquiries.

## **CONFIDENTIALITY/EQUALITY STATEMENT**

We fully respect the need for confidentiality of information supplied by interested parties and assure them that their background and interest will not be discussed with anyone without their prior consent, nor will reference contacts be made until mutual interest has been established. The Saint Paul Area Chamber of Commerce firmly represents the principles and philosophy of equal opportunity for all individuals, regardless of race, gender, sexual orientation, age, creed, disability or national origin.

### **Submit confidential cover letter, resume, salary history and requirements to:**

Saint Paul Area Chamber of Commerce

Ms. Vicki Stute

c/o President Search Committee

401 Robert Street North, Suite 150

Saint Paul, MN 55101

651.223.5000

FAX: 651.223.5119

[vicki@saintpaulchamber.com](mailto:vicki@saintpaulchamber.com)

**Deadline:** January 15, 2007