



CITY OF
FALCON HEIGHTS

2077 W. LARPEUR AVENUE FALCON HEIGHTS, MN 55113-5594 PHONE 612-644-5050

May 16, 1988

TO: Mayor Baldwin and Councilmembers
FROM: Jan Wiessner *JW*
RE: AGENDA FOR MAY 19, 1988 COUNCIL WORKSHOP

I would like to include the following items in our discussion at the Council Workshop Thursday evening:

- 1) Staff Workload: Discussion of Problems and Alternative Courses of Action
- 2) Personnel Policies: Discussion and Clarification of Existing Policies
- 3) Clerk Administrator Annual Performance Review: Discussion of Process
- 4) Team Building/Strategic Planning workshop(s): Discuss Options
→ *Council Agenda*

To facilitate this discussion, I'm enclosing some information for you to look over before the meeting. The meeting will start at 5:00 P.M., end at approximately 7:00 P.M. and will include sandwiches or something conducive to the discussion (turkey? ham?).

Let me know if you have any questions, comments about the agenda.

JW:kjz

1) STAFF WORKLOAD ISSUES:

ASSUMPTIONS:

- 1) that the City is currently organized similar to the attached chart
- 2) that the City's 1988 budget is limited to the adopted budget and the 1989 budget increases will be minimal

PROBLEMS IDENTIFIED:

a) Public Works -

- . Periodic staff shortage resulting from Jay Morgan's involvement with Fire and Rescue Services
- . Employee conflict at least partially attributed to the existing compensation system (Jay currently is paid as full-time public works employee and is paid an additional \$8.50/hour when on fire and rescue calls.)
- . Workload sometimes fluctuates due to uncontrollable factors such as weather, sewer problems, etc. which necessitates work outside of normal work hours (requiring overtime pay)
- . Perception that workload has increased in recent years due to factors such as more demands for improved park maintenance, general deteriorating condition of roads, more use of City Hall meeting rooms, etc.

b. Office Staff

- . Perception that workload has increased as a result of change in Clerk Administrator and Council expectations, major development projects, new projects such as recycling, recreational programs, code revisions, addition of Fire Marshal's position
- . Sharing of office responsibilities sometimes cause unclear roles/accountability
- . Physical layout of office results in considerable work interruption, loss in productivity
- . Expected increases in workload are expected to result from new Solid Waste Commission as well as changes in expectations of Planning Commission
- . Filing system needs re-organization
- . City Code is difficult to interpret, needs revision.

ALTERNATIVE COURSES OF ACTION

- 1) Productivity Improvements, such as
 - . licensing system
 - . filing system
 - . increased use of office ^{Automation} technology such as word processors.
 - . role clarification
 - . office design (install partitions, move copy machine)

- 2) Add Staff

- . RSVP Volunteers to help with clerical functions
- . Student intern(s) from Hamline University Public Administration Program or Humphrey Institute to help with special projects
- . Additional Planning Assistance (John Uban?) to help with Planning Commission process and/or specific issues
- . Additional Public Works Staff and/or change Jay's role
- . Additional clerical staff

- 3) Cut Back on Services/Activities (?)

- 1) Licensing •

Bus. Licenses

- 2) Permits •

- 3) Secy. / Recp. •

3) CLERK ADMINISTRATOR ANNUAL PERFORMANCE REVIEW

Several months ago we discussed the process to be used to review the Clerk Administrator's Performance on an annual basis. This process included a written status report distributed by the Clerk Administrator in May, individual Councilmembers to evaluate performance based on criteria included in the position description and on progress towards annual goals, and the Mayor to consolidate this information and discuss with the Clerk Administrator.

Attached is a brief report on progress made during the past year and an evaluation form for your use. We can discuss the process at the Workshop if you'd like.

(NOTE: The progress report is a summary of accomplishments made by everyone, not just me! It's very difficult to separate.)

Please make
1 copy.
(Return to
5-19-88 ~~for~~
Agenda Book)

CITY OF FALCON HEIGHTS
1987-1988 PROGRESS TOWARDS GOALS
ACCOMPLISHMENTS
FUTURE CHALLENGES

May, 1988
Jan Wiessner

Goal Area 1: To review City Code and make changes as necessary

Code Revisions to date:

- | | |
|-------------------------------|--|
| O-87-5 July 22 1987 | Allowing establishments holding both an on-sale wine license and on-sale non-intoxicating malt liquor license to sell on-sale intoxicating malt liquor without an additional license |
| O-88-1 January 13 1988 | Relating to election of Fire Department Officers |
| O-88-2 January 13 1988 | Relating to false alarms |
| O-88-3 January 13 1988 | Relating to license and permit fees |
| O-88-4 February 24 1988 | Relating to pro-ration of liquor license fees |
| O-88-5 March 9 1988 | Deleting sanitary sewer fees from Section 4-1.08 adding fees to Section 5-13.01 (fees and permits) and increasing sanitary sewer fees |
| O-88-6 April 13 1988 | Adding retail liquor stores and billard or pool halls as conditional uses in a B-2 District |
| O-88-7 April 13 1988 | Deleting license and permit fees from Part 5-13 and placing license, permit and other fees (as amended) in Section 5-14 |
| O-88-8 April 27 1988 | Regulation of dogs |
| O-88-9 April 27 1988 | Relating to penalties for code violations |

O-88-10 Relating to conditional uses
May 11
1988

Future Challenges: Remainder of City Code

Goal Area 2: To clarify roles and improve the "team approach"
to the City's overall management

. Consultant Relationships

- Relationship with Briggs and Morgan was reviewed, Requests for Proposals prepared, and Jensen, Hicken, Gedde and Soucie firm was selected in December, 1987
- Relationship with Maier Stewart Associates was reviewed and formalized with a written agreement in May, 1988
- Contract with the previous Animal Control agency was terminated in September, 1987, options were explored and new contracts were developed with the City of New Brighton Police Department and the Brighton Animal Clinic on a fee for service basis

. Staff

- staff meetings were initiated and have been held on a regular basis to improve staff communication and coordination
- Pat Bush resigned as Parks and Recreation Director in December, 1987. The position was reviewed, and modified to include additional responsibilities. With Cable Committee and Parks and Recreation involvement, Carol Kriegler was hired as the Recreation/Community Services Director in February, 1988
- The City Forester position was reviewed and modified. The process for selecting Tree Removal firms was changed to an annual bid process. The resulting bid came in at approximately one-half the previous year's bids.
- Planning Commission members, staff and Council participated in a Workshop on Planning issues presented by the League of Minnesota Cities and one presented by Attorney Gedde

. Future Challenges: To clarify internal staff roles

Goal Area 3: To assist City Council with Policy Analysis

- . Council meeting agenda formats were modified to be more consistent and comprehensive
- . Written Administrative Updates were prepared for each Council meeting
- . Clerk Administrator met with the Mayor on a regular basis and other Councilmembers periodically to keep them informed of current issues

Future Challenges: To meet with individual Councilmembers on a regular basis

Goal Area 4: To work towards improving the City's long-term financial condition

- . Amended Tax Increment District #1 to protect City's future financial interests
- . Budget report formats were modified to provide more information to Councilmembers on a quarterly and annual basis
- . Progress is being made to prepare a long-range Capital Improvement Plan
- . Changes were made in the formula for the 1989 police service contract with the Ramsey County Sheriff's Department which include savings to the City of approximately \$27,237 per year
- . Reviewed Fire and Rescue Contract with Lauderdale and negotiated rate increase
- . Negotiated increased participation by State Fair for police service during the State Fair

Future Challenges: Continue working on long range Capitol Improvement Budget

Goal Area 5: To improve the City's image both internally and externally

- . The Living in Falcon Heights publication was completed and distributed to residents
- . Monthly "Community Report" programs were produced and aired on the local Cable TV channel
- . Broadcasts of City Council meetings were continued
- . Newspaper coverage of local issues were increased (or did it just seem so?)
- . A breakfast meeting for local business representatives was held in September 17, 1987
- . Special events involving the community included:
 - Snelling Avenue Re-Opening Celebration
 - Ice Cream Social
 - Cities Week Activities: City Clean-Up
Open House, Programs
Recognition Dinner
Bike Rodeo
 - City Participation in Chamber's Twins Game
- . The City newsletter was published and distributed quarterly to residents
- . Progress was made to improve City's use of Cable TV through Carol Kriegler's position)
- . Improvement of Staff's handling of complaints through use of Complaint Form with Follow-Up
- . Staff received training in Risk Management by Denise Kapler, Ramsey County's Risk Manager
- . Staff participated in the following community and professional organizations:
 - Roseville-Falcon Heights Chamber of Commerce Board of Directors
 - Rotary
 - North Suburban Gavel Association *drop*
 - Ramsey County League of Local Governments
 - League of MN Cities
 - International City Management Association
 - League of Women Voters Board of Directors *drop*
 - Metropolitan Area Manager's Association
- . *Increased sewer rates*

Other Accomplishments/Problems/Projects:

- . Received Federal Disaster Assistance Grant (\$1,948)
- . Prepared and submitted Community Development Block Grant proposal for Smoke Alarm Program (Received Initial Approval)
- . Initiated staff and Council goal setting process
- . Initiated performance review system for employees
- . Initiated participation in ICMA Deferred Compensation Program for employees
- . Developed tuition reimbursement policy for employees
- . Purchased a new and (finally) fully operational 1988 Ford truck
- . Progress was made towards increased involvement in Solid Waste Management
 - Formed Solid Waste Commission
 - Initiated private support for purchase of Recycling signs
- . Progress was made towards improvement in City's election system through precinct consolidation to allow use of electronic voting machines
- . Roselawn Avenue construction
- . Snelling Avenue construction
- . Bullseye sprinkler system
- . Roc-A-Fellas nuisance issues
- . 1666 Coffman closing finalized
- . Super America Development

Other Projects/Problems in Progress:

- . Larpenteur-Prior/Gortner traffic
- . St. Mary's street parking
- . Tatum Street sod
- . Hamline alley
- . Stratford office Park
- . Northome Fire Code violations/redevelopment (?)
- . University Grove street lights/parking
- . City Park improvements

CLERK ADMINISTRATOR
PERFORMANCE APPRAISAL

- Part I Position Description
- Part II Position Targets/Objectives (see attached)
- Part III Personal and Professional Performance Factors

Timeline

- a. September, 1987 - Clerk/Administrator and Council discuss and adopt evaluation process, targets/objectives.
- b. May, 1988 - Clerk Administrator submits written progress report to Council, each complete an evaluation form. Clerk/Administrator completes a self-evaluation form.
- c. May 1988 - Mayor compiles appraisal forms and meets with Clerk Administrator to discuss.
- d. June 1988 - Clerk Administrator drafts new targets/objectives, meets with Council to discuss.
- e. July 1988 - Council and Clerk Administrator finalize new targets/objectives for coming year.

(Note: Targets can be added, modified or deleted during the year as needed with approval of the Council. It might be a good idea to schedule a review each 6 months to recognize targets, i.e. each June and December to be finalized in July and January.)