

CITY OF FALCON HEIGHTS
Community Engagement Commission Work Session
City Hall
2077 West Larpenteur Avenue

AGENDA
February 2, 2026 at 6:30 P.M.

- A. CALL TO ORDER:

- B. ROLL CALL:
Julie Ebbesen____ Denise King____ Sarah Caflisch____ Emily Schmall____ Emmett Fischer____

STAFF PRESENT:
Elke Johnson____

COUNCIL LIAISON:
Paula Mielke____

OTHERS PRESENT:
Jim Wassenberg__ Ainsley Brown____

- C. AGENDA
1. Rebranding of Community Engagement Commission

- D. ADJOURNMENT:

Next Regular Meeting is on Monday, February 23 at 6:30 PM



REQUEST FOR ACTION

Meeting Date	February 2, 2026
Agenda Item	C1 - Rebranding of Community Engagement Commission
Attachment	See Below
Submitted By	Elke Johnson, Administrative & Communications Coordinator

Item	Rebranding of Community Engagement Commission
Description	<p>The Community Engagement Commission received direction from the City Council to rethink its mission and goals. In response, commissioners planned a work session to review similar communities' and cities' commissions and advisory boards as well as discuss holding a community survey and listening sessions.</p> <p><u>New Hope Citizen Advisory Commission</u></p> <ul style="list-style-type: none"> • The New Hope Citizen Advisory Commission (CAC) consists of 5 to 15 members who serve two-year terms. • The City Council relies upon the commission to discuss, study, and make recommendations on a wide range of issues. • In addition to issues assigned by the City Council, the Citizen Advisory Commission is also free to study any subject it believes is important to the community. • The CAC also acts as a community resource by helping to educate and inform residents about the city of New Hope's activities. <p><u>New Brighton Equity Commission</u></p> <p>This Commission advises the Council on matters concerning diversity, equity, and inclusion and will focus on city policy conversations and governance decisions with equity in mind.</p> <p>Equity is defined as ensuring everyone has a fair chance to succeed by removing barriers and expanding access to opportunities, resources, and support.</p> <p><u>Vadnais Heights Community Engagement Commission (Meets on "as needed" basis)</u></p> <p>The goals of the Community Engagement Committee were to define where there might be gaps in current communication and engagement efforts, and to bring recommendations to Council on how to identify and eliminate gaps in communication and ensure the entire community has the opportunity to engage with the City.</p> <ul style="list-style-type: none"> • Recommendation: https://www.cityvadnaisheights.com/AgendaCenter/ViewFile/Item/6554?fileID=5326

Crystal – Inclusion and Diversity Commission

This seven-member commission promotes and nurtures a safe and welcoming community; is dedicated to fighting discrimination and civil rights violations by government, businesses and other institutions doing business in the City of Crystal; and advises and makes recommendations to the city council in matters relating to outreach, equality and civil rights.

St. Anthony Park Community Council (District 12)

Mission

The St. Anthony Park Community Council is where residents and businesses come together on vital neighborhood interests that enhance the quality of life, strengthen the character and vitality of the community, and ensure the effectiveness of government.

Core Values

- **Welcoming** – all are welcome regardless of any classification or self-identity
- **Engagement** – all we do is achieved by being and working together
- **Community-led** – our focus is on the vitality and health of the community and on issues identified and led by the community
- **Partnerships** –the issues we face require partnerships and each entity has something to offer and is a part of the answer
- **Respect** – for diversity of opinion, experience, and dialogue processes for reaching agreement

St. Anthony Park Community Council Equity Committee (Unsure if Active)

2024 Equity Committee Goals

- Goal #1
Foster coalition building to meet community needs within the district and across districts.
How might we do this?
 - Quarterly Community Conversations – host meetings or events that connect community organizations with residents that can benefit from their work or expertise.
 - Continue to partner with Brightside Produce to encourage community produce subscription and connect neighbors in need with pay-what-you-can options.
 - Continued partnerships with the Community Garden delivering produce to the Seal Hi-Rise
 - Community Meals and Festivals
 - Support creative, approachable public events that bring awareness of diversity, equity, and advocacy opportunities in the community.
- Goal #2
- Actively recruit and broaden diversity on the Equity Committee so that we’re more representative of the neighborhood.
How might we do this?
 - Make meetings more accessible.

- Make meetings more desirable to attend (open agendas and discussions, community meals before/after)
- Quarterly Community Conversations
- Conduct diversity, equity, and inclusion training among all SAPCC
- <https://sapcc.org/equity-committee/>
- <https://sapcc.org/get-engaged/>

Falcon Families for Equity and Justice (Falcon Heights Elementary)

Our Mission

Falcon Families for Equity and Justice (FFEJ) is a group of caregivers committed to learning, growing, and working in solidarity together.

Our mission statement is a work-in-progress and will change and evolve as our group learns and grows.

Our Goals

- Provide a safe and brave space for community members to share their experiences and concerns surrounding racism, discrimination, inequity, exclusion, and injustice.
- Sponsor events to build a relational community, bring awareness to equity and promote active engagement.
- Provide educational opportunities for our caregivers, teachers, staff, and students by hosting opportunities for learning about antiracism, equity and justice.
- Evaluate concerns related to inclusion, equity, discrimination, and racism in our school and school district; and advocate for any needed changes.
- Provide volunteer opportunities for students, families, teachers, and staff to extend our services and build a more critically conscious community.

Our Committees

- **Community Action:** Sponsor community events that bring awareness to equity and antiracism. This allows for community building, awareness, and activism.
- **Education:** Help provide opportunities to learn more as parents, staff, teachers, and students about antiracism and equity. This group will plan various learning opportunities such as: book studies, bringing in speakers, hosting workshops, movie screenings, media circles, etc.
- **Volunteer Service:** Provide opportunities for students, families, teachers, and staff to extend our service to the community. These opportunities will work towards providing opportunities with a social justice lens.
- **Outreach and Communication:** Responding to emails and requests, updating the website and Facebook page, sharing updates with the PTA and school board, and collaborating and building connections with people in the district and community.
- <https://falconfamiliesforequityandjustice.wordpress.com/>

St. Paul District 10 Council

District 10 is one of Saint Paul's 17 neighborhood community councils. We represent the Como Park neighborhood, bounded generally by Snelling to the west, Larpenteur

to the north, Dale to the east, and the rail lines south of Energy Park Drive to the south ([map](#)). The District 10 Como Community Council is a non-profit organization governed by a Board of Directors elected by members of the community.

- **Mission Statement**

We connect and empower each other, creating a compassionate community, courageously addressing injustices of the past and present, and forging a bold and inclusive future.

- **Vision Statement**

A vibrant, diverse, affordable neighborhood filled with a spirit of kindness and belonging.

- **How We Operate**

- The Como Community Council is not part of City government. We are not part of any political party. We are an independent, nonprofit organization. We are accountable to our neighbors, and run by a 17-member board of volunteers elected by our neighbors.
- We go out of our way to be more inclusive. That means we are constantly expanding which issues (and whose issues) become priorities. When we do things right, we reflect the desires of the full richness of our community: renters, homeowners, businesses, local institutions, and neighbors regardless of how they identify themselves, how old they are, how they get around, or how deep their roots are in Como or in Saint Paul.

- <https://district10comopark.org/events/>

City of Little Canada New Community Ambassador Program

The City of Little Canada is launching a Community Ambassador Program to help strengthen community connections. Community Ambassadors help support community connections within Little Canada. These individuals volunteer within the community, receive and share community news, participate in city initiatives, and help connect our neighbors and community members. Community Ambassadors also serve as community members who can help generate ideas to expand community engagement and involvement for all.

Responsibilities of a Community Ambassador include:

- Attending Quarterly Community Ambassador Meetings
- Receive Information
- Attend Community Engagement Events if able
- Volunteer
- Voice Your Opinion
- <http://www.ci.little-canada.mn.us/m/newsflash/home/detail/577>

Northfield Art Program

In Northfield, we celebrate the people, stories, and expressions that make Northfield unique. We are dedicated to fostering a culture where creativity thrives. From public art and performances to exhibitions and community events, we support artists and innovators who strengthen our local economy, enrich our quality of life and create a place where people want to be.

	<p>Explore, enjoy, and be inspired by the arts in Northfield – where imagination and community come together.</p> <ul style="list-style-type: none"> • https://www.northfieldmn.gov/1761/Art <p>In 2016 and 2017, following the death of Philando Castile, the City Council created a Falcon Heights Inclusion and Policing Task Force. While the Task Force Final report includes recommendations for community-based policing, it also highlights recommendations for inclusion and provides a summary of community conversations.</p> <ul style="list-style-type: none"> • In 2018, a Community Survey was conducted: https://www.falconheights.org/home/showpublisheddocument/858/637121868132100000 • Final Recommendations on Policing and Inclusion and the Community Conversation summaries: https://www.falconheights.org/home/showpublisheddocument/858/637121868132100000 <p>City’s response to Sept. 11, 2001, see p. 5</p> <ul style="list-style-type: none"> • https://citizensleague.org/wpcontent/uploads/2017/07/MNJJournalOct2002.pdf • https://news.minnesota.publicradio.org/features/2003/06/20_helmsm_ridge/
Budget Impact	N/A
Attachment(s)	<ul style="list-style-type: none"> • Resolution 26-12 Affirming Community Values Summarizing City Actions Related to Immigration Enforcement • 2025 City Council Goal Setting Report • 2018 Community Survey
Action(s) Requested	Staff recommends that commissioners discuss a new direction/mission and goals for the Community Engagement Commission

**CITY OF FALCON HEIGHTS
COUNCIL RESOLUTION**

January 28, 2026

No. 26-XX

26-12

**A RESOLUTION AFFIRMING COMMUNITY VALUES AND CITY ACTION
RELATED TO IMMIGRATION ENFORCEMENT AND RESPONSIBLE
STEWARDSHIP OF CITY RESOURCES**

WHEREAS, the City of Falcon Heights is committed to serving all residents and visitors with dignity, respect, and fairness, and to fostering a safe, welcoming, and inclusive community; and

WHEREAS, as of 2023, the U.S. Census Bureau identifies that approximately 17.6% of the resident population of the City of Falcon Heights consisted of foreign-born individuals and each of these individuals brings a unique perspective to our community; and

WHEREAS, the City operates its programs and services in compliance with all applicable federal and state laws, including 8 U.S.C. § 1373, while exercising only the authority granted to it under state and local law; and

WHEREAS, in August 2020, the City Council adopted an amendment to the City's Administrative Manual, Section I: *Standards Concerning Communication and Enforcement of Immigration Laws*, clarifying that the City does not operate its programs for the purpose of enforcing federal immigration laws; and

WHEREAS, on February 5, 2025, the City Council reviewed the City's existing policies related to immigration enforcement and the use of City resources, and on February 10, 2025, the City issued a public statement affirming its commitment to the safety and well-being of all community members; and

WHEREAS, on May 14, 2025, the City Council adopted its 2025 Goal Setting Process Report. One of the ongoing goals in that report is for the City to continue to explore options to enhance community within Falcon Heights for the purpose of reducing polarization locally through cultivating a caring community and strengthening community connections; and

WHEREAS, on December 5, 2025, in response to the attempt to end the temporary protected status by the federal government, the City issued a statement of support for its Somali and Karen residents, recognizing the importance of belonging, safety, and community trust, and the City's commitment to nondiscrimination based on race or immigration status; and

WHEREAS, on January 12, 2026, the City issued a statement in its weekly newsletter remembering Renee Good, recognizing the fear, anxiety, and grief of residents caused by recent unprecedented immigration enforcement operations; and

WHEREAS, on January 26, 2026 the City issued a statement in our weekly newsletter remembering Alex Pretti, and provided a list of community resources of ways residents can help their neighbors; and

WHEREAS, the City continues to connect residents to available immigration resources through the City's newsletter and website, and reaffirming the City's commitment to the safety, well-being and trust of all residents, neighbors, and visitors; and

WHEREAS, the City Council has discussed and invited public engagement, and will continue to do so, on how to approach the potential use of City property for federal immigration enforcement staging, including City parks and other City-owned facilities, and the importance of clear communication with staff, the public, and law enforcement partners regarding permissible uses of City property; and

WHEREAS, the City values its partnerships with state and federal law enforcement agencies in matters involving criminal activity and public safety, while adhering to the City's limited authority to enforce state and local laws in a nondiscriminatory manner; and

WHEREAS, the City Council seeks to reduce community fear and confusion, and restore community trust in the City's commitment to public safety and welfare for all individuals, regardless of immigration status, by clearly reaffirming the City's position regarding the stewardship of public resources, including City property.

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

1. The City Council affirms that the City of Falcon Heights does not participate in or carry out civil immigration enforcement and does not operate its programs or services for the purpose of enforcing federal immigration laws.
2. Falcon Heights is committed to stewarding its resources for the benefit of the public as a whole in accordance with state public purpose expenditures law. City-owned property, including but not limited to parks, buildings and parking lots, facilities, personnel, or resources may not be used for the purpose of mobilizing, staging, preparing, or deploying vehicles, equipment, materials, or personnel for the purpose of enforcing federal immigration law.
3. Nothing in this resolution limits the City's authority or obligation to enforce state and local laws in a nondiscriminatory manner, or to respond to criminal activity or public safety emergencies within the City.
4. The City Council affirms its commitment to the equal treatment of all residents and visitors in the provision of City services and access to City facilities, regardless of immigration status or national origin.

5. The City Council directs staff to continue reviewing existing policies and ordinances related to the use of City resources, to return with any recommended updates, and to provide opportunities for further community engagement..

Moved by:

Mogen

Approved by:



Randall C. Gustafson
Mayor

GUSTAFSON
MAY
MIELKE
MOGEN
WASSENBERG

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In Favor

Attested by:



Jack Linehan
City Administrator

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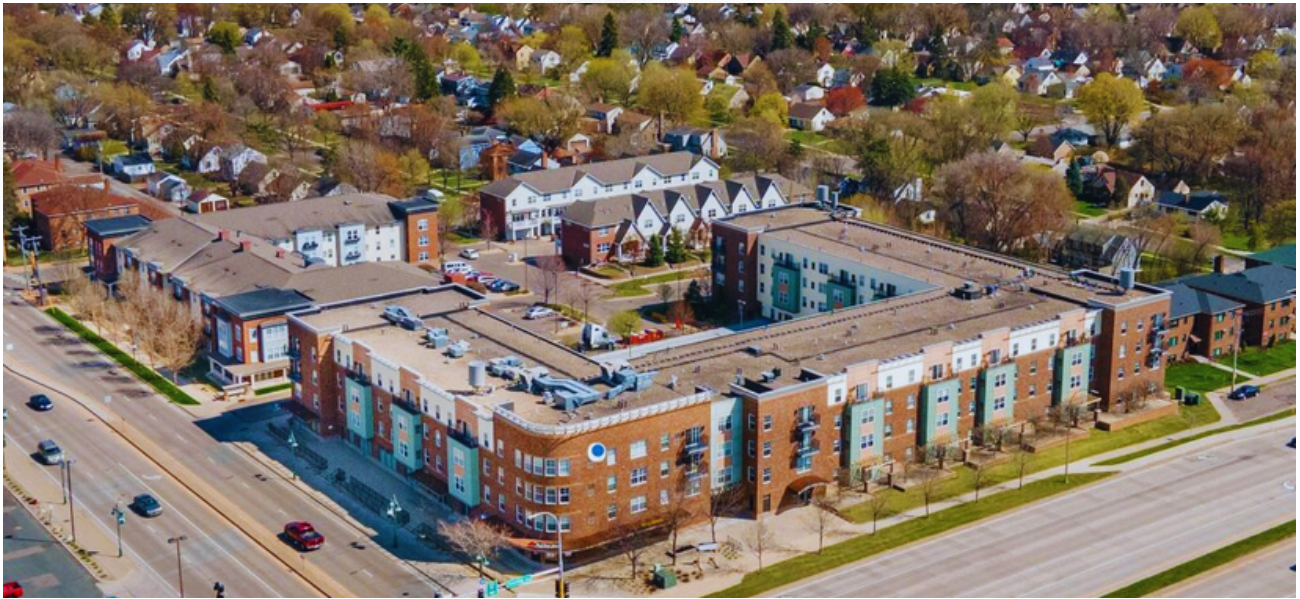
Against

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

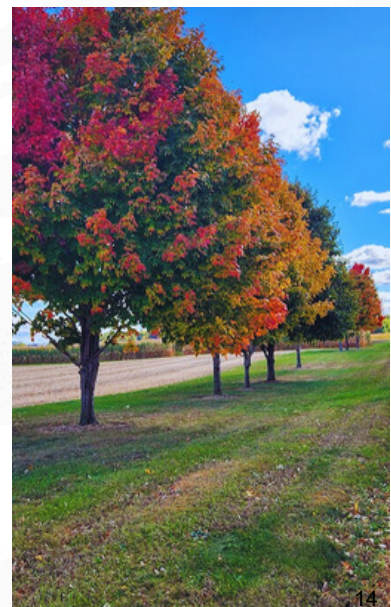
Purpose: To encourage City staff and Council to proactively identify funding mechanisms that reduce reliance on the tax levy and special assessments, thereby lessening the financial burden on community members.

- 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.

Produced by:
Mark Miazga, City Councilmember
Sack Thongvanh, City Administrator

2018 Falcon Heights Community Survey

Overview of Falcon Heights Survey Data

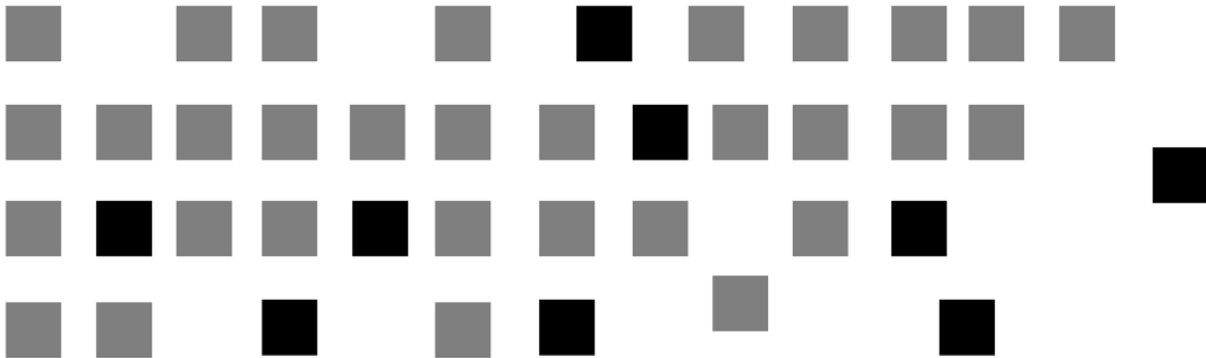


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Executive Summary

This report documents the findings and results of a city-wide survey commissioned by the Falcon Heights City Council. The survey was sent out summer of 2018. In addition, web links to the survey were provided in the weekly Falcon Heights Newsletter sent out between August 24, 2018 and September 28, 2018. The City sent out 2,254 surveys and 439 completed it: 258 completed the paper version of the survey, and 181 completed the online or web version of the survey.

The purpose of the survey is to create a baseline to conduct a comparative analysis of services, amenities, and health of the community. The City intends to conduct a community survey every two years. The data collected will assist the City Council and Staff to develop, modify, or adjust business operations.

The vast majority of participants report that they have lived in Falcon Heights for numerous years. Over 75% of participants reported having lived in the city for at least six years. Most participants also plan to stay in the city for an extended period, as over 65% reported planning to live in the city for at least seven years.

Participants overwhelmingly rate the quality of life as great or good in Falcon Heights. Over 93% reported the quality of life as good or better with 53% of participants reporting it as excellent and 40% as good. Most participants reported at least one thing that made them proud to live in the city. Proximity or closeness to services, work, other cities, and other amenities along with a sense of a connected community and friendly neighbors ranked very closely as the top two things about the city that make people proud.



Participants were also asked about city and neighborhood resources and events. Familiarity with a neighborhood liaison was identified as an area for city improvement with almost 60% of participants being unaware of whether their block had a neighborhood liaison. Many participants in the city had attended their neighborhood block party in the past year with just under half reporting they had attended. Of all city-sponsored events in the past two years, the neighborhood block party was also the most frequently attended followed by the Ice Cream Social.

Participants report being relatively aware of how to contact neighbors with over 93% reporting that they know the name and how to contact their next door neighbor and over 83% reporting that they know the name and how to contact the neighbor across the street or hall. There was room for improvement in this area as only approximately 60% reported knowing the name and how to contact a neighbor on the other side of the alley or block.

Public safety remains a concern for most participants filling out the survey. Automobile break-ins, speeding, and burglary or theft were the top three issues identified as the most significant public safety concern among participants. Level of patrolling appears to be an issue among a substantial number of participants with approximately one-third reporting the level of patrolling to be not enough, although 51% reported about the right amount. Among those rating law enforcement services as Fair or Poor, approximately thirty people also stated their rationale for Fair or Poor is not seeing as many patrols in their neighborhood as in previous years.

Overall scores for specific city services were relatively high. Over 76% of participants rated each of the six identified services as at least good. Fire Services ranked the highest with over 96% of participants rating their satisfaction as at least good. Code Enforcement ranked the lowest with over 76% of participants rating their satisfaction as at least good. The most



cited opportunities for improvement among the six city service areas were in increased police patrols or visibility, increased enforcement of crime during the State Fair, increased enforcement of speeding violations, attention to potholes, specific issues related to streets, inconsistent code enforcement, and issues related to cats. Participants were also asked whether the city had too few, too many, or the right amount of a host of eleven options. Participants think overall that the city has about the right amount of options with a need for additional assisted living for seniors, trails, and bikeways.

Participants most frequently cited seeking outside funding as their preferred method for addressing potential budget shortfalls. Raising taxes was cited as the next most preferred method, and slightly fewer residents preferred a combination of seeking outside funding, raising taxes, and cutting services. Participants also mentioned other specific ideas for consideration with the top three being some version of financial compensation from the State Fair, merging with another city, or sharing more services with other cities.

Participants were very thoughtful in listing ideas for improving the city throughout the survey and particularly in listing ideas for improving inclusivity. The top four ideas for improving inclusivity related to:

- finding ways to increase the amount of housing, particularly affordable housing,
- coming up with more ways to engage youth, hard to reach populations, renters, lower-income residents, and others
- having more frequent city or neighborhood gatherings
- continuing to do what the city is already doing

Related to more frequent gatherings was the idea of having public events in different parts of the city, outside, at the elementary school, etc. Numerous participants also alerted the city to an interest in volunteering for community events and provided valuable insights into



their style of engagement. Over 73% of participants also reported feeling at least somewhat connected in the city with just under 17% feeling neither connected nor disconnected, and only under 10% feeling somewhat disconnected or very disconnected.

An additional area of inquiry for the survey related to city condition and appearance, the value of city services, and satisfaction with city leadership and staff. Over 90% of participants rated the general condition and appearance of the city as good or better with areas of improvement cited as medians on or near Snelling and Larpenteur Avenues and the need for better aesthetics or flowers on public properties. Just under 78% of participants rated the general value of city services as good or better with the primary area for improvement cited as lowering taxes.

Just over 79% of participants rated their approval with city leadership (Mayor and City Council) as good or better. The primary areas for improvement among those citing it as Fair or Poor were in the handling of the Philando Castile shooting, the perception of taxes being too high, and City Leadership. Just under 83% of participants rated their approval with city staff as good or better. The primary area for improvement among those citing it as Fair or Poor was in need for more timely communication in response to inquiries.

Methodology

Population

Residents of Falcon Heights were sent this survey to their home address identified by city staff. In addition, the survey was advertised through city social media outlets, summer 2018 city newsletter, word-of-mouth, council and commission meetings, the city website, and through weekly references in the city's Friday weekly newsletter e-mails. Throughout



outreach, residents were encouraged to contact city staff for a mailed version of the survey or an online link to the survey. Two thousand two hundred fifty-four surveys were mailed to city residents. Four hundred thirty-nine surveys were completed.

Survey Design

The Falcon Heights Community Survey (Appendix A) was created by city leadership and staff with primary direction from the City Administrator and a City Councilmember who are both trained in survey research. Council members and city staff provided questions for the survey which were prioritized, edited, and reviewed several times. The survey was pre-tested to ensure online flow.

Question Review Process

The 2018 Community Survey began with the City Council submitting five to six questions to the Question Review Committee consisting of a City Council Member and the City Administrator. After receiving proposed questions, the Committee organized the questions based on themes. A draft survey was compiled and reviewed during the June 6th, 2018 City Council Workshop. Once agreed upon, the survey was finalized and ready for distribution.

Data Collection

The survey was mailed to 2,254 city residents and advertising for the survey was also included in weekly city e-mail newsletters sent between August 24, 2018, and September 28, 2018. An online link was provided to the survey in those e-mails. The survey was also advertised through many efforts previously articulated.

The number of responses to each of the survey question varied. Some respondents did not complete all questions or simply left questions blank. The survey was restricted to one survey per device; in addition, the survey was mailed to each address property within the City.



Total Surveys Returned

Participants completed 439 surveys with 258 completing the mailed or paper version of the survey and 181 completing the online or web version of the survey. Both surveys were identical but simply used different methods to reach more households and participants.

Data Privacy

Throughout data collection, respondents' identity was confidential.

Survey Results by Question Type

1) Years living in Falcon Heights, length of time expecting to live in Falcon Heights, and movement into Falcon Heights

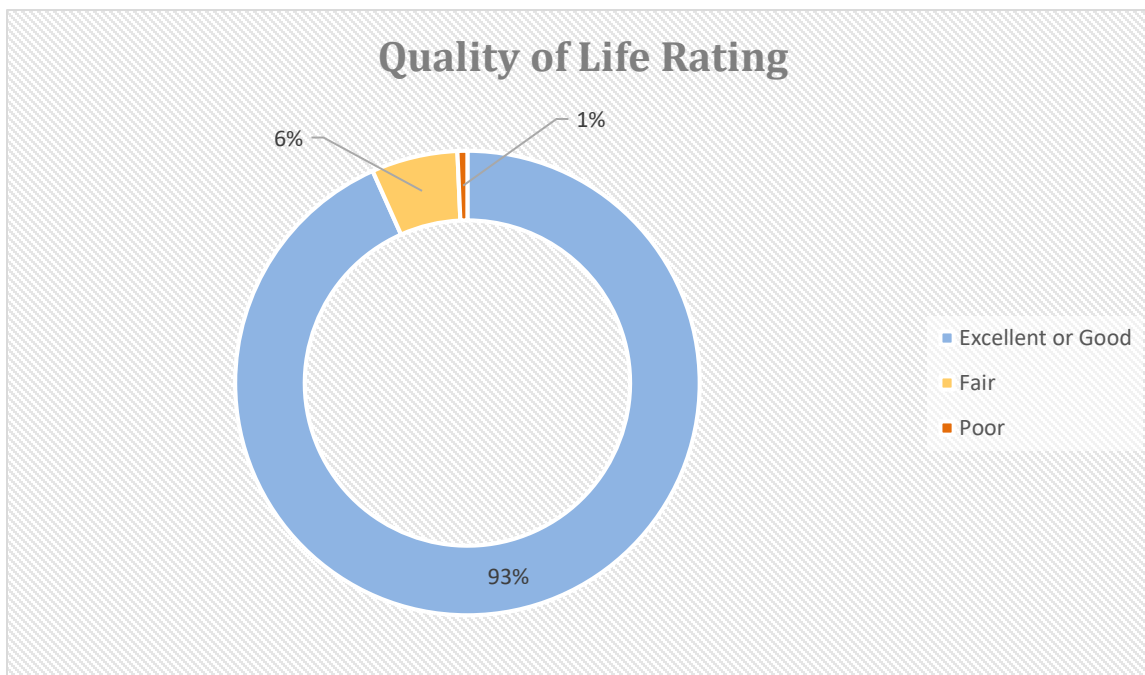
Participants were initially asked the following question: "Approximately how many years have you lived in Falcon Heights?" Under 35% reported having lived in the city for 26 plus years. Under 15% reported having lived here for 3-5 years, and over 11% reported having lived here for 6-10 years. Approximately 10% each reported having lived in the city for either 16-20 years or 21-25 years. Approximately 9% each reported having lived in the city for either 0-2 years or 11-15 years.

Participants were next asked "As things stand now, how long in the future do you expect to live in Falcon Heights?" Over 47% reported over 10 years, 18% reported 7-10 years, approximately 15% each reported 2-6 years or Don't Know, and only over 5% reported less than 2 years.

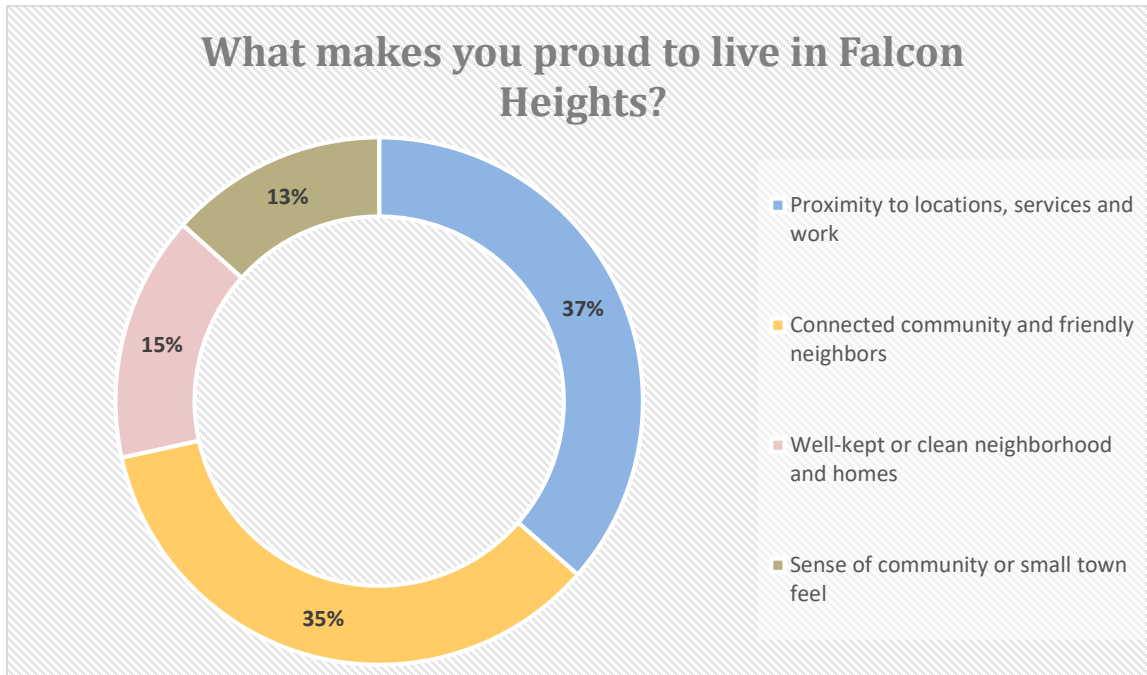
Participants were later asked, "Did you move to Falcon Heights from a different county or state in the past year?" Just under 92% answered no, only under 7% answered yes, and only over 1% refused to answer the question.

2) Impressions of living in Falcon Heights and quality of life

Participants were next asked a series of three questions relating to the quality of life in Falcon Heights. The first of the three questions asked: "How would you rate the quality of life in Falcon Heights?" Over 93% reported the quality of life as Good or Excellent. Over 53% reported the quality of life as excellent, just over 40% reported it as good, 6% reported it as fair, and only over one half of one percent reported the quality of life as poor. Of those who reported fair or poor, five people reported their explanation as being some version of high taxes, four reported problems with parking during the State Fair, and three reported issues with city management.



The second question in this series asked: "What makes you proud to live in Falcon Heights?" This was one of two entirely open-ended questions, and three or more resident's referenced themes identified in the bullet points below. The themes cited by the largest number of residents were as follows: Proximity to locations, services, etc., sense of a connected community and friendly neighbors, and well-kept or clean neighborhoods and homes.



The most often cited themes are below:

- Proximity to locations, services, work, etc
- Connected community and friendly neighbors
- Well-kept or clean neighborhoods and homes
- Sense of being a small community or small town feel or character
- Good, transparent, responsive, or thoughtful government
- Good schools



- Low crime or safe community
- Quiet neighborhoods or city

The third question in this series asked: "What three things do you like most about living in Falcon Heights?" The percentages here do not add up to 100% since each participant was allowed to select up to three total items. Almost 81% reported a convenient overall location. Over 35% reported the quiet and peaceful nature of the city. Under 27% reported the city's closeness to their work. Just under 19% reported schools. An equal number (13.50%) reported closeness to family and parks, trails, and/or open spaces and just under 11% reported shopping. To a large extent, these responses mirrored those of the previous question.

Illustrative quotes related to these findings include the following:

- "The quality of life is terrific."
- "I really like the beautiful neighborhoods and homes."
- "It's close to everything we need."
- "Being close to the university and the Bell Museum."
- "The community is very welcoming and friendly."
- "The sense of community."
- "Caring neighborhoods."
- "It feels like a small town."
- "Neighbors care about each other and greet each other."



3) Familiarity with neighborhood and city resources and events

Participants were next asked, "Does your block have a neighborhood liaison?" Over 59% reported don't know, over 27% reported yes, and only over 13% reported no. There is a clear opportunity here for the city to better improve awareness of the neighborhood liaison.

Participants were next asked, "Did you attend a neighborhood block party/event in the past year?" Over 56% reported no and under 44% reported yes.

Participants were next asked, "Did you attend/participate in any of these city-sponsored events in the past two years?" A list of events was provided and since participants were allowed to select more than one the total does not equal 100%. The four most frequently attended city-sponsored events were the Minnesota Night to Unite, Ice Cream Social, City Council Meeting, and Community Conversation (Task Force on Inclusion and Policing). The breakdown was as follows:

- Minnesota Night to Unite/National Night Out: 53.61%
- Ice Cream Social: 36.12%
- City Council Meeting: 27.00%
- Community Conversation (Task Force on Inclusion and Policing): 26.24%
- City Commission Meeting (Environment, Planning, Community Engagement, or Parks): 17.87%
- Parks and Recreation Programs: 15.97%
- Sustainability Events: 7.60%
- Spring Together: 6.84%
- Human Rights Day: 6.84%
- Winterfest: 4.94%



- 5K Fun run: 3.42%
- Fall Fest: 3.04%

Participants were next asked, "Do you know the name and how to contact the following neighbors?" Response options included next-door neighbor, the neighbor across the street or hall, and neighbor on the other side of the alley or block. Over 93% reported that they knew the name and how to contact their next door neighbor and over 83% reported that they knew the name and how to contact the neighbor across the street or hall. Over 60% reported that they knew the name and how to contact a neighbor on the other side of the alley or block with only over 9% reported that this response option did not apply to their situation.

4) Communication regarding government activities

Participants were next asked the following question: "What are your top two ways to receive information about Falcon Heights government activities?" Since this question also allowed participants to provide more than one response, the totals do not equal 100%. The top three ways that participants prefer to receive information are through e-mail, the twice a year mailed newsletters, and a local newspaper such as the Park Bugle or Roseville Review. The breakdown was as follows:

- E-mail: 57.40%
- Twice a year mailed newsletters: 47.61%
- Local newspaper: 37.59%
- City website: 21.18%
- Word of mouth: 15.03%
- Social Media (Facebook, Twitter, etc.): 12.98%

- Nextdoor: 9.11%
- Star Tribune: 3.87%
- Pioneer Press: 2.05%
- Cable television: 1.59%

5) Public Safety concerns

Participants were next asked, "Please tell me which one of the following you consider to be the greatest public safety concern in Falcon Heights?" No one issue, in particular, rose to the top with automobile break-ins cited by just under 21%, speeding by only under 18%, None or nothing by only over 17%, and burglary or theft by only under 15%. The breakdown was as follows:

- Automobile break-ins: 20.98%
- Speeding: 17.95%
- None: 17.02%
- Burglary or theft: 14.92%
- Other: 7.46%
- Don't Know/Refused: 6.29%
- All equally: 5.83%
- Youth Crime and/or Vandalism: 3.96%
- Drugs and/or alcohol: 2.10%
- Violent Crime: 1.86%
- Identity Theft: 1.17%
- Shoplifting or Check Fraud: 0.47%

Of those who reported Other, the most frequently cited concern was some version of pedestrian safety. Sixteen participants mentioned this theme.. Four cited speeding

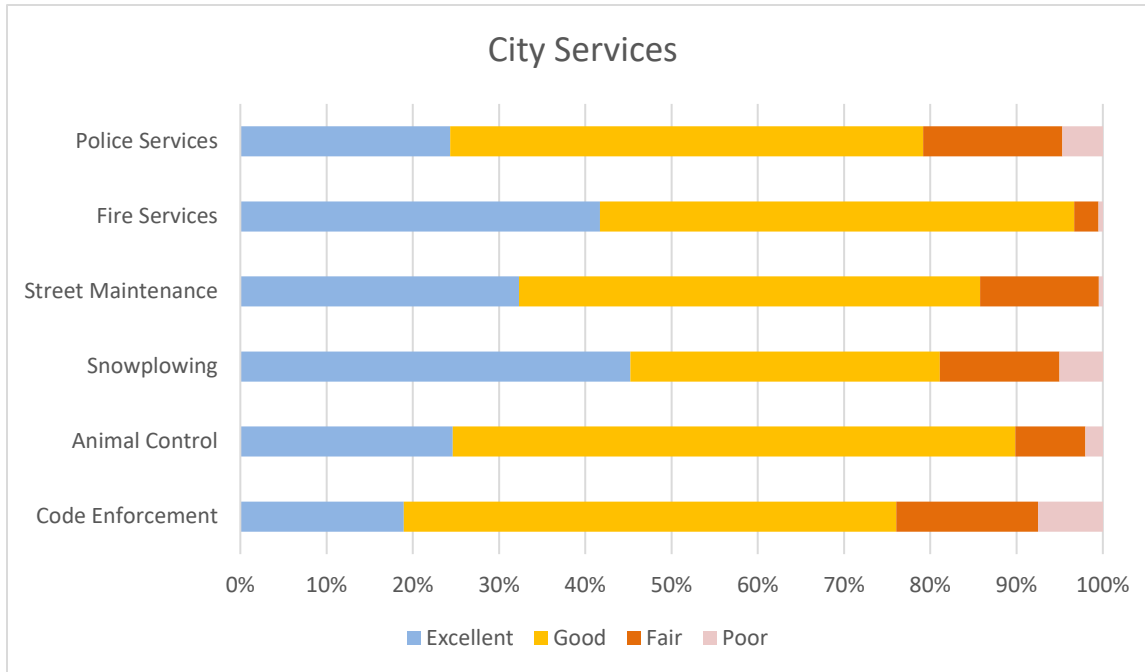
including speeding during the State Fair, four cited other driving violations including red light running and texting while driving, three cited pedestrian safety in general, three cited pedestrian issues related to sidewalks not shoveled on Larpenteur Ave, and two cited crossing Larpenteur and Snelling. The next most frequently cited concerns were break-ins including auto break-ins and a sense of declining police service each cited by four participants.

Participants were next asked, "How would you rate the amount of patrolling the Ramsey County Sheriff's Department does in your neighborhood?" Over 51% reported about the right amount, and just over 32% reported not enough. Only over 14% reported Don't Know or Refused and just over 2% reported too much.

6) Satisfaction with city services, housing availability, parks, trails, open spaces, and service and retail establishments

Participants were next asked, "For each of the following, please indicate whether you would rate the quality of the service as Excellent, Good, Fair, or Poor?" Satisfaction with the listed services was relatively high with five of the six services being reported as good or excellent by at least 81% of participants. Code enforcement has the most opportunity for improvement with over 76% of participants reporting their satisfaction as good or excellent. Police services have the next highest opportunity for improvement with over 79% of participants reporting their satisfaction as good or excellent. The breakdown by service area was as follows:





The most prevalent themes identified by those rating specific areas as fair or poor were as follows:

Police Services:

- Police presence is limited, need more policing.
- Need more enforcement of parking laws during the State Fair or more police presence.

Fire Services (No themes emerged as no similar comments were provided by more than one participant)

Street Maintenance:

- More attention to potholes
- Streets need more attention for specific issues



Snowplowing:

- Issues with sidewalk maintenance and snow removal on Larpenteur Avenue including safety, snow emergency policy, children walking in the streets, and enforcement of snowplowing ordinance
- Overall quality

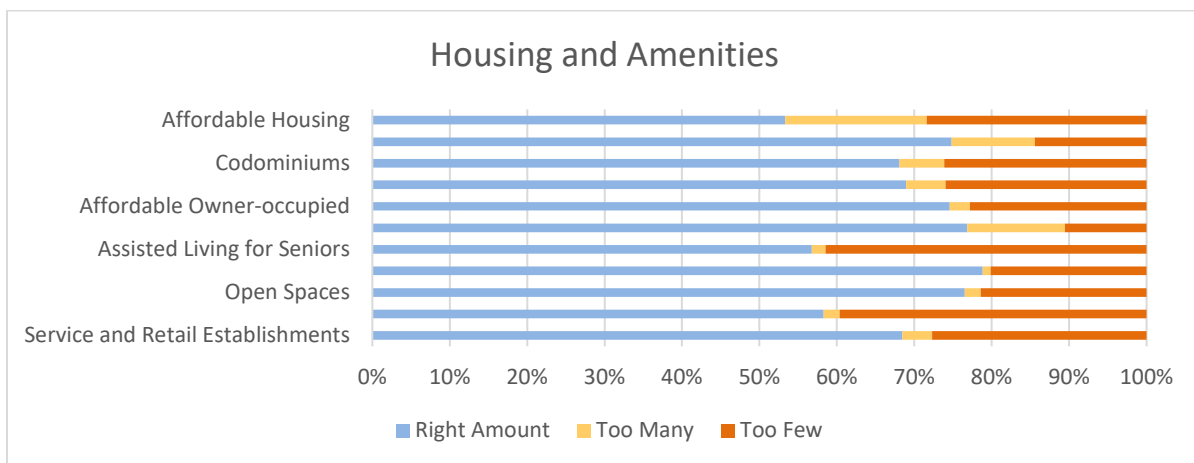
Animal Control:

- Cat issues
- Dog issues including frequent barking

Code Enforcement:

- Trash can or garbage codes need more enforcement
- Enforcement is inconsistent

Participants were next asked "For each of the following, please indicate if you think Falcon Heights currently has too many, too few or about the right amount. On eight of the eleven options over 65% of participants reported that the city has the right amount. The highest ranking area where participants thought the city had too few of something was in assisted living for seniors cited by over 41% of participants and trails and bikeways cited by just under 40% of participants. The breakdown was as follows:



7) Preferences in facing financial challenges

Participants were next asked the following question: "The city has faced financial challenges in the last 1-2 years and faces potential challenges in the future. In general, would you prefer that the city meet these budget challenges by reducing or eliminating services, raising taxes, seeking outside funding opportunities/partnerships, all of these, or something else?" Participants were allowed to choose more than one response which is why response totals do not equal 100%. Just under 61% of participants prefer seeking outside funding opportunities and/or partnerships. Over 28% prefer raising taxes. Over 20% prefer the combination of reducing or eliminating services, raising taxes, and seeking outside funding opportunities and/or partnerships. Over 18% favor reducing or eliminating services and under 18% reported something else with a request to explain option. Of those who reported something else the most common suggestions were as follows:

- Some version of financial compensation for State Fair events
- Merge with another city such as Roseville, Lauderdale, or Saint Paul
- Find ways to share more services with other cities
- Less expensive police force
- Attract more business

8) Volunteer interest in any aspect of community engagement and style of engagement

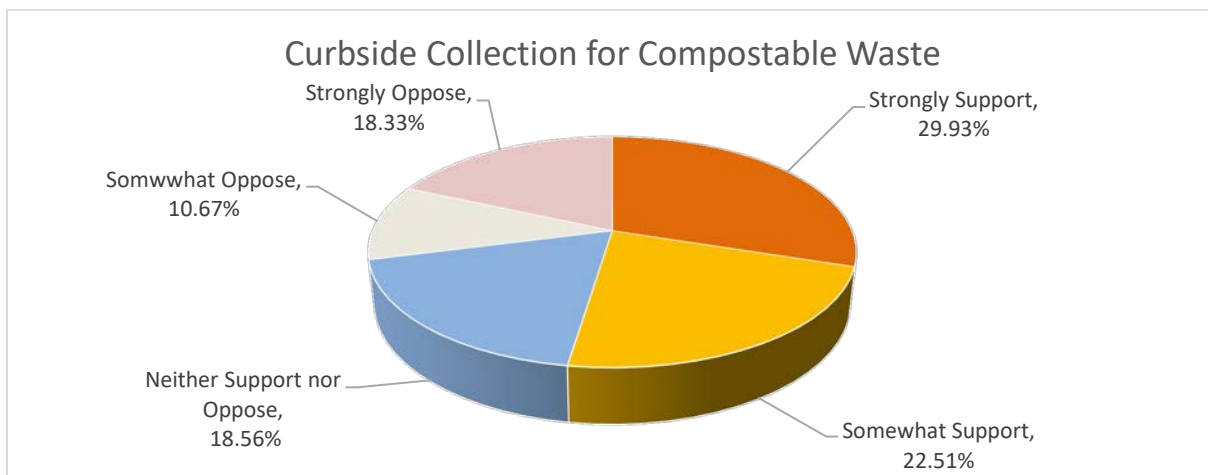
Participants were next asked the following question: "Would you be interested in volunteering for any aspect of community engagement or community events?" Just over

23% reported yes, over 40% reported no, and over 36% reported don't know or refused. Participants answering yes were provided contact information of city staff so that they could be afforded the opportunity to further contribute to the city.

Participants were next asked, "What is your style of engagement that fits your personality?" Participants were allowed to choose more than one response which is why the total does not equal 100%. Just over 51% reported a combination of auditory, visual, and experimental. Just over 31% reported visual such as reading or art with interaction. Just over 25% reported auditory such as listening or conversation. Over 13% reported experimental such as hands-on experimentation or practice. Over 2% reported other with a please specify option.

9) Curbside collection program for compostable waste

Participants were next asked the following question: "Do you support or oppose a curbside collection program for compostable waste for an additional fee?" Over 52% of participants supported such a program, 29% opposed such a program, and just under 19% neither supported nor opposed such a program. The breakdown was as follows:



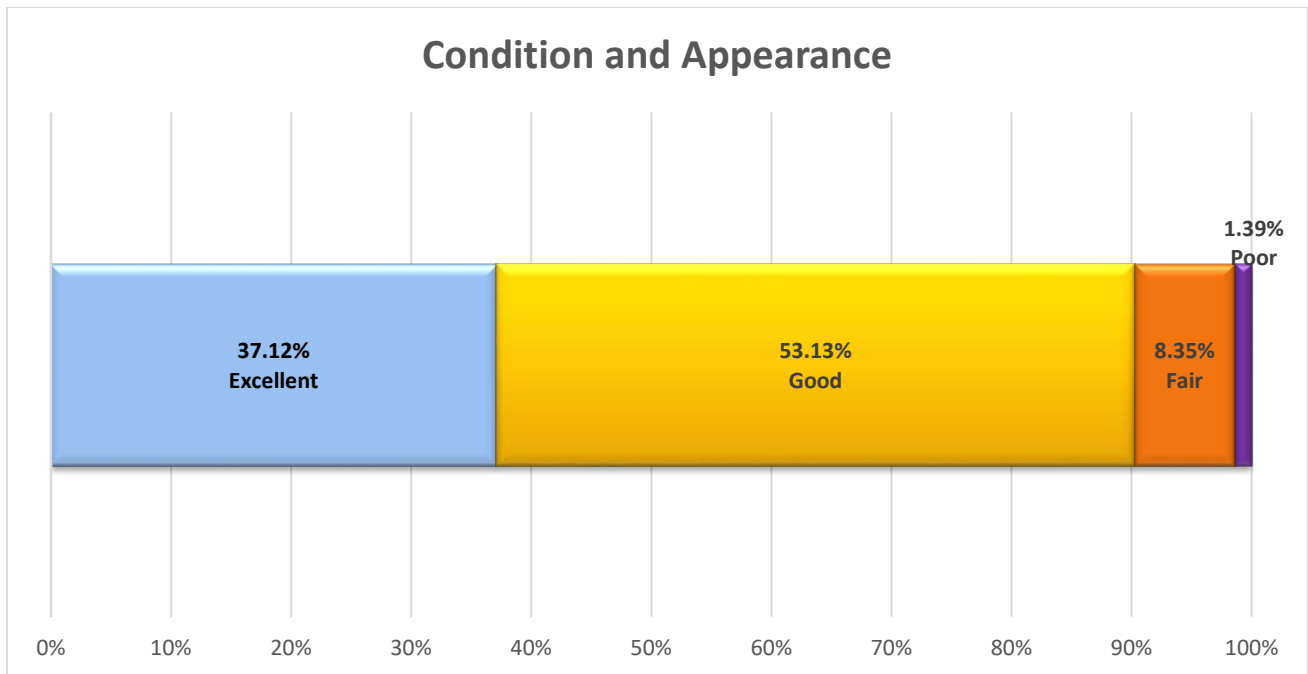
10) Re-visiting organized trash collection for the city

Participants were next asked the following question: "Do you support or oppose re-visiting organized trash collection for the city? (City selecting one trash hauler)?" Over 42% of participants supported re-visiting this issue, just under 30% opposed re-visiting it, and over 18% need more details before forming an opinion. Only over 7% reported neither supporting nor opposing re-visiting the issue, and only over 2% reported they don't know or refused. The breakdown was as follows:

- Strongly support: 29.03%
- Somewhat support: 13.13%
- Neither support nor oppose: 7.14%
- Need more details before forming an opinion: 18.43%
- Somewhat oppose: 5.99%
- Strongly oppose: 23.96%
- Don't Know/Refused: 2.30%

11) Condition and appearance of the city and general value of city services

Participants were next asked the following question: "How would you rate the general condition and appearance of Falcon Heights?" Over 90% of participants rated the general condition and appearance as good or better. The breakdown was as follows:



Of those who reported Fair or Poor, the most frequently cited themes were:

1. The need to improve the condition of the medians on or near Snelling and Larpenteur Avenues.
2. The need for more flowers or aesthetics along public properties.
3. Addressing panhandling.
4. Reducing the visibility of garbage or trash.

Participants were next asked the following question: "When you consider the property taxes you pay and the quality of city services you receive, would you rate the general value of city services as Excellent, Good, Fair, or Poor?" Only under 78% of participants rated the general value as good or better. The breakdown was as follows:

- Excellent: 18.16%
- Good: 59.43%
- Fair: 17.69%
- Poor: 4.72%

Of those who reported Fair or Poor, the most frequently cited themes were:

1. high taxes or high taxes specific to the value of city services,
2. expensive police services, and
3. snowplowing

12) Sense of connectedness and ideas for improving inclusivity

Participants were next asked the following question: "Please rate your sense of feeling connected in the City of Falcon Heights: Very connected, somewhat connected, neither connected nor disconnected, somewhat disconnected, or very disconnected." Over 73% of participants reported feeling at least somewhat connected. Just under 10% reported feeling some sense of being disconnected. Only under 17% reported neither a sense of connectedness no disconnectedness. The breakdown was as follows:

- Very connected: 19.53%
- Somewhat connected: 53.65%
- Neither connected nor disconnected: 16.94%
- Somewhat disconnected: 7.29%
- Very disconnected: 2.59%

Participants were next asked the following question: "What are some ways in which you think the city could improve inclusivity?" Participants were not provided response options, as the city is hoping to get additional ideas for improving inclusivity directly from the

residents. Over 170 participants provided ideas. The breakdown of ideas and responses is below:

- More housing
 - Affordable housing
 - Senior Housing
 - Mixed Housing
- More efforts to reach youth, hard to reach people, renters, lower income communities, etc.
- More frequent city or neighborhood gatherings:
- Keep doing what you're doing
- Consider having more public events in different parts of city, outside, at the elementary school etc.
- Improve city communication and/or advertising regarding city and neighborhood events.

13) Satisfaction with city leadership and city staff

Participants were next asked the following question: "From what you know, do you approve or disapprove of the job the Mayor and City Council are doing?" Participants were provided a scale of Excellent, Good, Fair, or Poor. Over 79% of participants rated their approval as good or better. The breakdown was as follows:





Of those who reported Fair or Poor, the most frequently cited themes are broken down below:

- Handling of the Philando Castile Shooting
- High Taxes
- Lack of Communication
- Need to improve Diversity and Inclusivity

Participants were next asked the following question: “From what you have heard or seen, how would you rate the job performance of the Falcon Heights City Staff?” Participants were provided a scale of Excellent, Good, Fair, or Poor. Just under 83% of participants rated their approval as excellent or good. The breakdown was as follows:



Of those who reported Fair or Poor, areas of need of improvement or concerns would be the lack of timely communication and city code enforcement.

- Lack of Timely Communication
- City Code Enforcement

Demographics

The remaining survey questions asked about participant demographics such as age groups in a household, home ownership or rent status, age range, ethnicity, gender identification, education, and income. These are standard demographic questions in surveys and helpful in identifying themes and patterns in the community. They are provided here for resident interest. No data is provided that could potentially identify any participants.

Age groups in household: “Please tell me how many people in each of the following age groups live in your household?”

- Adult 65 or over: None: 44.38%, One: 27.66%, Two: 27.66%, Three or more: 0.30%
- Adults between 50-64: None: 48.63%, One: 26.03%, two: 25.0%, Three or more: 0.34%
- Adults between 18-49: None: 32.74%, One: 25.98%, Two: 37.72%, three or more: 3.56%
- School-age children and preschoolers: None: 56.18%, One: 15.14%, Two: 20.72%, three or more: 7.97%

Home ownership or rental status: “Do you own or rent your present residence?”

- Own: 91.24%
- Rent: 6.91%



- Refused: 1.84%

Participant age range: “Which of the following describes your age range?”

- Under 18: 0.00%
- 18-24: 0.71%
- 25-34: 8.71%
- 35-44: 13.18%
- 45-54: 20.00%
- 55-64: 19.06%
- 65+: 38.35%

Ethnicity: “Which of the following categories represents your ethnicity?”

- Caucasian: 81.46%
- African American: 1.41%
- African African: 0.23%
- Asian or Pacific Islander: 3.76%
- Native American: 0.23%
- Mixed Bi-Racial: 2.58%
- Don’t Know: 1.17%
- Refused: 9.15%

Gender Identification: “What is your gender identification?”

- Female: 61.19%
- Male: 36.19%
- Other: 2.62%

Education: “What is the highest degree or level of school you have completed?”



- Some high school, no diploma: 0.00%
- High school graduate, diploma or the equivalent: 2.56%
- Some college credit but no degree: 5.13%
- Trade/technical vocational training: 3.03%
- Associate degree: 4.20%
- Bachelor's degree: 36.60%
- Master's degree: 28.67%
- Professional degree: 6.29%
- Doctorate degree: 13.52%

Income: "What was your total household income before taxes during the past 12 months?"

- Under \$15,000: 0.71%
- Between \$15,000 and \$29,999: 2.82%
- Between \$30,000 and \$49,999: 8.47%
- Between \$50,000 and \$74,999: 11.29%
- Between \$75,000 and \$99,999: 17.88%
- Between \$100,000 and \$150,000: 19.29%
- Over \$150,000: 14.82%
- Decline to answer: 24.71%





2018 Community Survey

The City of Falcon Heights wants your opinions and insights about city services. Please take 15-20 minutes to complete this survey regarding services. Please keep in mind that these questions do not cover all available topics in order to ensure that as many people take the survey as possible. All information received from the survey is confidential and will be treated with the utmost professionalism. Your answers will be put with a lot of other people's answers so you can't be identified in any way. If there are any questions you don't care to answer, please skip over them. If you have questions, please contact Sack Thongvanh at (651)792-7611 or sack.thongvanh@falconheights.org.

Thank you for your time and consideration.

1. Approximately how many years have you lived in Falcon Heights?

- | | |
|-----------------------------|--|
| <input type="radio"/> 0-2 | <input type="radio"/> 16-20 |
| <input type="radio"/> 3-5 | <input type="radio"/> 21-25 |
| <input type="radio"/> 6-10 | <input type="radio"/> 26+ |
| <input type="radio"/> 11-15 | <input type="radio"/> Don't Know/Refused |

2. As things stand now, how long in the future do you expect to live in Falcon Heights?

- | | |
|---|--|
| <input type="radio"/> Less than 2 years | <input type="radio"/> Over 10 years |
| <input type="radio"/> 2-6 Years | <input type="radio"/> Don't Know/Refused |
| <input type="radio"/> 7 to 10 Years | |

3. How would you rate the quality of life in Falcon Heights?

- | | |
|---------------------------------|----------------------------|
| <input type="radio"/> Excellent | <input type="radio"/> Fair |
| <input type="radio"/> Good | <input type="radio"/> Poor |

If you gave a ranking of "Poor" or "Fair", Please explain why you gave the rating.

4. What makes you proud to live in Falcon Heights?

5. What three things do you like most about living in Falcon Heights? (Please choose up to three)

- | | |
|---|--|
| <input type="checkbox"/> Close to Family | <input type="checkbox"/> Convenient Overall Location |
| <input type="checkbox"/> Close to Work | <input type="checkbox"/> Neighborhood/Housing |
| <input type="checkbox"/> Schools | <input type="checkbox"/> Safe |
| <input type="checkbox"/> Parks/Trails/Open Spaces | <input type="checkbox"/> Friendly People |
| <input type="checkbox"/> Shopping | <input type="checkbox"/> Nothing |
| <input type="checkbox"/> Quiet and Peaceful | <input type="checkbox"/> Don't Know/Refused |

6. Did you move to Falcon Heights from a different county or state in the past year?

- Yes
- No
- Refused

7. Does your block have a neighborhood liaison?

- Yes
- No
- Don't Know

8. Did you attend a neighborhood block party/event in the past year?

- Yes
- No

9. Did you attend/participate in any of these city sponsored events in the past two years? (Check all that apply)

- | | |
|---|--|
| <input type="checkbox"/> Ice Cream Social | <input type="checkbox"/> City Council Meeting |
| <input type="checkbox"/> Spring Together | <input type="checkbox"/> City Commission Meeting (Environment, Planning, Community Engagement, or Parks) |
| <input type="checkbox"/> Winterfest | <input type="checkbox"/> Parks and Recreation Programs |
| <input type="checkbox"/> 5K Fun Run | <input type="checkbox"/> Community Conversation (Task Force on Inclusion and Policing) |
| <input type="checkbox"/> Sustainability Events | <input type="checkbox"/> Minnesota Night to Unite/National Night Out |
| <input type="checkbox"/> Human Rights Day | <input type="checkbox"/> Fall Fest |
| <input type="checkbox"/> Fire Department Open House | |

10. Do you know the name and how to contact the following neighbors?

	Yes	No	N/A
Next door neighbor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Neighbor across street/hall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Neighbor on the other side of alley/block	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*** 11. What are your top two ways to receive information about Falcon Heights government activities?**

- | | |
|---|--|
| <input type="checkbox"/> E-Mail | <input type="checkbox"/> Word of mouth |
| <input type="checkbox"/> Local newspaper (ex. Roseville Review) | <input type="checkbox"/> Pioneer Press |
| <input type="checkbox"/> Twice a year mailed newsletters | <input type="checkbox"/> Star Tribune |
| <input type="checkbox"/> City website | <input type="checkbox"/> Social Media (ex. Facebook, Twitter..etc) |
| <input type="checkbox"/> Cable television | <input type="checkbox"/> Nextdoor |

12. Please tell me which one of the following you consider to be the greatest public safety concern in Falcon Heights? If you feel that none of these problems are serious in Falcon Heights you can choose "None"

- Violent crime
- Drugs and /or alcohol
- Youth crime and /or vandalism
- Automobile break-ins
- Shoplifting or check fraud
- Burglary or theft
- Other (please specify)
- Speeding
- Identity theft
- all equally
- None
- Don't Know/Refused

13. How would you rate the amount of patrolling the Ramsey County Sheriff's Department does in your neighborhood? Would you say they do:

- Too Much
- About the right amount
- Not enough
- Don't Know/Refused

14. For each of the following, please indicate whether you would rate the quality of the service as Excellent, Good, Fair or Poor?

	Excellent	Good	Fair	Poor
Police services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fire services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Street maintenance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Snowplowing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Animal control	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Code enforcement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you gave a ranking of "Poor" or "Fair", Please explain why you gave the rating.

15. For each of the following, please indicate if you think Falcon Heights currently has too many, too few or about the right amount.

	Too Many	Too Few	About the right amount
Affordable rental units	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Market rate rental units	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Codominiums	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Townhomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affordable owner-occupied housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Higher cost housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assisted living for seniors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Open Spaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trails and bikeways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service and retail establishments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. The city has faced financial challenges in the last 1-2 years and faces potential challenges in the future. In general, would you prefer that the city meet these budget challenges by (Check all that apply)

- Reducing or eliminating services
- Raising taxes
- Something else: (please explain)
- Seek outside funding opportunities/partnerships
- All of the above

17. Would you be interested in volunteering for any aspect of community engagement or community events?

- Yes Don't Know/Refused
 No

If "Yes", Please call City Hall at 651-792-7600 or email sack.thongvanh@falconheights.org for more information on volunteering

18. What is your style of engagement that fits your personality? (Check all that apply)

- Auditory: listening/conversation Experimental: hands-on experimentation or practice
 Visual: reading or art with interaction A combination of the above
 Other (please specify)

19. Do you support or oppose a curbside collection program for compostable waste for an additional fee?

- Strongly support Somewhat oppose
 Somewhat support Strongly oppose
 Neither support nor oppose

20. Do you support or oppose re-visiting organized trash collection for the City? (City selecting one trash hauler)

- Strongly support Strongly oppose
 Somewhat support Need more details before forming an opinion
 Neither support nor oppose Don't Know/Refused
 Somewhat oppose

21. How would you rate the general condition and appearance of Falcon Heights?

- Excellent
- Good
- Fair
- Poor

If you gave a ranking of "Poor" or "Fair", Please explain why you gave the rating.

22. When you consider the property taxes you pay and the quality of city services you receive, would you rate the general value of city services as:

- Excellent
- Good
- Fair
- Poor

If you gave a ranking of "Poor" or "Fair", Please explain why you gave the rating.

23. Please rate your sense of feeling connected in the City of Falcon Heights

- Very connected
- Somewhat connected
- Neither connected nor disconnected
- Somewhat disconnected
- Very disconnected

24. What are some ways in which you think the city could improve inclusivity?

25. From what you know, do you approve or disapprove of the job the Mayor and City Council are doing?

- Excellent
- Good
- Fair
- Poor

If you gave a ranking of "Poor" or "Fair", Please explain why you gave the rating.

26. From what you have heard or seen, how would you rate the job performance of the Falcon Heights City Staff?

- Excellent
- Good
- Fair
- Poor

If you gave a ranking of "Poor" or "Fair", Please explain why you gave the rating.

27. Please tell me how many people in each of the following age groups live in your household.

	None	One	Two	Three or more
Adult 65 or over	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adults between 50-64	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adults between 18-49	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
School-age children and preschoolers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. Do you own or rent your present residence?

- Own
- Rent
- Refused

29. Which of the following describes your age range?

- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+

30. Which of the following categories represents your ethnicity?

- Caucasian
- African American
- African African
- Asian or Pacific Islander
- Native American
- Mixed Bi-Racial
- Don't Know
- Refused

31. What is your gender identification?

- Male
- Female
- Other (please describe)

32. What is the highest degree or level of school you have completed? If currently enrolled, highest degree received.

- Some high school, no diploma
- High school graduate, diploma or the equivalent (ex. GED)
- Some college credit, but no degree
- Trade/technical vocational training
- Associate degree
- Bachelor's degree
- Master's degree
- Professional degree
- Doctorate degree

33. What was your total household income before taxes during the past 12 months?

- Under \$15,000
- Between \$15,000 and \$29,999
- Between \$30,000 and \$49,999
- Between \$50,000 and \$74,999
- Between \$75,000 and \$99,999
- Between \$100,000 and \$150,000
- Over \$150,000
- Decline to answer