

CITY OF FALCON HEIGHTS
City Council Special Workshop

City Hall
2077 West Larpenteur Avenue

AGENDA

Wednesday, March 4, 2026
6:30 P.M.

A. CALL TO ORDER:

B. ROLL CALL: GUSTAFSON___ WASSENBERG___
MOGEN___ MAY ___ MIELKE___

STAFF PRESENT: LINEHAN___ NELSON__ JOHNSON___

C. POLICY ITEMS:

1. Council Standing Rules & Roles Review
2. 2025 Goal Setting Document - Status Update & Review
3. Towing Reimbursement Policy
4. Other / Future Topics

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.

BLANK PAGE



REQUEST FOR COUNCIL ACTION (RCA)

| | |
|---------------------|----------------------------------|
| Meeting Date | March 4, 2026 |
| Agenda Item | Policy C1 |
| Attachment | See below |
| Submitted By | Jack Linehan, City Administrator |

| | |
|--------------------|--|
| Item | Review and Adopt Council Standing Rules and Council/ Advisory Commission Roles and Guidelines and Consider a Code of Conduct |
| 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 (CCACRG) as an included item, which are as attached. This document was created with the assistance of the League of Minnesota Cities’ then-Executive Director Dave Unmacht over the course of multiple meetings and largely reflects the best practices of the LMC. 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.</p> <p>More recently, there has been some movement of cities adopting a “code of conduct” for council members behavior. City Councils are not beholden to the personnel policies, and outside of legal violations such as the open meetings act or gift ban violations, there are no consequences for violations of rules. As such, some cities, such as Little Canada, have adopted escalating consequences for conduct violations. They include:</p> <p>“If this Code of Conduct is violated, outside of suspected violations of the law:</p> <ul style="list-style-type: none"> • The presiding officer may issue a verbal reminder of the Code of Conduct and request immediate compliance. • The Council may issue a written reprimand outlining the violation and expectations for future conduct. • The Council may adopt a resolution formally expressing disapproval of the member’s conduct and directing corrective action. • The Council may remove the member from committee assignments, liaison positions, or other appointments made by the Council. |

| | |
|----------------------|---|
| | <ul style="list-style-type: none"> • The council may require the member to complete training related to ethics, respectful workplace behavior, or parliamentary procedure. • The Council may direct the member to issue a public apology at a regular council meeting acknowledging the conduct and committing to corrective behavior. • The Council may place the member on a defined review period during which any further violations trigger escalated consequences.” <p>Alternatively, cities like Orono, MN have a complaint / hearing process:</p> <p>“Complaint, hearing. Any council, commission or board member may file a written complaint with the city administrator alleging a violation of the standards of conduct in section. The complaint must contain supporting facts for the allegation. The City Council may hold a hearing after receiving the written complaint or upon the council’s own volition. A hearing must be held only if the City Council determines: (1) upon advice of the city attorney, designee, or other attorney appointed by the council, that the factual allegations state a sufficient claim of a violation of these standards or rise to the level of a legally recognized conflict of interest, and (2) that the complaint has been lodged in good faith and not for impermissible purposes such as delay. The City Council’s determination must be made within 30 days of the filing of the allegation with the city administrator. If the council determines that there is an adequate justification for holding a hearing, the hearing must be held within 30 days of the City Council’s determination. At the hearing, the person accused must have the opportunity to be heard. If, after the hearing, the council finds that a violation of a standard has occurred or does exist, the council may censure the person, refer the matter for criminal prosecution, request an official not to participate in a decision, or remove an appointed member of an advisory board or commission from office.”</p> <p>In Minnesota, council conduct concerns are generally handled in the elections process with voters provided the power of discretion over determining where elected official behavior is acceptable.</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 rules.</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 • City of Little Canada Council Code of Conduct • City of Orono Council Code of Conduct • LMC Memo: Individual vs Council Authority |

| | |
|--------------------------------|--|
| Action(s) Requested | Staff would recommend reviewing the Council Standing Rules and Council and Advisory Commission Roles and Guidelines and discuss if changes to our current guidelines need amending, and whether the City would want to formalize a code of conduct procedure to address rule or behavior violations. |
|--------------------------------|--|

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.

Little Canada City Council

Code of Conduct

Introduction

Little Canada residents and community stakeholders deserve a fair, ethical and accountable local government which earns the public's full confidence for integrity. Recognizing these goals, the Code of Conduct is established for all elected officials of the City of Little Canada. Little Canada City Council members agree to uphold the Introductory Pledge for elected officials adopted by the City Council and conduct themselves by the following model of behavior. City Council members will:

- Comply with the law, including
 - Staying within the City Council's Statutory authority
 - Following the open meeting, gift, and conflict of interest laws
- Respect City Council roles and responsibilities when working with staff and Commissions
- Respect processes and apply policies consistently
- Fulfill the Council's fiduciary responsibility to act in the best interest of the City, and all of its residents, both financially and legally by:
 - keeping the common good as the highest purpose to focus on achieving constructive solutions for the public benefit
 - not disclosing private or confidential information of the City, or using that information to advance personal interests
 - protecting City interests and liability by following advice of legal counsel

Compliance and Enforcement

The Code of Conduct expresses standards of ethical conduct expected for members of the Little Canada City Council. Members themselves have the primary responsibility to assure the public that ethical standards are understood and met, and that the public can continue to have full confidence in the integrity of government.

Council members will hold themselves and each other accountable and when there is a suspected violation of the law, they will discuss with the City Administrator.

If this Code of Conduct is violated, outside of suspected violations of the law:

- The presiding officer may issue a verbal reminder of the Code of Conduct and request immediate compliance.
- The Council may issue a written reprimand outlining the violation and expectations for future conduct.
- The Council may adopt a resolution formally expressing disapproval of the member's conduct and directing corrective action.
- The Council may remove the member from committee assignments, liaison positions, or other appointments made by the Council.
- The council may require the member to complete training related to ethics, respectful

workplace behavior, or parliamentary procedure.

- The Council may direct the member to issue a public apology at a regular council meeting acknowledging the conduct and committing to corrective behavior.
- The Council may place the member on a defined review period during which any further violations trigger escalated consequences.

Comply with the law

Members shall comply with the applicable federal laws, state laws, and city ordinances in the performance of their public duties.

Authority

In statutory cities, powers are granted to the Council as a whole, and not to individual members.

According to *MN Statute 412.191* the Mayor is a full member of the council in addition to:

- Act as presiding officer of meetings
- Represent the City ceremoniously
- Execute official documents

Open Meeting Law (OML)

Public deliberations and processes shall be conducted openly and in a transparent manner. The Minnesota Open Meeting Law requires that meetings of governmental bodies generally be open to the public in order to:

- Prohibit actions being taken at a secret meeting where it is impossible for the interested public to become fully informed about a public board's decisions or to detect improper influences
- Assure the public's right to be informed and observe public meetings

The Minnesota Supreme Court has noted that meetings of less than a quorum of a public body held serially to avoid a public meeting or to fashion agreement on an issue of public business may violate the open meeting law.

Remote Meeting Requirements

Meetings may be held via interactive technology if the following requirements are met:

- At least one member is physically present at the regular meeting location, and notice of that location is provided.
- All members must be able to hear and see each other, as well as any discussion and testimony presented at any location where at least one member is present.
- All members of the public at the regular meeting location must be able to hear and see all discussion, testimony, and votes.
- All votes must be conducted by roll call so each member's vote can be identified and recorded.
- Meeting minutes must include the names of members attending via interactive television technology and state the reason for their remote participation.

Council Members agree that in-person attendance for City Council meetings is preferred. In the event Council Members need to attend a meeting remotely, that Member is required to provide advance notice to city staff.

Gift/Donations

Gifts from Interested Persons: Under *MN Statute 471.895*, Council Members may not receive gifts from any “interested person” in conjunction with their City Council duties.

- A “gift” is defined as money, real or personal property, a service, loan, a forbearance or forgiveness of debt, or a promise of future employment, that is given and received without the giver receiving something of equal or greater value in return
- "Interested person" means a person or a representative of a person or association that has a direct financial interest in a decision that a local official is authorized to make
 - Virtually every resident or person doing business in the City could have a direct financial interest in a decision
- See statute for exemptions

Gifts to the City: Council Members can recommend acceptance of general gifts through the City’s donation policy. All gifts to the city must be accepted by City Council resolution.

Logo

Council Members shall not use the City’s name or logo for the purpose of endorsing any political candidate, business, initiative, or entity.

Conflict of Interest

Conflict of interest is when any member who has a “financial interest” in, or who may receive a financial benefit as a result of, any action or potential for the appearance of conflict of interest. Questions about a potential conflict of interest shall be discussed with the City Administrator.

Contractual conflict of interest: (*MN Statute 471.87, with exceptions in MN Statutes 123B.195 and 471.88*). A public officer who is authorized to take part in any manner in making any sale, lease, or contract in official capacity shall not voluntarily have a personal financial interest in that sale, lease, or contract or personally benefit financially therefrom.

Non-contractual conflict of interest: Non-contractual matters may include such things as Council decisions on zoning, local improvements, and the issuance of licenses. Although not generally prohibited by state law, an interested council member most likely should abstain from participating in the council discussion and from voting on these issues.

Members who have a potential conflict of interest shall:

- Disclose the conflict of interest to the group, and
- Abstain from the Council discussion, debate and vote

Public resources shall not be used by Council Members for personal purposes. Public resources include but are not limited to funds, staff time, city equipment, city supplies, or access to same.

Roles of Council, staff and commissions

Council Members, commission members, and city staff are all part of a team committed to the residents of Little Canada both today and in the future. To be effective, Council Members must come to meetings with an open mind, think strategically about City issues and delegate details of implementations to staff. Council Members will strive to maintain a culture of trust, respect and candor as a Council and when working with staff and commissions.

| | |
|--|--|
| <p>Members should <u>strive to</u>:</p> <ul style="list-style-type: none"> • Treat people with courtesy, politeness, and kindness • Encourage others to express their opinions and ideas • Listen to what others have to say • Use the ideas of others to improve decisions and outcomes • Recognize and respect differences • Prepare for the issues at hand • Focus on the business of the body • Consider only legally relevant information in decisions on policies, development proposals and zoning actions | <p>Members should <u>avoid</u>:</p> <ul style="list-style-type: none"> • Speaking over or cutting off another individual's comments • Insulting, disparaging, or putting down people or their ideas • Bullying other members by displaying a pattern of belittling, demeaning, judging or patronizing comments • Violence or the threat of violence. This will not be tolerated • Responding to speakers during Public Comment/Open Forum • Personal cell phone use while meetings are in session |
|--|--|

Working with Staff

Council Members shall respect and adhere to the Council-Administrator (Plan A) structure of Little Canada city government as outlined in *MN Statute 412*.

This means:

| | |
|---|--|
| <p>City Council as a whole does...</p> <ul style="list-style-type: none"> • Hire and terminate City Administrator • Formally approve or adopt applicable city personnel actions in accordance with the Council-Administrator (Plan A) structure, including but not limited to all hiring and termination of City employees • Set the strategic direction for the City • Consider and decide budget and related work plan, and monitor performance relative to those items • Consider and decide policy decisions • Consider and decide development proposals • Consider and decide variances and rezoning requests • Appoint advisory commissions • Approve and amend work plans and bylaws | <p>Individual City Council Members do not...</p> <ul style="list-style-type: none"> • Direct the activities of staff, other than the City Administrator • Individually direct the activities of official boards, commissions, or council assigned groups. • Individually approve policies, projects etc. • Individually commit city resources or staff to specific causes • Individually enforce policies, City Code, etc. • Individually speak or prepare official correspondence on behalf of the City unless authorized by the City Council. |
|---|--|

City Council members promise city staff they will:

- Respect staff as valued resources and members of our team
- Support the maintenance of a positive and constructive workplace environment for city employees where individual members, city staff and the public are free to express their ideas and work to their full potential
- Provide direction as a body to the City Administrator and not direct the work of individual staff members

- When possible, notify the City Administrator in advance of a council meeting of questions or requests to pull agenda items from the consent agenda so the appropriate staff can compile the information needed
- Agree that information they ask of the City Administrator will be shared equally with all council members
- When possible, notify the City Administrator and the Mayor as early as possible if they anticipate significant public interest or a potentially controversial turnout for an agenda item.

Working with commissions

As set forth in the *Little Canada City Code Chapters 202 and 2501*, Little Canada’s commissions are established by the City Council and serve as advisory to the Council. Specific commission responsibilities are:

- Investigate matters within the scope of the commission or as specifically directed by the Council
- Advise the Council by communicating the viewpoint or advice of the commission
- At the direction of the Council, hold hearings, receive evidence, conduct investigations, and, based on such hearings, evidence and investigations, make decisions and recommendations to the Council

City Council members promise commissions they will:

- View commissions as vitally important resources to support our decision-making
- Communicate effectively with commissions to ensure they have the tools to do their work
- Give clear direction as a body and take adequate time to review the result of commissions’ deliberations
- Because of the value of the independent advice of commissions to the public decision-making process, members of Council shall refrain from using their position to influence the deliberations or outcomes of commission proceedings

Working with the community

Residents: City staff is the first call for help for residents. Council Members will refer residents who have concerns to the City Administrator. If a resident has contacted the City Administrator but is still not satisfied, Council Members will discuss with the City Administrator. If a resident receives conflicting information from different City Council Members or staff, it is confusing and could increase liability for the City.

Community Stakeholders or other interests: The purpose of a City Council meeting is to discuss information needed, review that information, and decide. It is not feasible to conduct all business in a public meeting. Particularly around development, business interests might ask a member to meet outside of the City Council meeting to facilitate idea generation about proposals.

The City Council’s overarching principles for working with and in the community are:

- Never grant any special consideration, treatment, or advantage
- Respect sensitivity of personal information
- Honor Council rules regarding public testimony and clearly communicate those rules
- Be available to all parties on an equal basis and consider differing viewpoints

- Be cautious about participation in meetings or events and do not prejudge the issue before staff reports, public testimony, or Council deliberation

Meetings requested by residents or businesses:

1. After decision: If a Member is invited to a meeting about an issue the Council has decided upon, we will explain how the Council arrived at the decision.
2. During decision: If a Member is invited to a meeting about an issue that will be before the Council in the future, they will uphold the above principles for working with the community, and:
 - a. They will not make a decision about an issue before the city council until the process allows.
 - b. They will be sensitive to the fact that they are not hearing everyone, and they will give equal consideration to all feedback regardless of the way it is received.
3. During specified engagement process: If they meet with a resident during a planned engagement process, they will notify the resident that they are there to listen and encourage them to participate through the established process to engage. They will ensure that staff received the feedback provided to the council member.

Intergovernmental Relations

Members shall represent positions approved by the City Council to the best of their ability when working with:

- Legislative bodies
- Federal or state agencies
- Other local governments, such as School Boards or Counties

If an individual Council Member's opinion differs from the City position, or a matter agreed upon by the full Council, members shall explicitly state they do not represent their City Council or the City of Little Canada, nor will they allow the inference that they do.

Adopted January 10, 2024

Reaffirmed January 22, 2025

Modified and adopted on January 28, 2026

City of Orono Policy: City Council and Advisory Boards and Commissions Code of Conduct

1. Purpose. The purpose of this code is to preserve the integrity of local government and to promote public confidence in the actions of the Mayor and City Council and the members of advisory boards and commissions. The City Council of the City of Orono has determined that a code of conduct for its members, as well as the members of the various boards and commissions of the City of Orono, is essential for the public affairs of the city. By eliminating conflicts of interest and providing standards for conduct in city matters, the City Council hopes to promote the faith and confidence of the citizens of Orono in their government and to encourage its citizens to serve on its council and commissions. This code of conduct is intended to be a living document that reflects a shared responsibility for maintaining a professional environment. It will be updated when and if it is deemed necessary.

2. Standards of conduct. Elected officials and City advisory board or commission members shall respect and comply with the law and shall behave in a manner that promotes public confidence in government. In their official capacity, the Mayor and members of the City Council and all appointed board and commission members must be patient, dignified and courteous to each other, members of the public and staff. The City Council, boards and commissions shall require similar conduct from persons appearing before them. No member of the City Council or a city board or commission may knowingly:

- a. Violate the Open Meeting Law and/or make decisions outside of a public meeting.
- b. Participate in a matter that affects the person's financial interests, those of an immediate family member or those of a business with which the person is associated, unless the effect on the person or business is no greater than on other members of the same business classification, profession, or occupation.
- c. Use the person's public position to secure special privileges or exemptions for the person or for others.
- d. Use the person's public position to solicit personal gifts or favors.
- e. Use the person's public position for personal gain.
- f. Except as specifically permitted pursuant to Minn. Stat. 471.895, accept or receive any gift of substance, whether in the form of money, services, loan, travel, entertainment, hospitality, promise, or any other form, under circumstances in which it could be reasonably expected to influence the person, the person's performance of official action, or be intended as a reward for the person's official action.
- g. Disclose to the public, or use for the person's or another person's personal gain, information that was gained by reason of the person's public position if the information was not public data or was discussed at a closed session of the City Council.
- h. Disclose information that was received, discussed, or decided in conference with the city's legal counsel that is protected by the attorney-client privilege unless a majority of the City Council has authorized the disclosure.

- i. Use the City logos for personal or private benefit or modify the logos in any way.
- j. Hold incompatible offices. No elected person can be an employee of the City.
- k. Use the person's elected or appointed position to impede the efficiency of the body's decision-making.
- l. Encourage or participate in a manner that erodes order and decorum at a meeting.
- m. Use cell phones or other telecommunication devices to communicate with others during public meetings.
- n. Represent a personal position as position of the city. Members shall represent positions approved by the City Council to the best of their ability when working with, other government entities or the media. If an individual Council Member's opinion differs from the City position, or a matter agreed upon by the full Council, Members shall explicitly state they do not represent their City Council or the City of Orono, nor will they allow the inference that they do.

Except as prohibited by the provisions of Minn. Stat. § 471.87, there is no violation of subdivision 1 b. of this section for a matter that comes before the council, board, or commission if the member of the council, board, or commission publicly discloses the circumstances that would violate these standards and refrains from participating in the discussion and vote on the matter. Nothing herein shall be construed to prohibit a contract with a member of the City Council under the circumstances described under Minn. Stat. § 471.88, if proper statutory procedures are followed.

3. Complaint, hearing. Any council, commission or board member may file a written complaint with the city administrator alleging a violation of the standards of conduct in section. The complaint must contain supporting facts for the allegation. The City Council may hold a hearing after receiving the written complaint or upon the council's own volition. A hearing must be held only if the City Council determines: (1) upon advice of the city attorney, designee, or other attorney appointed by the council, that the factual allegations state a sufficient claim of a violation of these standards or rise to the level of a legally recognized conflict of interest, and (2) that the complaint has been lodged in good faith and not for impermissible purposes such as delay. The City Council's determination must be made within 30 days of the filing of the allegation with the city administrator. If the council determines that there is an adequate justification for holding a hearing, the hearing must be held within 30 days of the City Council's determination. At the hearing, the person accused must have the opportunity to be heard. If, after the hearing, the council finds that a violation of a standard has occurred or does exist, the council may censure the person, refer the matter for criminal prosecution, request an official not to participate in a decision, or remove an appointed member of an advisory board or commission from office.

INFORMATION MEMO

Role with It: Individual Versus Council Authority

Learn common ways council members overstep their roles and the personal legal responsibility that may result. Understand your role as an individual council member versus your role as part of the entire city council.

RELEVANT LINKS:

See Handbook, [Elected Officials and Council Structure and Role](#), Section II-A, *Role of the Individual Council member* and Section II-B, *The Council's Authority*.

I. Role of an individual elected official

The elected city council is the foundation of city government in Minnesota. The city council passes ordinances and adopts policies that shape the city's present and future.

The city council as a group, not individual council members and mayors, perform the duties required by law. This means that the entire city council supervises administrative officers, makes policies, enters into contracts, and exercises city powers. Generally, preparing for and attending meetings and voting on policy are elected officials' key duties. For statutory cities, state law lists specific council duties, including the authority to make and second motions, participate in discussions, and vote on matters before the council.

II. Tips for meetings

Elected officials sometimes struggle to transition from an individual candidate to a member of a decision-making body. The following tips can ease this transition:

- Before council meetings, read the packet and share any possible questions or concerns with staff.
- Remember that staff work for the city and act under the direction of the council as a whole, not under the direction of individual council members or the mayor.
- Arrive to meetings on time.
- Learn and use the city's bylaws and rules of procedure.
- Learn how to add items to the agenda.
- Listen to others and be curious about their perspective.
- Put personal feelings aside and find shared interests.
- Acknowledge others' reasoning and explain your own.
- Put away cell phones and other distractions.
- Focus on progress toward city goals.

This material is provided as general information and is not a substitute for legal advice. Consult your attorney for advice concerning specific situations.

RELEVANT LINKS:

Because council members make decisions as a group, how council members behave during meetings is important. With the right mindset and clear policy in place, public meetings can result in efficient decision making.

III. Team leadership

City councils and staff are a team. Close-knit teams have more success achieving their goals than teams that lack trust. Disrespect affects team performance by causing stress and tension among team members. Leaders of close-knit teams:

- Cut people slack.
- Do not blame others. Council members and staff are a team.
- Focus on the process, not the people involved.
- Assume that others have good intentions.
- Listen to understand and learn, instead of pretending to listen while thinking of their next statement or counter argument.
- Ask questions and be patient while waiting for a response. Silence allows others to think. Compromise is good but understanding everyone's point of view may lead to a new idea that meets everyone's needs.
- Practice empathy. Empathy does not mean giving up your beliefs. Empathy is the ability to take on other peoples' perspectives and to understand, feel, and share their experience.
- Identify each team member's strengths and recognize their unique contributions to create a sense of belonging.
- Empower others by delegating with clear expectations.
- Celebrate success! Success comes in all shapes and sizes.

IV. Council members and city employees

While the council handles legislation and city policy, staff handle city administration and management. Sometimes, the line between these roles is blurry – council members and staff may overstep, causing potential legal responsibility for council members and the city. Generally, council member duties include upholding their oath, modeling respectful behavior, participating in council meetings and votes, working with staff to educate themselves about city issues, and connecting the city and its residents. Individual council members do not have administrative authority. This means that they cannot give direct orders to or supervise city employees, unless allowed by the council. Council members should remember that staff work for the council as a group, not for one individual council member.

RELEVANT LINKS:

Sometimes, council members (including mayors) forget about their role as a team member and try to take action individually. This can cause conflict, making staff feel distrusted or unappreciated. Sometimes, this can also make council members and the city legally responsible for taking unauthorized actions.

City employees have the unique challenge of working for a public body, whose members change from year to year. Many cities find that adopting clear policies and practices leads to better city governance. These policies and practices often include:

- Elected officials follow a communication protocol to share information with staff.
- Staff check in with elected officials after packets go out but before council meetings to gather information or answer questions.
- Elected officials inform staff about concerns or additional questions before the meeting.
- Elected officials select a staff person to give information to other elected officials before the meeting to allow for in-depth discussion without violating the Open Meeting Law.
- Staff understand that the council may not always follow staff recommendations and, in those instances, accept the council's decision.

A. Role scenario

The following employment scenario helps demonstrate how an individual council member, who just wants to do the right thing for the city, can overstep their role when dealing with employee discipline and termination, potentially exposing the city to legal responsibility.

Imagine the council has ongoing concerns with the municipal liquor store manager. Citizens complain that the store is closed when it should be open and that staff drink on the premises. One council member decides to address the situation herself. She continuously stops by the store and even drives by the manager's house to make sure he is not home when he should be working. During one visit to the store, the council member finds the staff, including the manager, drinking in the back of the store. Knowing that the council would agree, she terminates the manager on the spot. To make this situation easier, she negotiates a severance package with him. The council member then tells several friends about the incident, making some exaggerated descriptions of what happened.

Even though the liquor store manager's actions raise many concerns about legal responsibility for the city, the council member acted beyond the scope of her authority and her actions also present problems for the city.

RELEVANT LINKS:

[Minn. Stat. § 412.221](#), listing powers of the council.

[Minn. Stat. § 412.201](#), requiring council approval of contracts for Standard Plan and Plan A cities.

[Plymouth Foam Products, Inc. v. City of Becker](#), 944 F. Supp. 781 (D. Minn. 1996).
[Minn. Stat. § 412.611](#).
For further discussion of Plan B cities, see discussion V below.

[Minn. Stat. § 410.16](#).

[Sovereign v. Dunn](#), 498 N.W.2d 62 (Minn. Ct. App. 1993) (discussion of delegations of duties and inapplicability of open meeting law based on lack of decision making authority).

[Minn. R. 1205.0400, subp. 2.](#)

[Minn. Stat. § 13.43, subd. 2.](#)

B. Investigating and terminating employees

In the scenario above, did the council member have authority to investigate or terminate the store manager? No.

In Minnesota, state law and city charters set forth city council powers. In statutory Standard Plan and Plan A cities, the law gives the entire council control over city matters, including the power to control city finances, to make contracts, to enact ordinances, and to oversee city personnel. The law does not allow an individual council member to independently investigate employees or terminate employment. In the optional statutory Plan B cities, which have the council-manager plan, the council determines all matters of policy, and a city manager heads up the administrative branch and is responsible to the council for the proper administration of all city affairs.

In charter cities, the city's charter describes a council member's role. State law allows charter cities to adopt any form of government, if it is not inconsistent with state law or the state constitution. In almost all charter cities, the charter gives authority to the council rather than to individual council members. However, council members from charter cities should consult their charters to determine their proper roles.

C. Delegating authority to council members

In the liquor store scenario, could the council have delegated some of its authority to individual council members? It depends, but it is unlikely based on the nature of the actions.

Individual council members can perform the duties that the council, as a whole, **legally** assigns to them. However, a statutory city council cannot legally delegate any of its discretionary powers, which are powers involving the exercise of judgment like making independent hiring or firing decisions. Charter cities also likely cannot delegate any discretionary authority, unless the charter specifically allows for it. Council members should act carefully to avoid overstepping their boundaries.

On a related matter, the League often receives calls about whether an individual council member can review an employee's private personnel documents. Individuals whose job duties reasonably require access to private data can, in certain instances, view the data. However, since **individual** council members **do not** have authority over city personnel, they cannot access this private information. The council could authorize an individual council member to view the data, such as in instances when council members serve on the personnel committee and need to do so for a review.

RELEVANT LINKS:

See LMC information memo, [Data Practices: Analyze, Classify, and Respond](#).

See Handbook, [Elected Officials and Council Structure and Role](#), Section III, *Mayor*.

[Minn. Stat. § 412.201](#).

[Jewell Belting Co. v. Vill. of Bertha](#), 97 N.W. 424 (Minn. 1903). [Plymouth Foam Products, Inc. v. City of Becker](#), 944 F. Supp. 781 (D. Minn. 1996).

Keep in mind that state law does classify some employee information as public, and council members, like any member of the public, can access that information. Cities should work with their city attorneys to understand what employee data is public data and what employee data is private personnel data.

D. Mayor's power to investigate or terminate employees

Like council members, mayors usually do not have authority to investigate or terminate employees. Statutory city mayors do not have more decision-making power than other council members. The mayor serves as the official head of the city and presides over council meetings. The mayor in a statutory city does not break tie votes of the council unless it is to break a tie vote on an appointment to fill a vacancy. The mayor also has authority to make some other appointments, like park board members, often subject to council approval. As outlined above, the mayor of a statutory city does not have individual authority over city staff.

Similarly, a majority of charter cities have a weak-mayor form of government, in which the mayor's powers generally do not exceed those of other council members. A few charter cities give the mayor limited additional powers, such as control over the police department. However, three charter cities—St. Paul, Duluth, and St. Cloud—follow a strong-mayor plan where the mayor has administrative authority over city matters, including city personnel. Mayors of these cities probably could investigate and remove employees without council approval. Mayors in charter cities should review their charters to determine the extent of their authority over employees.

E. Negotiating employee severance packages

In the liquor store scenario, did the council member lawfully negotiate a severance package? No, individual council members cannot independently negotiate contracts or agreements, such as a severance package with the liquor store manager. State law requires that the council authorize contracts. The law not only states that this power cannot be delegated, but it also prevents a city from being bound by a contract made by an individual council member. Council members from charter cities should consult their charters, but most charters do not allow an individual council member to execute contracts.

The full council could later approve the contract. If the council does not approve the contract, the individual council member could potentially have personal legal responsibility. So, all council members should make clear that the city can only enter into a contract with the vote of the council.

RELEVANT LINKS:

[Minn. Stat. §§ 412.601 - 412.751.](#)

Handbook, [City Administrative Staff](#).

[Minn. Stat. 412.651.](#)

[Minn. Stat. § 466.07.](#)

See Handbook, [Liability](#), Section II-F, [Official Immunity](#).

V. Council members and employees in Plan B cities

Plan B cities have a council-manager form of government. A number of charter cities also use this structure. Like Standard Plan and Plan A cities, the council has policy-making and legislative authority. However, for Plan B cities, state law gives additional administrative duties to a city manager. For example, the council appoints a city manager who then appoints and supervises city staff. Therefore, in a Plan B city, the city manager makes initial hiring and firing decisions, with later approval from the council. Additionally, a city manager in a Plan B city serves as the city's purchasing agent for contracts under \$20,000, unless the city council sets a lower limit, which gives the city manager some discretion in spending.

People often confuse city managers with city administrators, but the law treats these two positions very differently. State law defines the duties of the city manager position and recognizes that the position is essential to the Statutory B city. The city administrator position, on the other hand, is a position created by council, not by law. The duties of the administrator vary from city to city, with some administrators also serving as city clerk. A statutory city council cannot delegate any discretionary authority to a city administrator. A charter city council can delegate discretionary authority to a city administrator if the charter allows it.

VI. Potential personal legal responsibility for council members

Generally, state law requires cities to defend (provide legal defense) and indemnify (compensate for losses or other legal responsibilities) council members and employees for lawsuits arising out of their official duties. This is required if the council member or employee did not act in bad faith (dishonesty or fraud), malfeasance (an intentional act that is illegal and causes harm to another person), or willful neglect (the intentional or reckless failure to carry out a duty) of their duties.

Official immunity protects public officials from lawsuits based on discretionary actions performed in the course of their official duties. For example, a council member, acting in good faith, likely would not have legal responsibility for calling for special assessments. Neither official immunity nor the law applies when a council member acts with malice (intentionally committing an unlawful act) or in bad faith.

In the liquor store manager scenario above, immunity may not protect the council member because she acted outside the scope of her duties.

RELEVANT LINKS:

See Handbook, *Liability*,
Section III-B, *Protection
from Defamation*.

[Minn. Stat. § 13.08.](#)
[Minn. Stat. § 13.09.](#)

Research@lmc.org,
(651) 281-1200 or
(800) 925-1122.

The liquor store scenario highlights other possible issues, like providing a basis for the employee to allege defamation (making a false statement about someone that harms their reputation), intrusion upon seclusion (invasion of privacy), harassment, retaliation (when an employer takes adverse action against an employee for engaging in protected activities like reporting discrimination), or data practices violations. For example, the law states that a defamatory statement is one that is false, made to a third party, and harms the reputation of the subject. In the liquor store scenario, depending on what was said, a council member’s exaggerated version of the termination and severance to her friends might be defamation. Also, the council member likely disclosed private personnel data in retelling the events to her friends, possibly subjecting the city to legal responsibility.

VII. Further Assistance

If you have questions about the role of an individual council member or the city council as a whole, you should discuss the matter with your city attorney. Additionally, the League’s Research and Information Service can answer questions about the role of council members in different types of cities.

BLANK PAGE



REQUEST FOR COUNCIL ACTION

| | |
|---------------------|----------------------------------|
| Meeting Date | March 4, 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 document as a guide for work prioritization, and Council has had workshop topics based on various priorities. At the workshop, staff will update the City Council on the progress of priorities and seek direction if there are additional or modified priorities to approach in 2026.</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

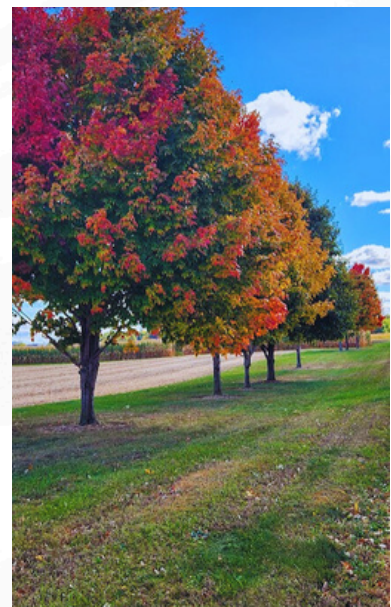
Purpose: To encourage City staff and Council to proactively identify funding mechanisms that reduce reliance on the tax levy and special assessments, thereby lessening the financial burden on community members.

- 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.

2025 Goal Setting Process - Updated 2.27.26

| Name | Target Date | Lead | Status |
|---|--|---|-----------------------------------|
| Explore opportunities to provide value added services for residents | End of Q3 2025 | City Administrator | In Progress |
| Subitems | Update | Status | Target Date |
| Communications | The City will move from Granicus to CivicPlus as new website host in early Q2 2026. Articles and data are uploaded. Additionally, a communications intern started in January to help with the conversion and improve our outreach. Staff are currently going page by page, reviewing documents and cleaning things up. | In Progress | Early Q2 2026 |
| Plowing early and often | Multiple snow events in 2025 and into 2026 responded to early and with high level of service. Alleyway plowing planning for 2026/2027 season. | In Progress | Ongoing; alleyway plowing Q4 2026 |
| Quality street sweeping | Public Works is in the process of trading its current street sweeper for a newer model, allowing for more efficient and frequent street sweeping. | In Progress | Q2 2026 |
| A more accessible staff | Exploring an improved "contact us" with the new website to allow for better two-way communication | In Progress | Q2 2026 |
| Outsource FH's strong Public Works services | Discussions have started with neighboring cities to explore our potential to provide street sweeping services and other as-needed contractual support. | In Progress | Q2 2026 |
| 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 and SAPD | In Progress |
| Subitems | Update | Status | Target Date |
| Conduct Community outreach via Facebook and other City communication channels and invite open feedback from the public. | Shared over a dozen SAPD posts in 2025, and had guest articles in the weekly newsletter | Done | |
| Have SAPD Chief or designated personnel provide regular updates at Council meetings. Sharing updates as well as an annual update and seeking to provide and show measurable data. | Chief Spiess presented a summary of the first six-months of service | Done | |
| Host "Coffee with a Cop" and report back to the Council on the success of these events. | Hosted 4 events from February- May 2025 (Coffman, Amber Union, Falcon Town Square and Hendrickson) | Done | |
| Schedule public listening sessions for the Community | The City held Open Houses for residents to attend and voice concerns/support/comments prior to the transition, but the intent would be to host more regular meetings | In Progress | |
| Ensure SAPD Presence at Community Events. Ask an SAPD officer or rep (does not have to be the Chief) to attend community events, State Fair Task Force, and various other commission meetings | Support at City events in 2025, including participation in commission-sponsored events | Done | |
| Work with SAPD to find opportunities for the community engagement officer to engage with the public, once available. | SAPD still working to fill Community Engagement Officer role | In Progress | |

| Support the Enhancement and Development of City/Community Facilities | | End of 2025 | City Administrator, City Engineer, Public Works Director | In Progress | |
|---|--|-------------|--|--|--|
| Subitems | 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 Summer 2026. | In Progress | Q3 2026 | | |
| 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 in 2026. Three ADA park benches were installed at The Grove in the fall of 2025. | In Progress | Q3 2026 | City Administrator, Public Works Director and Administrative Services Director | |
| 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 | | End of 2025 | City staff | In Progress | |
| Subitems | 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 2026 | 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 2026 | Community Development Coordinator, GreenCorp Member, EC Council Liaison | |

| | | | | | |
|--|---|-----------------------|---|--------------------|--|
| Develop and enhance the multi-year Capital Improvement Plan (CIP) | | End of Q3 2025 | City Administrator, City Engineer, Finance Director, Public Works Director | In Progress | |
| Subitems | 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 | | Ongoing | City Planner, City Administrator | In Progress | |
| Subitems | Update | Status | Target Date | Lead | |
| Economic development opportunities: Get Pressed | Council approved an offer and offer was submitted to the owner for consideration. | 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 | Ongoing | Communications Coordinator, City Administrator, other staff | In Progress | |
|--|---|--|-------------|---|
| Subitems | 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 started 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. Communications Intern began new series to feature interesting places and people within Falcon Heights called "Discover Falcon Heights." Their first video was published on Facebook on 2/26/26 and explains the history of Curtiss Field. | In Progress | Ongoing | |
| 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 | End of Q3 2025 | City Administrator, City Planner, Administrative Services Director, Fire Marshal | In Progress | |
| Subitems | 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. | Done | End of 2025 | |
| Creating/Enhancing Rental Inspection & Licensing Program | | In Progress | | |

| Continue and enhance strong partnerships with key stakeholders | Ongoing | All staff, City Council | In Progress | |
|---|---|-------------------------|-------------|------|
| Subitems | 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 | This might be a good fit for the Communications Intern to begin | 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 | The City has presented street sweeping to Lauderdale as a service we could take on | 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 | End of 2025 | City Administrator, City Council | In Progress | |
|--|--|----------------------------------|-------------|------|
| Subitems | Update | Status | Target Date | Lead |
| Staff: Ensure staff understands they are valued | Continuing to support staff and provide support. Turnover decreased substantially. | Done | | |
| 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 began processing the City's payroll in 2026 and ADP Run software will be updated | Done | | |
| Staff: Update how records management and retention are accomplished | The City has begun sifting through records to scan and retain or shred, dependent upon the retention schedule. There is a goal to shred 60 boxes of outdated records on April 18. | In Progress | | |
| 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 | Outsourced payroll in 2026 | Done | | |
| Council and Commissions: Continue to provide resources to attend appropriate trainings | New council members attended 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. | As time allows, bringing commission representative(s) to a workshop in early spring to allow for goals and expectations to be shared. | In Progress | | |
| 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 | | End of 2027 | City Administrator, City Council | Upcoming | |
|---|---|-------------|----------------------------------|-------------|--|
| Subitems | 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 | | Ongoing | All staff, City Council | In Progress | |
| Subitems | 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 will continue to discuss activities to offer. | In Progress | | Ongoing | |
| 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 | Parks and Rec Commission to continue discussions on March 2, 2026; would like future opportunity to connect with Council to discuss long-term visions and finding our niche. | In Progress | | Ongoing | |

BLANK PAGE



REQUEST FOR COUNCIL ACTION (RCA)

| | |
|----------------------|----------------------------------|
| Meeting Date | March 4, 2026 |
| Agenda Item | Policy C3 |
| Attachment(s) | Draft Resolution 26-XX |
| Submitted By | Jack Linehan, City Administrator |

| | |
|--------------------|--|
| Item | Towing Reimbursement Policy |
| Description | <p>With recent immigration enforcement activity surging in Minnesota and reports of ICE leaving detainees' vehicles behind after arrests, other cities such as St. Paul, Minneapolis and St. Anthony Village have considered what to do with vehicles abandoned due to ICE arrests, and whether towing costs should be waived or reimbursed if vehicle owners detained by ICE can provide proof of ownership and detainment.</p> <p>Falcon Heights City Code <i>Chapter 46 Traffic and Vehicles</i> outlines enforcement actions for any motor vehicle parked in violation of City Code.</p> <p>Sec. 46-26 <i>Any motor vehicle parked in violation of this chapter may be removed without notice to the owner or operator, by any employee of the county highway department, any police officer, or any person, firm or corporation employed or designated for this purpose by the city. The motor vehicle so removed may be towed to and stored in any parking lot or garage designated by the city or its policing agency. Payment of the towing and impound charges shall not relieve the owner or operator from payment of the fine or penalty for violation of this chapter or any other applicable ordinance of this city. (Code 1993, § 7-6.01)</i></p> <p>Sec 46-27 - Parking; restrictions; uniform parking fine <i>(b) (3) (3) No passenger vehicle or hitched trailer in combination with a passenger vehicle shall be parked on any street or public grounds within the city for more than 48 consecutive hours.</i></p> <p>Current City Code states that no vehicles may be parked in the same spot for more than 48 hours. Vehicles that are parked in the same spot for more than 48 hours without moving can potentially be considered abandoned, and, that the fine or penalty is the responsibility of the owner.</p> <p>During the workshop meeting on February 25, 2026, Council began discussing whether to adopt a resolution that would set a budget for a program and outline</p> |

| | |
|----------------------------|--|
| | <p>parameters. At the meeting, Council opted to table further discussion until March 4th so that more time could be spent to consider whether a resolution is needed at this time, and, if so, if a towing policy should be limited to immigration enforcement-related towing expenses, or broader.</p> <p>A draft resolution has been included for consideration as a starting point that can be further edited as needed. The resolution was modified from the 2/25/26 version as follows:</p> <ul style="list-style-type: none"> • Removal of having it purely related to immigration detention. • Requirement that they are either a resident of Falcon Heights and/or that the towing had been authorized by our law enforcement agency. • Additional “special hardship events” listed as qualifiers, to include ICE detentions, medical events, domestic violence incidents or other events deemed qualifying. • Clarifying the amount would be up-to but could be less than \$500 per event. |
| Budget Impact | N/A |
| Attachment(s) | <ul style="list-style-type: none"> • Draft Resolution 26-XX |
| Action(s) Requested | The City Council is asked to discuss whether updates a program for towing reimbursement should be brought to a regular city meeting. |

**CITY OF FALCON HEIGHTS
COUNCIL RESOLUTION**

No. 26-XX

**A RESOLUTION ESTABLISHING A TEMPORARY TOWING AND IMPOUND
REIMBURSEMENT PROGRAM**

WHEREAS, Falcon Heights City Code Chapter 46 authorizes the removal and impoundment of vehicles parked in violation of City Code, including vehicles parked in the same location for more than forty-eight (48) consecutive hours; and

WHEREAS, pursuant to Sec. 46-26, payment of towing and impound charges does not relieve the owner or operator from payment of fines or penalties; and

WHEREAS, the City Council desires to establish a limited, discretionary reimbursement program to address hardship situations where a vehicle was towed; and

WHEREAS, the City Council finds that establishing a capped and proof-based reimbursement program serves a limited public purpose and promotes equitable treatment of residents affected by towing.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Falcon Heights:

1. Program Established

The City hereby establishes a Temporary Towing and Impound Reimbursement Program for vehicles towed pursuant to Chapter 46 when the vehicle owner has faced hardship or circumstances that have caused their vehicle become subject to towing.

2. Eligibility

To be eligible for reimbursement, an applicant must:

- a) Be a resident of Falcon Heights and/or had the towing authorized by the City of Falcon Heights' law enforcement agency;
- b) Provide proof of vehicle ownership at the time of towing;
- c) Provide documentation demonstrating special hardship events during the period the vehicle was parked and subject to towing, which may include but not limited to:
 - a. Detention related to federal immigration activities;
 - b. Financial hardship;
 - c. Medical events;
 - d. Domestic violence or family incidents;
 - e. Unforeseen circumstances;
- d) Provide receipts or invoices showing payment of towing and impound fees; and

- e) Submit an application within ninety (90) days of the hardship event or payment of towing and impound charges, whichever is later.

Reimbursement shall not include parking citations or fines unless separately authorized by the City Council.

3. Reimbursement Limits

- a) The total program budget shall not exceed Two Thousand Five Hundred Dollars (\$2,500).
- b) Individual reimbursements shall not exceed Five Hundred Dollars (\$500) per vehicle, and may be less.
- c) Reimbursements shall be issued on a first-come, first-served basis until program funds are exhausted.

4. Administration

- a) The City Administrator, or designee, is authorized to develop application materials and administrative procedures consistent with this Resolution.
- b) Determinations of eligibility shall be made by the City Administrator or designee based on documentation submitted.
- c) The City Administrator shall report program utilization to the City Council upon exhaustion of funds or at the conclusion of the program term.

5. Duration

This program shall remain in effect until December 31, 2026, or until the \$2,500 allocation is exhausted, whichever occurs first, unless extended by further action of the City Council.

6. No Waiver of Enforcement Authority

Nothing in this Resolution amends Chapter 46 of the City Code or limits the City’s authority to tow vehicles parked in violation of City Code.

Moved by:

GUSTAFSON _____ In Favor
 MAY _____
 MIELKE _____ Against
 MOGEN _____
 WASSENBERG _____

Approved by: _____
 Randall C. Gustafson
 Mayor

Attested by: _____
 Jack Linehan
 City Administrator

BLANK PAGE



REQUEST FOR COUNCIL ACTION (RCA)

| | |
|----------------------|----------------------------------|
| Meeting Date | March 4, 2026 |
| Agenda Item | C4 |
| Attachment(s) | N/A |
| Submitted By | Jack Linehan, City Administrator |

| | |
|----------------------------|---|
| Item | Other / Future Agenda Items |
| Description | <p>This is an opportunity to discuss other items that may warrant future discussion, whether at the workshop or at a future workshop if additional information is needed to be researched.</p> <p>Current Workshop Schedule Items:</p> <ul style="list-style-type: none"> • March 11th <ul style="list-style-type: none"> ○ TBD • March 25th <ul style="list-style-type: none"> ○ Roseville Area Community Foundation - Proposal to Manage Charitable Gambling Proceeds ○ CAC Review / Selection • April <ul style="list-style-type: none"> ○ Alleyway Plowing ○ April 22nd - SAPD Annual Report & Meeting with Chief Spiess (can be regular meeting or workshop) |
| Budget Impact | N/A |
| Attachment(s) | N/A |
| Action(s) Requested | The City Council is requested to provide direction to the City Administrator on future items of discussion and to determine their time-sensitivity. |