

CITY OF FALCON HEIGHTS
City Council Special Workshop

Capitol Region Watershed District Community Rooms
595 Aldine Street, St. Paul, MN 55104

AGENDA

Wednesday, January 7, 2026
8:30 A.M.

A. CALL TO ORDER:

B. ROLL CALL: GUSTAFSON___ WASSENBERG___
MOGEN___ MAY ___ MIELKE___

STAFF PRESENT: LINEHAN___ NELSON___

C. POLICY ITEMS:

1. Review Questionnaire Activity
2. 2025 Goal Setting Document – Status Update & Review
3. Commission Goals Review
 - a. Determine Commission Liaison Assignments
4. Council Standing Rules & Roles Review

D. ADJOURNMENT:

DISCLAIMER: City Council Workshops are held monthly as an opportunity for Council Members to discuss policy topics in greater detail prior to a formal meeting where a public hearing may be held and/or action may be taken. Members of the public that would like to make a comment or ask questions about an item on the agenda for an upcoming workshop should send them to mail@falconheights.org prior to the meeting. Alternatively, time is regularly allotted for public comment during Regular City Council Meetings (typically 2nd and 4th Wednesdays) during the Community Forum.

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REQUEST FOR COUNCIL ACTION

Meeting Date	January 7, 2026
Agenda Item	Policy C1
Attachment	N/A
Submitted By	Jack Linehan, City Administrator

Item	Review Questionnaire Activity
Description	<p>Council members will be asked questions as a means to build connection, share relevant experiences, and help identify common goals and interests.</p> <p>Questions may range from very general information such as where they grew up to their preferences for how to communicate or build consensus on a particular issue.</p>
Budget Impact	N/A
Attachment(s)	<ul style="list-style-type: none"> To be distributed onsite
Action(s) Requested	Council is asked to share responses and discuss.

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REQUEST FOR COUNCIL ACTION

Meeting Date	January 7, 2026
Agenda Item	Policy C2
Attachment	N/A
Submitted By	Jack Linehan, City Administrator

Item	Goal Setting Status Update and Review
Description	<p>In March 2025, the City Council and Administrator participated in a goal-setting process facilitated by DDA HR, Inc. This process included individual interviews with each Councilmember and a collaborative workshop on March 4. The Council then reviewed a preliminary draft at a Council Workshop on April 2 and provided additional feedback during the Council Workshop on May 7, which then helped inform the final version that was adopted by Council on May 14, 2025.</p> <p>Staff has utilized the goal setting as a guide for work prioritization, and Council has had workshop topics based on various priorities. At the retreat, staff will update the City Council on the progress of priorities.</p> <p>To report progress on the goal setting document, staff is utilizing Monday.com as a way to track progress towards goals. One caveat is that many of our goals were not created to have metrics (i.e increase subscribers to the weekly newsletter by X% by Q4 2025), so completion of goals is subjective.</p> <p>Link: https://view.monday.com/18393514645-3b6b63c3cd1120fbb3e63c0b3e4dd03f?r=use1&is_sharable_link=true</p>
Budget Impact	N/A
Attachment(s)	<ul style="list-style-type: none"> • Goal Setting Final Report • Progress Report
Action(s) Requested	Review the goal setting documents and progress, and be prepared to suggest updates or revisions to the goals list.

City of Falcon Heights, Minnesota



2025 Goal Setting Process Report

April 28, 2025



Process

The City of Falcon Heights undertook a goal setting process in March of 2025. The process included the consultant having individual meetings with the Mayor, City Council, and City Administrator as well as a facilitated group session on Tuesday, March 4th. The session included:

- A fun interactive kick off activity.
- Presentations by the Mayor, Council, and City Administrator regarding their priorities and recent accomplishments.
- Discussion on and reaction to the priorities, goals, and strategies that came forward from the individual meetings with Consultant Bart Fischer, and presentations.
- Presentation of this summary report on the discussion and actionable steps to move the priorities, goals, and strategies forward.

Falcon Heights Officials

- Mayor Randy Gustafson
- Councilmember Melanie Leehy
- Councilmember Eric Meyer
- Councilmember Paula Mielke
- Councilmember Jim Wassenberg
- City Administrator Jack Linehan

Consultants

- Bart Fischer, DDA HR, Inc.
- Liza Donabauer, DDA HR, Inc.



Pictured left to right: Mayor Randy Gustafson, City Administrator Jack Linehan, Councilmember Paula Mielke, Councilmember Melanie Leehy, Councilmember Eric Meyer, Councilmember Jim Wassenberg

This report summarizes the discussions from the individual meetings and facilitated session. It is intended to be a working document that is fluid as it elicits continued discussion on the priorities, goals, strategies, projects, and action steps for Falcon Heights.

Priorities/Goals/Strategies/Action Steps

The following represents the priorities, goals, strategies, and action steps that came out of the group discussion during the goal setting session. This list is meant to be fluid and adaptable. It is recommended that the Falcon Heights Team regularly discuss target timelines and lead people/persons for each priority, goal, strategy, and action step. The following are listed in no particular order of importance.

Explore Opportunities to Provide Value Added Services for Residents

(Lead: City Administrator. Target Date: End of Quarter 3, 2025)

Purpose: To provide excellent service in the core service areas and in how those services are delivered.

Some service areas to consider are:

- Communications
- Plowing early and often
- Quality street sweeping
- A more accessible staff
- Outsource Falcon Heights' Public Works service



Continue to collaborate with St. Anthony Village (SAV) to ensure a smooth and transparent transition to policing services provided by the SAV Police Department (SAPD)

(Lead: Council and staff from both communities and the SAPD. Target Date: Ongoing)

Purpose: To provide excellent policing service and ensure the FH community are engaged in the successful transition of this vital public safety service.

- Engage the Community via Communication Channels
 - Use Facebook and other official City platforms to share information and invite open feedback from residents about policing services and the transition process.
- Receive Regular Updates from SAPD Leadership
 - Request the SAPD Chief or designated representative to attend City Council meetings regularly and present an annual report that includes measurable data and progress on the transition.
- Host Community Engagement Events
 - Organize "Coffee with a Cop" and similar informal gatherings to build relationships between residents and officers. Share outcomes and community feedback with the City Council.
- Hold Public Listening Sessions
 - Schedule listening sessions where community members can ask questions, share concerns, and provide input about policing services and public safety priorities.
- Ensure SAPD Presence at Community Functions
 - Invite an SAPD officer or representative (not limited to the Chief) to participate in community events, including the State Fair Task Force and various commission meetings.
- Support the Role of the Community Engagement Officer
 - Collaborate with SAPD to identify and promote opportunities for the Community Engagement Officer to interact with residents, once the position is in place.



Support the Enhancement and Development of City/Community Facilities

(Lead: City Administrator, City Engineer, Public Works Director. Target Date: End of 2025)

Purpose: To ensure continued momentum takes place on existing and planned projects.

- Complete Key Park Improvement Projects
 - Finalize the planned upgrades at Community Park.
 - Continue updates and improvements at Curtiss Field, Grove Park, and the Falcon Heights Elementary outdoor facilities, which are utilized as public park space.
- Develop a Comprehensive Parks and Facilities Master Plan
 - Hire a consultant to lead the creation of a citywide Master Plan that identifies priority projects, balances community wants vs. needs, and aligns funding sources with specific initiatives.
 - Incorporate community input to determine desired services and amenities.
 - Establish a framework to measure community need and demand.
- Expand Access and Amenities Across the City
 - Explore the addition of pocket park amenities in neighborhoods with limited access to current park space.
 - Improve and enhance walkability and pedestrian safety where feasible, especially in high-traffic or under-served areas.
- Improve Pedestrian Safety through Targeted Infrastructure
- Partner with Ramsey County to evaluate and implement traffic-calming measures, including reduced speed limits, pedestrian crossings, or bump-outs at the following intersections:
 - Hamline & Hoyt
 - Hoyt & Cleveland
 - Larpenteur & Fry
 - Larpenteur & Albert
 - Crawford & Arona
 - Falcon Crossing
- Evaluate and Plan for Future Facility Use
 - Conduct a space study of underused or non-essential City spaces to explore opportunities for reconfiguration or redevelopment.
 - Inventory all City-owned land and facilities to inform future investments and long-term planning.
 - Explore potential uses for the large lawn space in front of City Hall to serve evolving community needs.



Explore Additional and Creative Funding Options and Opportunities for Projects and Initiatives

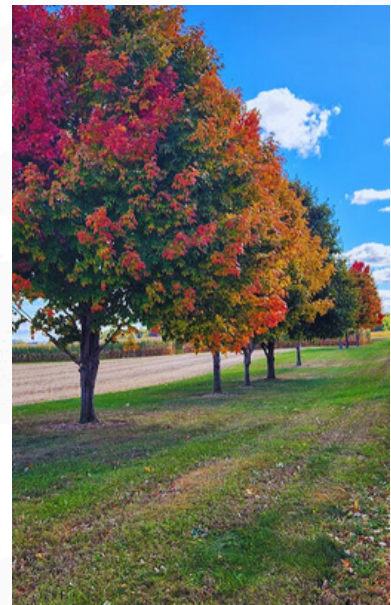
Purpose: To encourage City staff and Council to proactively identify funding mechanisms that reduce reliance on the tax levy and special assessments, thereby lessening the financial burden on community members.

- Explore funding opportunities related to City incurred costs due to the State Fair.
(Lead: City Administrator, State Fair Task Force (SFTF), Council Liaison to the SFTF. Target Date: Start of 2025 State Fair)
- Explore funding sources and opportunities for street improvement and maintenance projects in an effort to decrease the amount of street assessments or amount of property taxes spent on infrastructure.
(Lead: City Administrator, Finance Director, Assistant Finance Director, Public Works Director, City Engineer. Target Date: End of 2025)
- Prioritize the recommendations coming from the Environment Commission's Energy Action Plan and Climate Action Plan and seek funding sources to complete these actions.
(Lead: Community Development Coordinator, GreenCorp Member and EC Council Liaison. Target Date: End of 2025)

Develop a Multi-Year Capital Improvement Plan (CIP)

(Lead: City Administrator, City Engineer, Finance Director, Public Works Director.
Target Date: End of 2025 Quarter 3)

- Develop and enhance the multi-year Capital Improvement Plan.
- Develop a multi-year road and long-term pavement management program.





Continue to Explore Development and Re-Development Opportunities

(Lead: City Planner, City Administrator. Target Date: Ongoing)

Purpose: Determine how the City can assist with development and re-development.

- Economic development opportunities
 - Former dry-cleaning business on Larpenteur - “Get Pressed”
 - Currently zoned B-1. Explore and identify new zoning
 - Explore potential to purchase the property
 - Clean up the property utilizing MPCA grants
 - Evaluate future re-development for the site
 - U of M Les Bolstad Golf Course
 - Review existing plan as well as plan from U of M students/class
 - Re-engage with U of M liaison and assign a City liaison
 - Re-develop other areas and sites along the Larpenteur and Snelling corridors as opportunities present themselves.
- Business engagement and retention
 - Work with the local business community to encourage them to acknowledge they are in Falcon Heights and not St. Paul, Roseville, or other surrounding community.
- Update ordinance language to reflect both the needs of the City and business community





Falcon Heights Leadership to Continue to Improve on External Communications to Engage Residents and Community Partners

(Lead: Communications Coordinator, City Administrator, Other Staff. Target Date: Ongoing)

Purpose: To strengthen trust, transparency, and collaboration by enhancing the clarity, consistency, and accessibility of information shared with residents and community partners.

- Conduct a community survey on all City services. Benchmarking services such as policing, plowing, use of public spaces, preferred communications, other? Enhancements to the City's website.
(Lead: Administrative & Communications Coordinator, City Administrator. RFP underway. Target Date for new website: Quarter 1, 2026)
- Send push notifications and texts to city residents and business members. (e.g. public hearings, city events, street improvement project updates/notifications, street sweeping, plowing.
- Include an Economic Development column in the newsletter along with other City communications. Also advertise open commercial spaces through these channels.
- Communicate the Falcon Heights Story – why do residents choose to live here. This messaging can help to instill community pride and market the Community.
- Utilize a coordinated communications effort to continually tap into, engage, and involve the talent and energy within the community.
 - Embrace and acknowledge differences as part of the community culture. Weave this acknowledgement into the fabric of the community and as part of what the City of Falcon Heights as an organization does and is.
- Publish the multi-year CIP and Master Space Study information on the City's website and via other communication tools.
- Explore electronic signage at City Hall.





Support the Rental Community Within Falcon Heights

(Lead: City Administrator, City Planner, Administrative Services Director, Fire Marshal.
Target Date: End of Quarter 3, 2025)

Purpose: To ensure safe, and well-maintained rental housing by establishing ordinances that support tenants, promote responsible property management, and reflect the needs of both renters and landlords in the community.

- Strengthen City Rental Ordinances.
- Create/Enhance Rental Inspection & Licensing Program.

Continue and Enhance Strong Partnerships With Key Stakeholders

(Lead: All Staff and Council. Target Date: Ongoing)

- **Minnesota State Fair**
 - Collaborate with the State Fair to explore opportunities for keeping fairgrounds gates open more regularly to improve neighborhood walkability and connectivity.
- **University of Minnesota**
 - Officially thank the University for its support and contributions to Community Park.
 - Collaborate with the University to coordinate and market a list of U of M attractions located in Falcon Heights, such as the Bell Museum, The Raptor Center, and the Dairy Store.
 - Engage through interaction on the Climate Action Plan.
 - Re-establish regular communication with the University's designated liaison and appoint a corresponding City liaison to ensure consistent and proactive collaboration.
 - Identify and engage residents who work at the University to serve as informal ambassadors and strengthen community ties.
 - Create meaningful engagement opportunities for U of M students, such as volunteer initiatives, community events, or internship programs.
 - Maintain regular communication and strategic alignment with the University's Intergovernmental Relations team to advance mutual goals.
- **City of Lauderdale**
 - Continue to partner on cost-effective shared services—such as street sweeping, snow plowing, and other operational efficiencies—to maximize resources and benefit both communities.
- **City of St. Anthony Village**
 - Continue to partner with SAV on the smooth transition of its policing services.
 - Actively work to strengthen and enhance the overall relationship with St. Anthony Village through regular communication, shared goals, and mutual support.
- **City of Roseville**
 - Continue expanding the relationship for engineering services.
 - Explore new partnership opportunities, such as parks & recreation, to enhance community services.
- **City of St. Paul**
 - Continue to develop and promote the partnership for fire and emergency medical services.
 - Explore approval of a new, longer-term contract for fire and emergency medical services.
- **Schools – Falcon Heights Elementary and Brimhall Elementary**
 - Rebuild and maintain strong connections with area schools, especially as changes in leadership and points of contact may have affected past interactions.
 - Attend District meetings.
 - Continue the partnership on communication and marketing of both City and School events.
- **County**
 - Continue working with the County on projects and funding for those projects.



Enhance Internal Operations and Staff Professional Development

(Lead: City Administrator and City Council. Target Date: End of 2025)

Purpose: To improve the efficiency, effectiveness, and responsiveness of City operations by investing in staff professional development, fostering a culture of continuous learning, and streamlining internal processes to better serve the community.

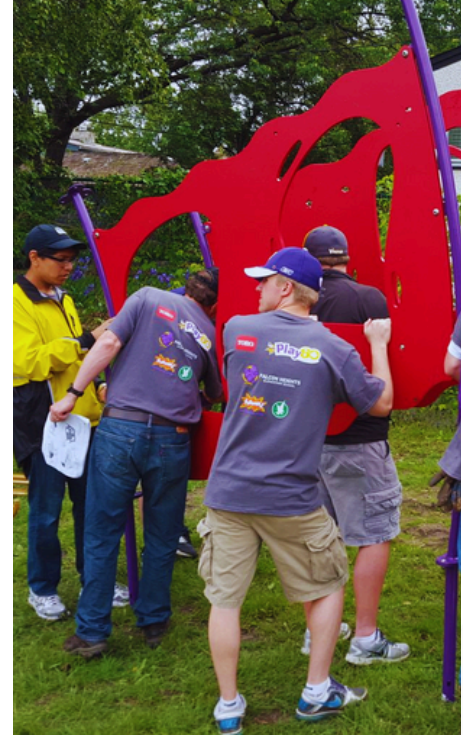
- Ensure that staff understands they are valued
 - Conduct a Comp & Class study and have a policy discussion around where Council is willing to target salaries: top, mid, low range of comparables. Also have job descriptions updated as part of this process.
 - Enhance onboarding and retention activities.
 - Increase and improve internal communications.
 - Upgrade timeclock and payroll systems and streamline other technology for better efficiency.
 - Update how records management and retention are accomplished.
 - Simplify the open enrollment process and develop a one-sheet Benefits Summary.
 - Review and improve HR and finance policies and processes to ensure efficiency and clarity.
- Council & Commissions enhancements
 - Continue providing resources for Council members and Commissioners to attend relevant training sessions.
 - Consider implementing a Bring Your Own Device (BYOD) option to facilitate paperless packets.
 - Clarify and formalize position descriptions for Council members and Commissioners, outlining their roles and responsibilities.
 - Formalize and expand the onboarding process for new Council members to ensure smooth integration.
 - Offer per diems for Council members and Commissioners to support their involvement in City-related activities.
 - Bring Commission Chairs together regularly to provide updates, discuss Council goals, and determine ownership of projects and community events.
 - Celebrate and formally recognize the work and contributions of Commissioners and their respective commissions.
- Focus on cyber security/protection.
- Foster a team environment across the organization including between Council and staff.
 - Hold formal and informal meetings and gatherings of staff and Council on a regular basis. Create space for both Council and staff to share updates, thoughts, and feedback, encouraging open dialogue and active listening.

Explore Organized Trash Collection

(Lead: City Administrator and City Council. Target Date: End of 2027)

Purpose: A long-term proposition to reduce emissions from haulers and reduce wear and tear on the streets.

- Check-List of items to be done:
 - Review State Statutes.
 - Talk to other communities that have successfully implemented organized trash collection.
 - Talk to existing haulers.
 - Inventory haulers and the percentage of the community they service.
 - Begin conversations with the public around how recycling pick-up, which is a single hauler, has gone.
 - Work this through staff.
 - Schedule a future workshop to determine first/next steps.



Continue to Explore Options to Enhance Community Within Falcon Heights

(Lead: All Staff and Council. Target Date: Ongoing)

Purpose: To reduce polarization locally by cultivating a caring community through the strengthening of community connections.

- Identify who takes ownership of the various community events/activities:
 - Annual Ice Cream Social
 - Spring Together
 - Multi-Cultural Food Festival
 - Fall Festival
 - Explore co-hosting with various community partners Falcon Heights Nights at locations throughout the City
- Provide opportunities for teens and pre-teens to feel as though they are a valuable member of the Community (i.e. youth camps)
- Coordinate the Parks & Community Engagement Commissions to work together
 - How to connect the 11 Falcon Heights neighborhoods.
 - Promote Falcon Heights' multi-culturalism and diversity.
 - Seek to find common themes that draw people together such as knitting groups and musicians.
 - Look to complete and enhance walking paths to connect.
- Park & Rec programming for youth
 - There are quality competing programs through community ed, senior programming, and surrounding cities.
 - Have the policy conversation around if Falcon Heights facilitates existing partner and surrounding programs or create in-house programming with limited staff.

Priorities/Goals/Strategies/Action Steps

The following chart represents the priorities, goals, strategies, and action steps that came out of the group discussion during the session. This list is in no order of importance and is meant to be fluid and adaptable. It is recommended that the Falcon Heights Team regularly discuss target timelines and lead people/persons for each priority, goal, strategy, and action step

PRIORITIES / GOALS / STRATEGIES / ACTION STEPS	TARGET DATE	LEAD
Explore opportunities to provide value added services for residents	End of Quarter 3, 2025	City Administrator
Continue to partner with St. Anthony Village (SAV) and the SAV Police Department (SAPD) on the smooth transition of policing services to SAPD	Ongoing	Council and staff from both communities, SAPD
Continue to enhance, maintain, and develop city/community facilities and develop a multi-year Capital Improvement Plan	End of 2025	City Administrator, City Engineer, Public Works Director
Explore additional and creative funding options and opportunities for projects and initiatives	End of 2025	City staff
• Explore funding opportunities related to City incurred costs due to State Fair	Start of 2025 State Fair	City Administrator, State Fair Task Force (SFTF), Council Liaison to the SFTF
• Explore funding sources and opportunities for street improvement and maintenance projects in an effort to decrease the amount of street assessments or amount of property taxes spent on infrastructure	End of 2025	City Administrator, Finance Director, Assistant Finance Director, Public Works Director, City Engineer
• Prioritize the recommendations coming from the Environment Commission's Energy Action Plan and Climate Action Plan and seek funding sources to complete these actions	End of 2025	Community Development Coordinator, GreenCorp Member, EC Council Liaison
• Develop and enhance the multi-year Capital Improvement Plan	End of Quarter 3, 2025	City Administrator, City Engineer, Finance Director, Public Works Director
Development and re-development (the general discussion related to this topic was around how the City can help or assist with development and re-development)	Ongoing	City Planner, City Administrator
Continue to improve on external communications to engage residents and partners	Ongoing	Communications Coordinator, City Administrator, other staff
Support the rental community within Falcon Heights through new ordinances	End of Quarter 3, 2025	City Administrator, City Planner, Administrative Services Director, Fire Marshal
Continue and enhance strong partnerships with key stakeholders	Ongoing	All staff, City Council
Enhance internal operations and staff professional development	End of 2025	City Administrator, City Council
Explore organized trash collection	End of 2027	City Administrator, City Council
Continue to explore options to enhance community within Falcon Heights	Ongoing	All staff, City Council





Summary/Conclusion

The following are the key takeaways of the discussion from the session participants:

- All worked together well.
- We have more in common than we have different.
- A better understanding of operations.
- Encouraged by everyone's commitment to the City. We are forward thinking in how to improve operations within the Community
- All are onboard with how we can provide the best services to our residents while keeping funding and expenses reasonable.
- Excited! We have low hanging fruit we can tackle right away, which will make a big difference.
- It was good to spend a chunk of time discussing these initiatives.
- We are aligned on values and approach.
- It was good to spend informal time together.

The 2025 Falcon Heights Goal Setting Process allowed the City Council and City Administrator to discuss priorities, goals, strategies, and action steps for Falcon Heights. The process allowed for listening and better understanding of individual goals in an effort to collaborate and move forward with a list of group strategies, priorities, goals, and action steps.

It is recommended that opportunities are created throughout the year for updates and continued discussion by the Falcon Heights Team on the priorities, goals, strategies, and action steps as laid out in this document. This will be vital in keeping the lines of communication open for collaboration, understanding, the building of trusting relationships, and the continued momentum in maintaining and creating a successful future for the community.

Support the Enhancement and Development of City/Community Facilities	Complete the improvements to Community Park,Develop a Comprehensive Parks and Facilities Master Plan,Expand Access and Amenities Across the City,Improve Pedestrian Safety through Targeted Infrastructure,Partner with Ramsey County to evaluate and implement traffic-calming measures, including reduced speed limits, pedestrian crossings, or bump-outs at the following intersections,Evaluate and Plan for Future Facility Use	End of 2025	City Administrator, City Engineer, Public Works Director	In Progress	
Subitems	Name	Update	Status	Target Date	Lead
	Complete the improvements to Community Park	Splash pad, picnic pavilion and restrooms/concessions building installed, with playground to come in spring 2026. Estimated completion is June 2026.	In Progress		
	Develop a Comprehensive Parks and Facilities Master Plan	Not yet initiated, and may be a good 2027 budget priority	Not Started		
	Expand Access and Amenities Across the City	A line item of \$10K was added to allow for adding water at Curtiss Field. Three ADA park benches were installed at The Grove.	In Progress		
	Improve Pedestrian Safety through Targeted Infrastructure	Engineering is working with St. Paul on a potential pedestrian crossing at Hamline/Hoyt.	In Progress		
	Partner with Ramsey County to evaluate and implement traffic-calming measures, including reduced speed limits, pedestrian crossings, or bump-outs at the following intersections	Continued progress towards getting an improved crossing at Larpenteur & Pascal.	In Progress		
	Evaluate and Plan for Future Facility Use	Relates to the master plan, and may be a good budget item for 2027.	Not Started		
Explore additional and creative funding options and opportunities for projects and initiatives	Explore funding opportunities related to City incurred costs due to State Fair,Explore funding sources and opportunities for street improvement and maintenance projects in an effort to decrease the amount of street assessments of amount of property taxes spent on infrastructure,Prioritize the recommendations coming from the Environment Commission's Energy Action Plan and Climate Action Plan and seek funding sources to complete these actions.	End of 2025	City staff	In Progress	
Subitems	Name	Update	Status	Target Date	Lead
	Explore funding opportunities related to City incurred costs due to State Fair	Initiated in 2025; covered costs of hosting fair	Done	2025 State Fair	City Administrator, State Fair Task Force (SFTF), Council Liaison to the SFTF
	Explore funding sources and opportunities for street improvement and maintenance projects in an effort to decrease the amount of street assessments of amount of property taxes spent on infrastructure	A topic not yet explored, would suggest end of 2026 target date.	Upcoming	End of 2025	City Administrator, Finance Director, Assistant Finance Director, Public Works Director, City Engineer
	Prioritize the recommendations coming from the Environment Commission's Energy Action Plan and Climate Action Plan and seek funding sources to complete these actions.	Work in progress from Environment Commission	In Progress	End of 2025	Community Development Coordinator, GreenCorp Member, EC Council Liaison
Develop and enhance the multi-year Capital Improvement Plan (CIP)	Develop and enhance the multi-year Capital Improvement Plan.,Develop a multi-year road and long-term pavement management program.	End of Q3 2025	City Administrator, City Engineer, Finance Director, Public Works Director	In Progress	
Subitems	Name	Update	Status	Target Date	Lead
	Develop and enhance the multi-year Capital Improvement Plan.	Improvement during 2026 budget process, but needs finalization.	In Progress		
	Develop a multi-year road and long-term pavement management program.	Improvement during 2026 budget process, but needs finalization.	In Progress		
Continue to Explore Development and Redevelopment Opportunities	Economic development opportunities: Get Pressed,Economic development opportunities: U of M Les Bolstad Golf Course,Economic development opportunities: Redevelop other areas and sites along the Larpenteur and Snelling corridors as opportunities present themselves.,Business Engagement and Retention,Update ordinance language to reflect both the needs of the City and business community.	Ongoing	City Planner, City Administrator	In Progress	
Subitems	Name	Update	Status	Target Date	Lead
	Economic development opportunities: Get Pressed		In Progress		
	Economic development opportunities: U of M Les Bolstad Golf Course	Significant progress made based on initial goals.	Done		

	Economic development opportunities: Redevelop other areas and sites along the Larpenteur and Snelling corridors as opportunities present themselves.	Working on redevelopment of 1644 Larpenteur and other projects as they come in	In Progress		
	Business Engagement and Retention	Plan to build 2026 engagement	Upcoming		
	Update ordinance language to reflect both the needs of the City and business community.		Not Started		
Continue to improve on external communications to engage residents and partners	Conduct a community survey on all City services. Benchmarking services such as policing, plowing, use of public spaces, preferred communications, etc., Enhancements to the City's website, Send push notifications and texts to city residents and business members. Examples: public hearings, city events, street improvement project updates/notifications, street sweeping, and plowing., Include an Economic Development column in the newsletter and other City communications. Also advertise open commercial spaces through these channels., Communicate the Falcon Heights Story - why do residents choose to live here. This messaging can help to instill community pride and market the Community., Utilize coordinated communications to tap into and involve the talent and energy in the community. Embrace and acknowledge differences as part of the community culture. Weave this into what the City as an organization does and is., Publish the multi-year CIP and Master Space Study information on the City's website and other communication tools., Explore electronic signage at City Hall	Ongoing	Communications Coordinator, City Administrator, other staff	In Progress	
Subitems	Name	Update	Status	Target Date	Lead
	Conduct a community survey on all City services. Benchmarking services such as policing, plowing, use of public spaces, preferred communications, etc.	2026 Discussion.	Upcoming	Ongoing	Administrative & Communications Coordinator, City Administrator
	Enhancements to the City's website	The City will move from Granicus to CivicPlus as new website host in Q1 2026. Articles and data are currently being uploaded. Additionally, a communications intern will start in January to help with the conversion.	In Progress	Q1 2026	Administrative & Communications Coordinator, City Administrator
	Send push notifications and texts to city residents and business members. Examples: public hearings, city events, street improvement project updates/notifications, street sweeping, and plowing.	Text communications available on new website.	In Progress		
	Include an Economic Development column in the newsletter and other City communications. Also advertise open commercial spaces through these channels.		Not Started		
	Communicate the Falcon Heights Story - why do residents choose to live here. This messaging can help to instill community pride and market the Community.	Continued effort for more storytelling in our comms. Good opportunity with 2026 intern to assist.	In Progress		
	Utilize coordinated communications to tap into and involve the talent and energy in the community. Embrace and acknowledge differences as part of the community culture. Weave this into what the City as an organization does and is.	CEC Initiatives	In Progress		
	Publish the multi-year CIP and Master Space Study information on the City's website and other communication tools.	Project not yet initiated	Not Started		
	Explore electronic signage at City Hall	Funding included in 2026 Capital Budget	In Progress		
Support the rental community within Falcon Heights through new ordinances	Strengthening City Rental Ordinances, Creating/Enhancing Rental Inspection & Licensing Program	End of Q3 2025	City Administrator, City Planner, Administrative Services Director, Fire Marshal	In Progress	
Subitems	Name	Update	Status	Target Date	Lead

	Strengthening City Rental Ordinances	In Q3, Council passed Ordinance 25-07, which amended Chapter 105 of City Code. Changes included adding air conditioning standards, using clearer definitions used throughout Code, expanding inspection authority and procedures to charge for re-inspections, allow for inspections of individual units, and to establish a lookback period of 36-months to review criminal and drug-related activity, also establishing an appeals body for tenants wishing to appeal a third violation notice.	In Progress	End of 2025	
	Creating/Enhancing Rental Inspection & Licensing Program		In Progress		
Continue and enhance strong partnerships with key stakeholders	State Fair: Work with State Fair to have their gates open more regularly for walkability,U of M: Officially thank the U of M for Community Park,U of M: Coordinate and market a list of U of M destinations within FH such as Raptor Center, Bell Museum, and Dairy Store,U of M: Engage through interaction on Climate Action Plan,U of M: Re-engage and assign a City liaison,U of M: Engage with residents employed by the U.U of M: Create engagement activities for/with U of M students,U of M: Work with Intergovernmental Relations Team,City of Lauderdale: Continue to partner on cost effective partnerships such as street sweeping and snow plowing,St. Anthony Village: Continue to partner on the smooth transition to the SAPD for policing services and to continue to mend and enhance the relationship with SAV in general,Roseville: Continue expanding the relationship for engineering services and explore new partnership opportunities, such as parks and recreation,St. Paul: Continue to develop and promote the partnership for fire and emergency medical services and explore approval of a new, longer-term contract for fire and emergency medical services,FH Elementary and Brimall Elementary Schools: Maintain the connection with area schools as the City's relationship with them has potentially	Ongoing	All staff, City Council	In Progress	
Subitems	Name	Update	Status	Target Date	Lead
	State Fair: Work with State Fair to have their gates open more regularly for walkability	Opportunity for 2026 collaboration	Not Started		
	U of M: Officially thank the U of M for Community Park	Done through our renewed partnership surrounding Les Bolstad	Done		
	U of M: Coordinate and market a list of U of M destinations within FH such as Raptor Center, Bell Museum, and Dairy Store		Not Started		
	U of M: Engage through interaction on Climate Action Plan		In Progress		
	U of M: Re-engage and assign a City liaison		Not Started		
	U of M: Engage with residents employed by the U		Not Started		
	U of M: Create engagement activities for/with U of M students	Internship marketed to U of M students / Handshake	In Progress		
	U of M: Work with Intergovernmental Relations Team		In Progress		
	City of Lauderdale: Continue to partner on cost effective partnerships such as street sweeping and snow plowing		Done		
	St. Anthony Village: Continue to partner on the smooth transition to the SAPD for policing services and to continue to mend and enhance the relationship with SAV in general		Done		
	Roseville: Continue expanding the relationship for engineering services and explore new partnership opportunities, such as parks and recreation	Continuing conversations on opportunities for shared park offerings	In Progress		
	St. Paul: Continue to develop and promote the partnership for fire and emergency medical services and explore approval of a new, longer-term contract for fire and emergency medical services	Met with outgoing Chief, opportunity to partner with new SPFD leadership team on this.	In Progress		

	FH Elementary and Brimall Elementary Schools: Maintain the connection with area schools as the City's relationship with them has potentially waned due to changes in leadership and points of contact	Met with FH elementary principal over summer for opportunities for partnership. Assisted in assembly of basketball hoop, and have offered mutual aid for when they need machinery assistance. The City hosted Fall Fest from FH Elementary in October 2025 to help re-establish the relationship with leadership and utilizing the green space in that area of FH that many residents consider their area park.	Done		
	County: Continue working with the County on projects and funding for those projects.	Continued collaboration with the County, including increasing formal communication with staff leadership	Done		
	Northwest Youth & Family Services (NYFS): Explore a partnership to expand social work services to residents at multi-family senior and assisted living facilities.	Funding and mutual planning started; now need multi-family buy-in	In Progress		
Enhance internal operations and staff professional development	Staff: Ensure staff understands they are valued,Staff: : Conduct a Class and Comp study and have a policy discussion around where Council is willing to target salaries: top, mid, low range of comparables. Also have job descriptions updated as part of this process.,Staff: Enhanced onboarding and retention activities,Staff: Increase and improve internal communications,Staff: Update and enhance technology and software efficiencies including timeclock and payroll,Staff: Update how records management and retention are accomplished,Staff: Simplify the open enrollment process and develop a one-sheet/Benefits Summary,Staff: Improve HR and Finance policies and processes,Council and Commissions: Continue to provide resources to attend appropriate trainings,Council and Commissions: Consider implementing bring your own device (BYOD) options to implement paperless packets,Council and Commissions: Define position descriptions. Define the roles and responsibilities.,Council and Commissions: Formalize and expand the new council member onboarding process,Council and Commissions: Bring commission chairs together to provide updates and hear Council goals. Have discussion on who owns the various projects and community events.,Council and Commissions:	End of 2025	City Administrator, City Council	In Progress	
Subitems	Name	Update	Status	Target Date	Lead
	Staff: Ensure staff understands they are valued	Continuing to support staff and provide support. Turnover decreased substantially.	In Progress		
	Staff: : Conduct a Class and Comp study and have a policy discussion around where Council is willing to target salaries: top, mid, low range of comparables. Also have job descriptions updated as part of this process.	David Drown & Associates Human Resources (DDA) looked at 17 comparable cities and presented findings. Council adopted a 2026 Pay Plan, effective January 1, 2026, which will increase 9 FTEs salaries 4.4% (3% is COLA), and establishes steps for all positions..	Done		
	Staff: Enhanced onboarding and retention activities	Improving our benefit explanations and trainings.	In Progress		
	Staff: Increase and improve internal communications	Added all employees to email communications, sharing more "behind the scenes" info on policy/updates.	Done		
	Staff: Update and enhance technology and software efficiencies including timeclock and payroll	Abdo Workforce Solutions will process the City's payroll starting in 2026 and ADP Run software will be updated	Done		
	Staff: Update how records management and retention are accomplished	The City will begin sifting through records to scan and retain or shred, dependent upon the retention schedule.	Upcoming		
	Staff: Simplify the open enrollment process and develop a one-sheet/Benefits Summary	Improved for 2025; targeting even better info for 2026	In Progress		
	Staff: Improve HR and Finance policies and processes	Outsourcing payroll in 2026	In Progress		
	Council and Commissions: Continue to provide resources to attend appropriate trainings	New council members attending LMC event. Opportunity for more learning.	In Progress		
	Council and Commissions: Consider implementing bring your own device (BYOD) options to implement paperless packets	Funding included in 2026 Capital Budget	In Progress		

	Council and Commissions: Define position descriptions. Define the roles and responsibilities.	Updated commissions guidelines	Done		
	Council and Commissions: Formalize and expand the new council member onboarding process	Improved process for 2026 council onboarding	In Progress		
	Council and Commissions: Bring commission chairs together to provide updates and hear Council goals. Have discussion on who owns the various projects and community events.		Not Started		
	Council and Commissions: Celebrate and formally recognize the Commissions and Commissioners' work		Not Started		
	Focus on cybersecurity/protection	The City Administrator and Metro-INET have discussed options and solutions to increase protection against cybersecurity. Increasing phishing attempts will be made, with users and managers to receive results. Failed phishing attempts will require remedial training. User error is the biggest risk for cyberattacks. In addition, Metro-INET has deployed 24/7 managed detection and response monitoring, improved firewalls, etc. In 2026, there will be a move to Conditional Access, which requires users to use an authenticator app for mobile devices and personal computers.	In Progress		
	Foster a team environment across the organization including between Council and staff	Onboarding for new council included staff, and opportunity to collaborate further	In Progress		
	Council and staff: Hold formal and informal meetings and gatherings of staff and Council on regular basis. Provide opportunities for both Council and staff to provide updates and thoughts as well as listen to others.		In Progress		
Explore organized trash collection	Review State Statutes,Talk to other communities that have successfully implemented organized trash collection,Talk to existing haulers,Inventory haulers and the percentage of the community they service,Begin conversations with the public around how recycling pick up, which is a single hauler, has gone,Work this through staff,Schedule a future workshop to determine first/next steps	End of 2027	City Administrator, City Council	Upcoming	
Subitems	Name	Update	Status	Target Date	Lead
	Review State Statutes	Reviewed process in 2025; mapped out options for organized collection	Done		
	Talk to other communities that have successfully implemented organized trash collection	Spoke to staff in Mounds View and Little Canada on their transition to single hauler	Done		
	Talk to existing haulers		Upcoming		
	Inventory haulers and the percentage of the community they service		Upcoming		
	Begin conversations with the public around how recycling pick up, which is a single hauler, has gone		Not Started		
	Work this through staff		Not Started		
	Schedule a future workshop to determine first/next steps		Not Started		

Continue to explore options to enhance community with Falcon Heights	Identify who takes ownership of the various community events/activities (Ice Cream Social, Spring Together, Multi-Cultural Food Festival, Fall Festival, Explore co-hosting with various community partners FH Nights at locations throughout the City,.Provide opportunities for teens and pre-teens to feel they are a valuable member of the Community. Example: youth camps,Coordinate the PARC and CEC to work together,PARC and CEC: Promote FH's multi-culturalism and diversity,PARC and CEC: Seek to find common themes that draw people together (i.e. knitting groups and musicians),PARC and CEC: Look to complete and enhance walking paths to connect neighborhood,Programming: There are quality competing programs through community ed, senior programming and surrounding cities. Have conversation re: whether FH facilitates existing partner programs or creates programming in-house w/ limited staff	Ongoing	All staff, City Council	In Progress	
Subitems	Name	Update	Status	Target Date	Lead
	Identify who takes ownership of the various community events/activities (Ice Cream Social, Spring Together, Multi-Cultural Food Festival, Fall Festival, Explore co-hosting with various community partners FH Nights at locations throughout the City.		In Progress		
	Provide opportunities for teens and pre-teens to feel they are a valuable member of the Community. Example: youth camps		Not Started		
	Coordinate the PARC and CEC to work together		In Progress		
	PARC and CEC: Promote FH's multi-culturalism and diversity		In Progress		
	PARC and CEC: Seek to find common themes that draw people together (i.e. knitting groups and musicians)	PARC discussed hosting live music nights from a completed Community Park in summer of 2026 and during its December 2025 meeting, also discussed inviting resident "experts to lead classes such as making a knitted blanket or creating spruce tip planters. The Commission recently hosted a free Game Night at City Hall and will hold another in January 2026. It then has two additional event ideas for February and March.	In Progress		
	PARC and CEC: Look to complete and enhance walking paths to connect neighborhood		Not Started		
	Programming: There are quality competing programs through community ed, senior programming and surrounding cities. Have conversation re: whether FH facilitates existing partner programs or creates programming in-house w/ limited staff		In Progress		
Completed					
Name	Subtasks	Target Date	Lead	Status	Update

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REQUEST FOR COUNCIL ACTION (RCA)

Meeting Date	January 7, 2026
Agenda Item	Policy C3
Attachment	N/A
Submitted By	Jack Linehan, City Administrator

Item	Council Liaison Assignments for City Commissions and Commission Goals Review
Description	<p>Council Members are each assigned to serve as a liaison between City Council and various commissions each year.</p> <p><u>Commission Liaison Assignments</u></p> <p>Council Members are each assigned to serve as a liaison between City Council and various commissions each year. Per the City Council and Advisory Commission Roles and Guidelines document section B(3):</p> <p><i><u>Council Liaison:</u></i> <i>Each Council Member will be assigned meetings through the year that they are expected to attend on behalf of the City Council. At the December or January City Council Workshop Meeting, Council Members will discuss liaison appointments to commissions and outside boards. Appointments will be made on declared interest to the extent possible. The slate of liaison appointments will be approved by a majority vote by the council. Regular rotation of liaisons is encouraged. Information from these meetings that might be of interest to the other Council Members should be reported at the end of the monthly City Council workshop meetings under “Mayor and City Council Comments and Commission Liaison Updates.” This portion of the Council meeting is not a time for further discussion or questioning beyond specific clarification of the update or announcement. Such is best handled during other communication routes or one to one meetings with staff, Mayor, or Council Members.</i></p> <p><i><u>Role of Liaison:</u></i> <i>In the interest of fostering independent discussion among commission members, the role of the council liaison is not to direct the commission or steer debate or sway opinion, but rather to serve the commission as an information resource between the commission and council and to faithfully represent the discussion and recommendation of the commission back to the City Administrator and Council.</i></p> <p>Following the December 4, 2024 workshop, the recommended appointments for 2025 were as follows:</p> <ul style="list-style-type: none"> • Planning Commission – Eric Meyer

	<ul style="list-style-type: none"> • Community Engagement Commission – Melanie Leehy • Parks and Recreation Commission – Jim Wassenberg • Environment Commission – Paula Mielke • Northeast Youth and Family Services – Jim Wassenberg • North Suburban Cable Commission (Nine North) – Paula Mielke • Ramsey County League of Local Governments (RCLLG) – Randy Gustafson <p>Mayor Randy Gustafson served as the alternate, as needed, to act as liaison to all commissions, NYFS and North Suburban Cable Commission (Nine North).</p> <p>Council Members should now discuss commission assignments for 2026.</p> <p>In addition, (draft) goals established by the city commissions for 2026, will be shared with Council.</p>
Budget Impact	N/A
Attachment(s)	-2026 Commission Goals
Action(s) Requested	Council is asked to determine Council Liaison to City Commission appointments for 2026.

2026

Parks and Rec Commission

GOALS

1. Hold three annual events (Ice Cream Social, Fall Fest and a TBD event at The Grove).
2. Share annual goals with other commissions to foster collaboration and support common goals.
 - a. Work with Environment Commission for Community Garden expansion
3. Assess the current ice-skating season and finalize a plan for 2026-2027 ice skating facilities for all three parks.
4. Identify partners to help increase programming participation and class offerings.
5. Make recommendations for amenities and improvements of all parks through annual park audits.
6. Support the completion of a new picnic shelter with concessions and outdoor restrooms, and a playground area at Community Park. Look ahead to Phase 2 improvements.
7. Conduct a feasibility study for Community Garden expansion. Implement and monitor a Community Garden Steering Committee

2026 Environment Commission Goals

Project	Tentative Date / Timeline	Project Lead	Cost	Notes
City Code Updates - Landscaping, Boulevard Trees	February - City Council Workshop?	Hannah Lynch	N/A	
Sustainability Fair with City of Lauderdale	April 18, 2026	Hannah Lynch	\$5,000 - SCORE Funding	Will be held at City of Falcon Heights; shredding, textile recycling, e-recycling; tabling
Lawn and Garden Tours	July 2026		\$200	Cost of yard signs
Tree Sale	June or October 2026	Hannah Lynch		Possibly in partnership with Arbor Day Foundation and City of Lauderdale; maybe TreeTrust
Fall Shredding/Recycling Event	October 2026	Hannah Lynch	\$2,000 - SCORE Funding	
Green To Go Ordinance	February - City Council Workshop?	Hannah Lynch		
"Salt for Sand" Exchange	Winter 2026		Cost of sand?	
Community Garden - To work with Parks Commission	Spring 2026?			Need to hold joint meeting with Parks Commission. To discuss with Staff Liaison, Kelly Nelson
Sustainable Home Upgrade Incentives	Spring 2026 to begin; throughout year		Depends on upgrade	Set incentive \$\$ per upgrade (ex. \$50 for a low-flow toilet, \$100 for insulation, etc.)
PW - Swap from gas powered leaf blowers to electric				Need to discuss with PW and City Administrator
Weatherization Workshop	Spring 2026, maybe also Fall 2026			

Community Engagement Commission Goals for 2026

- Organize/refresh Spring Together (May 16)
- Update New Resident Handbook
 - Work sessions scheduled for April and May meetings
- Continue apartment outreach
- Host Human Rights Day (December 10)
- Look at hosting or facilitating a Community Emergency Response Team (CERT) refresher
- Reconnect with neighborhood liaisons

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REQUEST FOR COUNCIL ACTION (RCA)

Meeting Date	January 7, 2026
Agenda Item	Policy C4
Attachment	Standing Rules and Council and Advisory Commission Roles and Guidelines
Submitted By	Jack Linehan, City Administrator

Item	Review and Adopt Council Standing Rules and Council/ Advisory Commission Roles and Guidelines
Description	<p>Each year, at the first Council meeting, the City Council reviews the operating procedures it intends to use and decides if changes are warranted.</p> <p>The standing rules received a major revision as of September 23, 2020, with the City Council and Advisory Commission Roles and Guidelines (CCARCRG) as an included item, which are as attached. The CCARCRG were reviewed and modified in February 2024. At the December 2024 review, the City Council recommended removing “cable” from the description in the Standing Rules and instead change it to “remote.” Additionally, the section that stated that work sessions wouldn’t be recorded was changed to “may” to reflect the move towards recorded work sessions in 2025. Council proposed to use “may” to give flexibility, as some sessions may not be recordable, such as a construction update tour, etc.</p> <p>Council is asked to review the current Council Standing Rules and Council/ Advisory Commission Roles and Guidelines in order to suggest any changes prior to adopting them at a regular Council meeting in January.</p>
Budget Impact	N/A
Attachment(s)	<ul style="list-style-type: none"> • City Council Standing Rules • City Council and Advisory Commission Roles and Guidelines
Action(s) Requested	Staff would recommend reviewing the Council Standing Rules and Council and Advisory Commission Roles and Guidelines for 2026 prior to their adoption.

B. CITY COUNCIL STANDING RULES

INTRODUCTION

In the belief that the best decisions are made by the best-informed decision makers and that the public decision process is best served when the public has every opportunity to present views, the following rules are established to govern regular and special council meetings, as well as formal public hearings. There are several goals behind these rules.

1. In general, free and open discussion by all interested parties should be an essential part of the decision-making process.
2. The council process should have as little procedural overhead as possible.
3. Time is better spent on substantial matters rather than proforma matters.

MEMBERSHIP

The formal council membership consists of the four council members and the mayor. All five have one vote each and all five can introduce motions. For purposes of leading the meeting, the mayor, or in the absence of the mayor, the acting mayor will be considered the chairperson.

RULES

Agenda

1. To be considered, an item must be on the agenda and the agenda must be distributed to all of the council members and any other persons having responsibility for an item at least three working days prior to the meeting. An agenda can be modified with addenda by a majority vote, but this should be used only for minor items or items with extreme time constraints.
2. An item can be moved from the consent agenda to the action agenda at the request of any council member.
3. Since there will be an audience and remote viewers not familiar with each item, the chair will give a brief explanation of each item as it is addressed.
4. The order of items on the agenda need not be followed absolutely. The chair may adjust the order in the interest of:
 - a. Filling in time before a scheduled item, i.e. a public hearing.
 - b. Grouping several items to best make use of consultant time.

- c. Accommodating individuals who have attended the meeting specifically to provide input on an item.

Process – Regular and Special Council Meetings

1. For these proceedings, the council will use the “open discussion” procedure. That is, discussion is open to any member before or after a motion is made. This privilege is also extended to the city administrator, city clerk and any of the consultants who may have an interest in or can contribute to the item at hand.
2. At the discretion of the chair, this privilege is also extended to those members of the audience who wish to provide input. The chair may also rule out of order any input felt to be redundant, superfluous or irrelevant.
3. The chair can make liberal use of the “unanimous consent” procedure. That is, items that in the judgment of the chair are likely to be unanimously approved, can be introduced for approval with the statement “If there are no objections, . . . stands approved (or denied).” If any council member has an objection, the item reverts to the standard motion procedure. This “unanimous consent” procedure cannot be used for items requiring formal votes, i.e. resolutions, or for approval of the consent agenda.
4. The standard motion procedure is changed to not require a second. A motion need only to be considered. This also applies to amendments.
5. To eliminate confusion, only one amendment will be considered at a time and that amendment must be germane to the motion. An amendment cannot itself be amended. If a change to an amendment is deemed appropriate, the amendment should be withdrawn and reintroduced accordingly.
6. The general mode of voting will be by acclamation, but with enough clarity that the individual votes can be recorded in the minutes. If in doubt, the city clerk can request a clarification.

Process – Regular and Special Council Meetings (continued)

7. The meeting will be recorded, and the recording will be retained for three months following approval of the minutes for that meeting. The standard retention can be extended if, in the judgment of the mayor, city administrator, city clerk or any council member, such action is warranted. Council workshop sessions are open to the public and may be recorded.
8. If the council action is the result of a resident request and that request is denied in whole or in part, reasons of fact supporting the denial will be made part of the public record.

9. No council meeting will extend beyond 10:30 PM except by unanimous vote. This rule is not subject to the modification or suspension provisions of the Standing Rules.

Process – Public Hearings

Since a public hearing is a more formal procedure and often requires certain procedures and actions to be legal, the meeting rules are changed accordingly.

1. The primary aim of a public hearing is to take input from the public. To accomplish this in the most effective manner, the chair will introduce the hearing with an explanation of the issues. This explanation will be given by the chair or a person designated by the chair. The use of explanatory visual aids is encouraged.
2. Following the explanation, input from the public will be taken. Prior to accepting input, though, the chair will state the areas where input will be appropriate, the maximum time to be allotted to any individual presenter, and any other procedural rules deemed appropriate to guarantee that all concerned parties have a fair and adequate opportunity to be heard.
3. All individuals wishing to speak must identify themselves, their address, and speak into a recording microphone. Individuals not wishing to speak in public may provide a written statement. The council may take up to 15 minutes to review written statements presented at the meeting. If the council decides to not act on the issue at the public hearing meeting, it may, by majority vote, extend the time where written input will be taken to a day no later than one week before the next meeting where a deciding vote is planned.
4. All speakers are expected to be businesslike, to the point and courteous. Anyone not abiding by these rules will be considered out of order.
5. The council will refrain from initiating a discussion during the public input phase of the hearing except to clarify points brought up. These “points of information” requests should be held to a minimum.
6. Once the public testimony phase is complete, the chair will announce the public hearing to be closed and the council will revert back to its open discussion mode of operation. From this point on, public input will only be appropriate when solicited by the council.
7. It shall be the intent of the council to vote on the issue at the same meeting as the public hearing and as close in time to the public hearing as possible. Should it be necessary to defer voting until a later date, that procedure will be clearly explained to the audience.

8. No public hearing will extend beyond 10 PM.
9. If the motion contains conditions, as may occur in conditional use or variance requests, those conditions will be conveyed in writing to the requestor.
10. If the public hearing is the result of a resident request and that request is denied in whole or in part, reasons of fact supporting the denial will be made part of the public record.
11. If the public hearing is to set an assessment rate, the assessment formula(s) under discussion cannot be altered. This implies that the council has fully discussed any formulas prior to the hearing and that the appropriate legal, fiscal and engineering consultants have passed on formula(s) viability, legality and feasibility.
12. If the hearing is to set an assessment, it cannot be scheduled later than the first meeting in September. This is to allow time to correct any errors prior to the time needed to certify the rolls to the county.

ADOPTION/MODIFICATION/SUSPENSION

These rules, with the exception of the mandatory 10:30 PM adjournment, can be adopted, modified or suspended in whole or in part by a $\frac{3}{4}$ vote of the council. If suspended, they are automatically reinstated at the next meeting. Should they be suspended or a situation occurs that is not covered by the standing rules, Sikkink's Seven Motion System (attached) will apply.

ANNUAL REVIEW

These rules will be reviewed annually at the first meeting in January.

INTERPRETATION

The chair will interpret the rules. However, the chair's interpretation can be appealed by any council member and can be overruled by a majority vote.

Attachment

SIKKINK'S SEVEN MOTION SYSTEM

General Rules for a Simplified System of Parliamentary Procedure

1. The purpose of this decision making system is to allow efficient decision making that represents a majority position. Any motion, request, discussion or proposal, which seems to have as its purpose unreasonable delay, manipulation, or the goal of serving individual ends rather than group ends, can be ruled out of order by the chair. Such a ruling by the chair will be subject to the motion called appeal.
2. Free and open discussions are valued in this decision making system. For that reason, most motions are discussable and the motion to restrict discussion requires a 2/3 vote in order to pass. In recognizing persons for discussion, the chair first recognizes the person who made the motion, next recognizes other persons and always recognizes a person who has not spoken over a person who has already participated in the discussion. As far as possible, the chair should try to alternately recognize persons representing different viewpoints.
3. In examining the chart on the following page, you will note that five of the seven motions are amendable. However, only one amendment at a time may be considered. As soon as that amendment is passed or defeated, another amendment may be proposed.
4. The number in front of the motion listed indicates the rank of each motion. Thus, #1 – General motions are lowest in rank, and #7 – Restrict Debate motions are highest in rank. Two rules apply:
 - (1) You usually cannot consider two motions of the same rank at the same time, and
 - (2) If a motion of one rank is being considered, a motion of the same rank or lower rank is usually out of order, but a motion of higher rank is in order.

While these rules generally apply, the chair may allow some flexibility in certain circumstances. These situations almost always occur with motions #5, 6 and 7. For example, if #7 - "Restrict Discussion" is being discussed and a member wants a secret ballot vote on the matter, Request, while lower in rank, could be used to accomplish this purpose. The chair is allowed to make all decisions on exceptions, but all such decisions are subject to appeal.

SIKKINK'S SEVEN MOTION SYSTEM TABLE

<u>Motion</u>	<u>Purpose</u>	<u>Applies To What Situations</u>	<u>Needs Recognition</u>	<u>Needs Second</u>	<u>Can be Discussed</u>	<u>Amendable</u>	<u>Vote Required</u>
1. Restrict Discussion	To stop or limit discussion	All discussable motions	Yes	Yes	Yes	Yes	2/3
2. Appeal	To let the group vote on a chair's decision	To decision of the chairperson	No	Yes	Yes	No	Majority
3. Request	Not a motion but a way to question, challenge, or seek help	Any appropriate situation	No	No	No	No	Chair decides subject to appeal
4. Postpone	To delay action on any general motion to a future time	General motions	Yes	Yes	Yes	Yes	Majority
5. Refer	To have a general motion studied by a committee	General motions	Yes	Yes	Yes	Yes	Majority
6. Meeting Termination	To recess during a meeting or to end a meeting	Made to recess or adjourn	Yes	Yes	Yes	Yes	Majority
7. General	To bring up business for majority decisions by the group	For doing business	Yes	Yes	Yes	Yes	Majority

City Council and Advisory Commission Roles and Guidelines

PURPOSE

The purpose of the document is to outline the main roles, duties, and authority of the City Council (Council) and Advisory Commissions (Commissions). This document also establishes general guidelines for decorum of the governing bodies such as proper procedure during meetings, best practices to represent Council and the community, and other state and local laws that apply.

POLICY

A. City Council Role and Authority

The five-member City Council is the chief governing body of the City whose responsibility it is to see that the City is properly exercising its functions, fulfilling the duties law imposes, overseeing the organization's financial affairs and selecting the City Administrator, and not exercising powers which it does not legally possess.

The City Council, as a body, has the following major areas of authority and responsibility. These are:

1. Selecting the City Administrator
2. Focus on policy and outcomes ensuring that the strategic direction leads the city to the desired outcome
3. Setting and interpreting rules governing its own proceedings,
4. Exercising all the statutory powers of cities,
5. Legislating for the City,
6. Directing the enforcement of City ordinances,
7. Appointing or hiring non-seasonal or non-temporary personnel,
8. Overseeing the City's financial operations and adopting the annual budget,
9. Appointing members of the boards, commissions, committees, chairs and task forces conducting the City's inner and regional governmental affairs,
10. Protecting the general health, welfare and safety of the City and its inhabitants
11. Providing community leadership and vision

The most important single responsibility of individual Council Members is participation and voting at City Council meetings and workshops. As individuals, Council Members have no individual administrative authority; they cannot direct staff or otherwise supervise City employees unless the Council specifically directs them to do so. Staff's respective duties are to Council as an entity. No one Council Member has any right to privileged information, or the direction of staff analysis, research or action apart from the group. As a Council, however, Council Members should devote their official time to issues of basic policy and to acting as liaisons between the City and the general public. Council Members should be concerned, not only with the conduct of current affairs, but also with the future development and welfare of the City.

B. Affirmation of Expectations

The Council seeks to establish commonly held expectations and to clarify roles and procedures to further Council and staff effectiveness. These various initiatives are to not suppress the dynamic

engagement which is so valuable to policy development. The Council is committed to a set of behavioral expectations, intended to create a high level of trust, creativity, and productivity. These include:

1. Staying focused on top priority and strategic goals, rather than becoming reactive,
2. Engaging in proactive, on-going communication which avoids unnecessary surprises,
3. Seeking common ground and coming together, avoiding the fueling of controversy or anxiety,
4. Focusing on others' actions and avoiding speculation about their intentions,
5. Building trust by being transparent, ethical, and acting with integrity,
6. Engaging in and encouraging direct communication,
7. Maintain confidentiality of all closed session materials and discussion,
8. Assuming good intentions and asking about intent, and
9. Respecting all citizens and all members
10. Read packets ahead of time and, when possible, provide the City Administrator advance notice about questions for staff before the meeting
11. Participate in all issues, not just select matters of personal interest
12. Voting after council discussion
13. Debate and disagree, without fighting and with keeping it to the issue at hand
14. Remember that council makes policy and sets direction, and staff manages the operations and implements Council actions

There are also expected activity levels of Council Members in addition to attending additional meetings, training, activities and events as part of the fulfillment of their duties. Some of these are:

1. City Council Orientation: Setting the information foundation of a Council Member is important. Therefore, for each new Council Member, a detailed orientation plan should be completed and fulfilled within the first year of office.
2. City Council Meetings: Council Members are expected to be present and on time at all noticed meetings of the City Council. Absences from Council meetings should be identified as soon in advance as possible and communicated to the City Administrator to assure a quorum and necessary voting numbers are present for any given action before the Council.
3. Council Liaison: Each Council Member will be assigned meetings through the year that they are expected to attend on behalf of the City Council. At the December or January City Council Workshop Meeting, Council Members will discuss liaison appointments to commissions and outside boards. Appointments will be made on declared interest to the extent possible. The slate of liaison appointments will be approved by a majority vote by the council. Regular rotation of liaisons is encouraged. Information from these meetings that might be of interest to the other Council Members should be reported at the end of the monthly City Council workshop meetings under "Mayor and City Council Comments and Commission Liaison Updates." This portion of the Council meeting is not a time for further discussion or questioning beyond specific clarification of the update or announcement. Such is best handled during other communication routes or one to one meetings with staff, Mayor, or Council Members.
 - Role of Liaison: In the interest of fostering independent discussion among commission members, the role of the council liaison is not to direct the commission or steer debate or sway opinion, but rather to serve the commission as an information resource between the

commission and council and to faithfully represent the discussion and recommendation of the commission back to the City Administrator and Council.

4. Additional Meetings: There are a number of meetings and events outside the normal meeting schedule that it is important for Council Members to attend. Some of them are:
- City Council/Advisory Commission Kick-off event
 - Groundbreaking and grand openings of City facilities
 - Joint meetings with other public entities
 - One-on-one meetings with the City Administrator as established
 - Development Tour
 - Emergency Management Training
 - Racial Equity and Inclusion training as designated for Falcon Heights Staff, Council and Commissioners.
 - Human Rights Day
 - City Organized Events (ex. Human Rights Day and Ice Cream Social)

C. Advisory Commission Role and Authority

Advisory Commissions have a primary role to advise the City Council in the creation and evolution of City policies and procedures. In particular instances, governing bodies may facilitate public participation in order to fully develop a recommendation to the City Council.

City staff members are available to provide general assistance to Advisory Commissions. Advisory Commissions are not involved in the administration or operation of City departments. Commissions may not conduct major studies, or establish official policy without the approval of the City Council.

Despite Commissions' differing tasks, all share some basic responsibilities. Members need to stay informed on subjects of interest to their specific commission. Conscientious attendance is also a fundamental responsibility, as irregular attendance lessens one's ability to study all aspect of items under consideration.

D. Non-Participation in Administration

The City Council has an important oversight and fiduciary responsibility and must develop processes to ensure accountability. Central to an understanding of the role of Council Members is a confirmation of an appropriate relationship with staff. Members of the Council shall refrain from becoming directly involved in the administrative activities of the City and shall not intrude into those areas that are exclusively the responsibility of staff. Individual Council Members may not intervene in staff decision-making, the development of staff recommendations, scheduling of work, and executing department priorities without the prior knowledge and approval of the Council as a whole. Neither an individual Council member nor any Commission member shall give direction or orders to any staff member.

The Council shall work with City staff through the City Administrator or his / her designee. The City Administrator may choose to establish formal or informal norms for routine Council or Commissioner Staff interaction.

E. Agendas

Council and Commission agendas shall be established by the City Administrator or his / her designee. Future agenda items requested by a Council Member or Commission Member shall be discussed during a regular and/or workshop meeting and will be determined by the majority of the Council or Commission.

In order to focus the Council meetings on consideration of policy issues and to maintain an open forum for public discussion, questions which focus on the policy aspects of agenda items should be at the Council meeting rather than administrative details. Any clarifications or technical questions that can be readily answered should be handled before the meeting. Council Members are encouraged to submit their questions on agenda items to the City Administrator as far in advance of the meeting as possible so that staff can be prepared to respond at the Council meeting.

Any staff member (authorized by the City Administrator”), the Mayor or two (2) Council Members wishing to add an item to any agenda pursuant to this section shall do so by complying with the following: (a) All requests from Council to place an item on the posted agenda must submit an action form to city administration* and be received by the City Administrator by 10:00 a.m. 11 days prior to the next Council work session meeting. For a regularly scheduled Wednesday Workshop, the deadline for agenda item would be 10:00 a.m. on the Thursday preceding packet completion. All request from the Mayor and Council must first be reviewed at a Council Workshop before being placed on the agenda of a regular meeting.

F. Communication

1. E-mails: All e-mails sent through the City server shall be saved per the City’s data retention policies. Each Council Member shall be assigned a unique City e-mail address for City-related e-mail communication. It is strongly advised for Council Members to exclusively use this address for their City business e-mails. Use of personal email for City business could create government data to their personal account subjecting them to retention laws and possibility of discovery if the City receives a data request.

Council Member e-mail communications should be directed either to the City Administrator or to a department head, copying the City Administrator. General electronic communications related to the specific functions of the City Clerk (i.e. scheduling of meetings, record retention, data practices, research, etc.) and the Communications Coordinator (i.e. composing of various items such as articles for the newsletter, press releases, and general correspondence) following positions, may be directly e-mailed, copying the City Administrator.

Council Member communication may not copy more than one other Council Member in their correspondence, nor should e-mail messages be forwarded on from one member to another so as to create a “walking quorum.” E-mails to Council Members from the public should be done through City issued emails, which will be shared with all members of the Council.

Advisory Commission members will not receive a City e-mail address. Commissioners should direct all their communications to their Commission staff liaison.

2. Written correspondence: The City Clerk or assigned staff shall open up incoming mail for the Mayor, Council Member and Commission Members (unless it is labeled personal and confidential) and disseminate these materials. The City Clerk or assigned staff is authorized to

provide copies of Council Members' correspondence to pertinent staff members. General correspondence addressed to Council Members shall be opened and distributed to all Council Members as appropriate.

3. Text messages/social media correspondence: All electronic communications from Council to staff or from Council to the public should utilize a City issued address.
4. The City logo, insignia and brand can only be used for City business and not for political or personal purposes.
5. Prior to interviews with the press, Council Members will inform the City Administrator or designee to coordinate message points.
6. Speaking for the City: When Council Members are requested to speak to groups or are asked for the City Council's position on an issue (verbal or written), the response should reflect the position of the City Council as a whole. A Council member may clarify his/her vote on a matter by stating, for example, "While I voted against X, the City Council voted in support of it." When representing the City at meetings or other venues, it is important that those in attendance gain an understanding of the City Council's position rather than that of an individual member.

The City Administrator will be the designed representative for all media inquiries and interviews when requested for an official statement of the City, unless specified differently by the full City Council.

G. General Meeting Guidelines

During meetings, members shall preserve order and decorum and shall obey the rules of the governing body. Governing bodies are expected to conduct meetings implementing Robert's Rules of Order (11th edition). Discussions shall be conducted in an orderly fashion. Private conversation between members during meetings is inappropriate. Members also should not privately communicate with any member of the public, including other governing body members and staff via electronic means during a public meeting. As much as possible, or practical, members should provide City staff questions in advance of a meeting that may entail research and preparation for items on the forthcoming agenda.

The City Council will also comply with the Council Standing Rules which is adopted annually to include Sikkink's Seven Motion System.

A member once recognized, shall not be interrupted while speaking unless called to order by the chair, or the speaker chooses to yield to questions from another member. All members shall accord the utmost courtesy to each other, to City employees and to the public appearing before the body. Members shall also refrain at all times from rude and derogatory remarks. Members shall confine their remarks to the issues before the body and shall not attempt to revisit or reopen issues already addressed and settled with one exception: a member of the prevailing side on an issue may move for formal reconsideration of that issue.

Citizens and staff attending meetings shall also observe the same rules of propriety, decorum and good conduct applicable to Council/Commission Members. Any person making personal, impertinent, or slanderous remarks or anyone who becomes boisterous while addressing the body or

while attending the meeting shall be asked by the Mayor/Chairperson to conduct themselves properly, and if they fail to do so shall be asked to leave the room.

If the governing body conducts public hearings, members shall not express their views on a proposal until after a public hearing is closed. Members' comments and questions shall not suggest a position. After a public hearing is closed, members shall be invited to discuss their views on the proposal. Members shall apply City Council and Advisory Commission Guidelines and Practices to achieve win-win solutions whenever possible.

Outside of deliberations, it is a member's responsibility to present views and recommendations representing the governing body as a whole. Members expressing views not represented by the majority of the body shall identify them as such.

Public statements shall not include promises that may be construed to be binding on the City, governing body or staff. When making a public statement, members shall indicate that Commission actions are recommendations and that final action will be taken by the City Council.

Public officials and representatives on governing bodies shall follow Minnesota State Statute 10A.07 Conflicts of Interest and Minnesota State Statute 10A.09 Statements of Economic Interest.

The success or failure of a governing body's efforts may be dependent upon the degree of cooperation evident among the individual members of the body; therefore, members shall work to establish a good relationship with each other.

Each member shall keep in mind these important points:

- Show respect for another's viewpoint.
- Allow others adequate time to fully present their views before making comments.
- Be open and honest.
- Make new members feel welcome and help them become acquainted with their duties.
- Comments are confined to the current issue or policy, not to the person who made other comments
- Refrain from speaking a second time until everyone has spoken a first time
- No verbal attacks of other members
- No side conversations
- Pay attention (avoid use of any personal technology devices)
- Speak directly and openly to one another
- Support Council decisions

Members shall not vote on, nor participate in the discussion of, issues in regard to which the member has a conflict of interest. Conflict of interest is generally defined as having a personal financial interest in the outcome. Further information can be obtained from the City Attorney by contacting the City Administrator.

Members are also expected to consider issues in terms of the good of the City as a whole and should, as much as possible, be perceived as considering issues on this basis. To this end, members are requested to publicly disclose any relationships to parties involved in an issue or possible perceived conflicts which might be viewed as impacting their ability to objectively consider an issue before them.

H. Requests for Information/Analysis

City Council requests for information should be made through the City Administrator, according to protocol for channeling communications. Any request that requires a significant amount of staff time to research a problem or prepare a response may be referred to the full Council for direction to ensure that staff resources are allocated in accordance with overall Council priorities.

Commission requests for information will be made to the designated Commission staff liaison. Requests requiring a significant amount of staff time to research a problem or prepare a response may be referred to the full Commission for direction to ensure that staff resources are allocated in accordance with overall Commission priorities as directed by the Council.

I. Conflicts of Interest

State laws regarding ethics and conflicts of interest are some of the most important for Council Members to be aware of and follow. Essentially, these laws prohibit any Council Member from voting on any question that is brought before the Council in which he/she is personally involved, or has an incompatible occupational or financial interest. Due to both the complexity of these laws and the significant consequences if violated, it is highly suggested that Council Members discuss with the City Attorney potential conflicts who shall consult the City Administrator.

J. Discrimination

The City of Falcon Heights does not discriminate on the basis of race, color, national origin, sex, religion, age, sexual orientation or disability in the admission or access to, or treatment or employment in, its programs, activities, or services. Members of a governing body must adhere to this City policy as well as City policies regarding non-discrimination, harassment or inappropriate behavior.

K. Gifts

All local officials in the State of Minnesota, including appointed commissioners, are required to adhere to Minnesota Statute 471.895.

Non-adherence to these guidelines may be subject to review by the City Council.