

REGULAR COUNCIL MEETING – AGENDA #26

If due to a disability, you need auxiliary aids or services during a City Council Meeting, please provide the City with 72 hours notice by calling 763-493-8012 or TDD 763-493-8392 or FAX 763-493-8391.

Our Mission: An Attractive, Diverse, Healthy, Safe and Prosperous Community at a reasonable tax burden.

GREETINGS TO THE CITY COUNCIL

I. ORGANIZATIONAL BUSINESS

1. CALL TO ORDER/ROLL CALL/PLEDGE OF ALLEGIANCE

2. PUBLIC COMMENT AND RESPONSE 7:00 – 7:15 p.m. Provides an opportunity for the public to address the Council on items, which are not on the agenda. Public Comment will be limited to 15 minutes (*if no one is in attendance for Public Comment, the Regular Meeting may begin*), and it may not be used to make personal attacks, to air personality grievances, to make political endorsements, or for political campaign purposes. Council Members will not enter into a dialogue with citizens. Questions from the Council will be for clarification only. Public Comment will not be used as a time for problem solving or reacting to the comments made but, rather, for hearing the citizen for informational purposes only.

2A. RESPONSE TO PRIOR PUBLIC COMMENT

None

2B. PUBLIC COMMENT

3A. APPROVAL OF AGENDA (Items specifically identified may be removed from Consent or added elsewhere on the agenda by request of any Council member.)

3B. PUBLIC PRESENTATIONS/PROCLAMATIONS/RECEIPT OF GENERAL COMMUNICATIONS
None

II. STATUTORY BUSINESS AND/OR POLICY IMPLEMENTATION

4. CONSENT (All items listed under Consent, unless removed from Consent in Agenda Item 3A shall be approved by one Council motion.) Consent Agenda consists of items delegated to city management or a commission but requires Council action by State, law, City Charter or City Code. These items must conform to a Council approved policy, plan, capital improvement project, ordinance, or contract. In addition, meeting minutes shall be included.

4.1 Letters of Credit/Bond Releases, Escrow/Cash Bond Releases

4.2 Approve contract with Xcel Energy for street light installation for CIP Project No. 4014, 109th Avenue from Winnetka Avenue to Brittany Drive

A. XCEL ENERGY CONTRACT

4.3 Approval of Minutes

A. CITY COUNCIL MEETING MINUTES, JULY 27, 2009

B. CITY COUNCIL MEETING MINUTES, AUGUST 3, 2009

4.4 Table T-Mobile Central LLC (Kari Brown) Conditional Use Permit #09-108 for a 75-foot wireless telecommunications tower designed into a bell tower at Brooklyn Park Lutheran Church to the August 24, 2009 agenda

The following items relate to the City Council's long-range policy-making responsibilities and are handled individually for appropriate debate and deliberation. (Those persons wishing to speak to any of the items listed in this section should fill out a speaker's form and give it to the City Clerk. Staff will present each item, following in which audience input is invited. Discussion will then be closed to the public and directed to the Council table for action.)

5. **Public Hearings**
 - 5.1 Approve an On-Sale Intoxicating Liquor License for La Jolla Verde, LLC dba La Fogata Mexican Restaurant located at 9660 Colorado Lane North and contingent upon issuance of a Certificate of Occupancy

6. **Land Use Actions**
None

7. **General Action Items**
None

III. DISCUSSION - These items will be discussion items but the City Council may act upon them during the course of the meeting.

8. **Discussion Items**
 - 8.1 Organizational Assessment Report
 - A. ORGANIZATIONAL ASSESSMENT REPORT

IV. VERBAL REPORTS AND ANNOUNCEMENTS

- 9.A Council Member reports and announcements
- 9.B City Manager reports and announcements

V. ADJOURNMENT

Since we do not have time to discuss every point presented, it may seem that decisions are preconceived. However, background information is provided for the City Council on each agenda item in advance from City staff and appointed commissions; and decisions are based on this information and past experiences. If you are aware of information that has not been discussed, please raise your hand to be recognized. Please speak from the podium. Comments that are pertinent are appreciated. Items requiring excessive time may be continued to another meeting.

City of Brooklyn Park Request for Council Action

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|----------------------------|--|--------------------------------|-----------------------|
| Agenda Item No: | 4.1 | Meeting Date: | August 17, 2009 |
| Agenda Section: | Consent | Originating Department: | Community Development |
| Resolution: | N/A | | |
| Ordinance: | N/A | Prepared By: | JoAnn Millette |
| No. of Attachments: | N/A | Presented By: | Cindy Sherman |
| Item: | Letters of Credit/Bond Releases, Escrow/Cash Bond Releases | | |

City Manager's Proposed Action:

MOTION _____, SECOND _____, TO RELEASE THE REMAINING CASH BOND (\$10,000) AND ENGINEERING ESCROW (\$3,937.77) FOR SATISFACTORY COMPLETION OF THE "610 BUSINESS PARK 4TH ADDITION PHASE II" PROJECT 06-105 LOCATED AT 9303 WEST BROADWAY N FOR RYAN COMPANIES.

MOTION _____, SECOND _____, TO RELEASE THE REMAINING CASH BOND (\$3,300) AND ENGINEERING ESCROW (\$7,182.04) FOR SATISFACTORY COMPLETION OF THE "610 BUSINESS PARK 4TH ADDITION, PHASE III" PROJECT 08-114 LOCATED AT 9349 WEST BROADWAY N FOR RYAN COMPANIES.

MOTION _____, SECOND _____, TO RELEASE THE REMAINING CASH BOND (\$3,000) AND ENGINEERING ESCROW (\$1,000) FOR SATISFACTORY COMPLETION OF THE "PARK WEST BUSINESS PARK" PROJECT 07-106 LOCATED AT 8701 BROOKLYN BLVD N FOR OPUS NORTHWEST LLC.

MOTION _____, SECOND _____, TO RELEASE THE REMAINING CASH BOND (\$5,000) AND ENGINEERING ESCROW (\$1,000) FOR SATISFACTORY COMPLETION OF THE "TCF BANK" PROJECT 06-146 LOCATED AT 8057 BROOKLYN BLVD N FOR TCF BANK.

MOTION _____, SECOND _____, TO RELEASE THE REMAINING CASH BOND (\$5,000) AND ENGINEERING ESCROW (\$436.09) FOR SATISFACTORY COMPLETION OF THE "PRAIRIE GARDENS" PROJECT 03-159 LOCATED SOUTH OF OXBOW CREEK DRIVE AND EAST OF DOUGLAS DRIVE FOR PREMIER DEVELOPMENT.

MOTION _____, SECOND _____, TO RELEASE THE ON-SITE LETTER OF CREDIT #683 (\$259,000) BY 21ST CENTURY BANK AND REDUCE THE ENGINEERING ESCROW BY \$15,000 AND REDUCE THE CASH BOND BY \$8,600 FOR SATISFACTORY PROGRESS OF THE "THE LEARNING EXPERIENCE" PROJECT 08-106 LOCATED AT 9700 SCHREIBER TERRACE N FOR PPPI, LLC.

This project is completed. However, the landscaping is newly installed. Therefore, the city will continue to hold a cash bond in the amount of \$5,000 and an engineering escrow in the amount of approximately \$2,000 to ensure the landscaping survives through a winter season.

MOTION _____, SECOND _____, TO RELEASE THE ON-SITE LETTER OF CREDIT #Nzs626028 BY WELLS FARGO (\$437,700) FOR SATISFACTORY PROGRESS OF THE “ALLINA MEDICAL CLINIC” PROJECT #08-110 LOCATED AT 9300 NOBLE PARKWAY N FOR ALLINA HEALTH SYSTEMS.

Allina Health Systems has completed approximately 85% of the improvements required for the Allina Medical Clinic project. This warrants a reduction in the sureties held by the city for the project. The city will continue to hold a cash bond in the amount of \$22,800 and engineering escrow in the amount of approximately \$20,000.

Overview: N/A

Primary Issues/Alternatives to Consider: N/A

Budgetary/Fiscal Issues: N/A

Attachments: N/A

City of Brooklyn Park Request for Council Action

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|----------------------------|---|--------------------------------|----------------------|
| Agenda Item No: | 4.2 | Meeting Date: | August 17, 2009 |
| Agenda Section: | Consent | Originating Department: | Engineering |
| Resolution: | N/A | Prepared By: | Craig Runnakko, P.E. |
| Ordinance: | N/A | | |
| No. of Attachments: | 1 | Presented By: | Kevin Larson, P.E. |
| Item: | Approve contract with Xcel Energy for street light installation for CIP Project No. 4014, 109 th Avenue from Winnetka Avenue to Brittany Drive | | |

City Manager's Proposed Action:

MOTION _____, SECOND _____, TO APPROVE CONTRACT WITH XCEL ENERGY FOR STREET LIGHT INSTALLATION FOR CIP PROJECT NO. 4014, 109TH AVENUE FROM WINNETKA AVENUE TO BRITTANY DRIVE.

Overview:

CIP Project No. 4014 provides for street and storm sewer improvements on 109th Avenue from Winnetka Avenue to Brittany Drive. Included with the street and utility construction is the installation of street lights. In accordance with the City of Brooklyn Park's most current street light policy, Xcel Energy has prepared a standard contract to construct a total of 10 Group V street lights along the south side of 109th Avenue in the project area. The contract is for the installation of 9-150W acorn fixtures on 15' base mounted fiberglass poles and 1-150W shoebox fixture on 30' direct buried fiberglass pole and electric underground wiring in conduit for a total cost of \$75,155.00.

Primary Issues/Alternatives to Consider: N/A

Budgetary/Fiscal Issues:

The feasibility report for CIP Project No. 4014 included the installation of street lights. A portion of the street light costs are proposed to be assessed to all benefitting property owners. The remaining costs will be paid for utilizing the City's Special Assessment Construction Fund.

Attachments:

4.2A XCEL ENERGY CONTRACT



825 Rice Street
St. Paul, MN 55117

**Construction Agreement
For Street Lighting Facilities**

The customer identified below ("Customer") and Northern States Power Company, a Minnesota Corporation and wholly owned subsidiary of Xcel Energy Inc. ("Xcel Energy" or "Company") agree to this Construction Agreement for Street Lighting Facilities, including the attached Terms and Conditions, for the following street light facilities:

Customer: **City of Brooklyn Park**
 Address: **5200 85th Ave N**
 City: **Brooklyn Park** State: **MN** Zip Code: **55443**
 Project charges of: **Seventy five thousand one hundred fifty five dollars and no/100 Dollars: \$75,155.00**
 In accordance with the following terms of payment: **Payment due 30 days after construction is completed.**

For Association or City of: **Brooklyn Park**
 Streetlights/Facilities Location: **109th Ave**
 Rate Code: **Installation of an A30-Q (Prepay), The monthly per street light fee for the fixture is: \$6.91**

Service consisting of:

| | |
|--|------------------------------|
| Installation of Company Owned streetlight facilities consisting of: | |
| <p>Designation of Lamps: 109th Brooklyn Park street light project: The cost to install this Group 5 (Prepay) street light system is: \$75,155.00. The monthly per street light fee for the 150W HPS fixture is \$6.91.</p> <p>Install 9-150W Acorn fixtures on 15' base mounted FG poles and 1-150W shoebox fixture on 30' direct buried FG pole. Install by plow approx 3000' of #6 CU wires in 1 1/2" conduit to provide feed to lights.</p> | Number of Luminaries: |
| Moving the following Company Owned streetlight facilities to a new location: NA | |
| Construction process valid for 30 days from Late Summer 2009 | |

Customer and Xcel Energy agree to the attached terms and conditions for the installation and moving of the facilities identified above. Customer and Xcel Energy agree that the operation of the facilities shall be subject to the General Street Lighting Contract for Operations & Maintenance Services between Customer and Xcel Energy, dated February 21, 1996

Dated this _____ day of _____ 20 _____ Dated this _____ day of _____ 20 _____

Customer: City of Brooklyn Park

Xcel Energy: _____

By: _____

By: Tim J. Virant Director of Business

Title: _____

Title: Operations.

City of Brooklyn Park Request for Council Action

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|----------------------------|---------------------|--------------------------------|---------------------------|
| Agenda Item No: | 4.3 | Meeting Date: | August 17, 2009 |
| Agenda Section: | Consent | Originating Department: | City Clerk |
| Resolution: | N/A | Prepared By: | Devin Montero, City Clerk |
| Ordinance: | N/A | | |
| No. of Attachments: | 2 | Presented By: | Devin Montero, City Clerk |
| Item: | Approval of Minutes | | |

City Manager's Proposed Action:

MOTION _____, SECOND _____, TO APPROVE THE MINUTES OF THE BROOKLYN PARK CITY COUNCIL MEETING OF JULY 27, 2009, AS PRESENTED BY THE CITY CLERK.

MOTION _____, SECOND _____, TO APPROVE THE MINUTES OF THE BROOKLYN PARK CITY COUNCIL MEETING OF AUGUST 3, 2009, AS PRESENTED BY THE CITY CLERK.

Overview: N/A

Primary Issues/Alternatives to Consider: N/A

Budgetary/Fiscal Issues: N/A

Attachments:

- 4.3A CITY COUNCIL MEETING MINUTES, JULY 27, 2009
- 4.3B CITY COUNCIL MEETING MINUTES, AUGUST 3, 2009

REGULAR BROOKLYN PARK CITY COUNCIL MEETING

Monday, July 27, 2009
7:00 p.m.

Brooklyn Park Council Chambers
5200 85th Avenue North

Greetings to the City Council (DVD) – Mr. Sabana Pathan

CALL TO ORDER - Mayor Lampi

PRESENT: Mayor Steve Lampi; Council Members Rich Gates, Dean Heng, Jeff Lunde, Peter Crema, Jeanette Meyer, and Mike Trepanier; City Manager Jamie Verbrugge; City Attorney Jim Thomson; and City Clerk Devin Montero.

ABSENT: None.

Mayor Lampi opened the meeting with the Pledge of Allegiance.

3A MOTION MEYER, SECOND TREPANIER TO APPROVE THE AGENDA AS SUBMITTED BY THE CITY CLERK WITH ITEM 4.2 PULLED FROM THE CONSENT AGENDA FOR SEPARATE DISCUSSION. MOTION PASSED UNANIMOUSLY.

3B1 Fire Chief Ken Prillaman briefed Council on contributions received from Residential Mortgage Group.

3B1 MOTION LAMPI, SECOND MEYER TO WAIVE THE READING AND ADOPT RESOLUTION #2009-125 ACKNOWLEDGING CONTRIBUTIONS TO THE CITY OF BROOKLYN PARK. MOTION PASSED UNANIMOUSLY.

3B2 Mayor Lampi read a proclamation proclaiming August 4, 2009, as the “National Night Out” celebration in Brooklyn Park.

3B3 Denise Rene Wollenburg, Special Events Coordinator, briefed Council on the awards received by the Brooklyn Park Ambassadors. The Ambassadors presented the awards to the Mayor and Council.

4.0 MOTION MEYER, SECOND GATES TO APPROVE THE FOLLOWING ADMINISTRATIVE CONSENT ITEM:

4.1 TO APPROVE THE INSTALLATION OF A MARKED CROSSWALK ACROSS NOBLE AVENUE AT 83RD AVENUE AND “NO PARKING ANYTIME” SIGNS ALONG THE WEST SIDE OF NOBLE AVENUE 200 FEET NORTH AND SOUTH OF 83RD AVENUE AND THE EAST SIDE OF NOBLE AVENUE 200 FEET SOUTH OF 83RD AVENUE.

4.3 TO WAIVE THE READING AND ADOPT RESOLUTION #2009-126 TO AWARD THE BID FOR THE 92ND AVENUE SANITARY SEWER LIFT STATION REHABILITATION TO CCS CONTRACTING, INC.

MOTION PASSED UNANIMOUSLY.

4.2 Council Member Gates asked if an escrow was needed in case the companies installing the communications equipment on a water tower or on city property filed bankrupt and would have that money for the removal of the telecommunications equipment.

Jon Thiel, Operations and Maintenance Director, stated it would be added to the agreement.

4.2 MOTION GATES, SECOND MEYER TO WAIVE THE READING AND ADOPT RESOLUTION #2009-127 TO AWARD THE BID FOR THE REPAINTING, REPAIR, AND MODIFICATION OF THE BOONE AVENUE ELEVATED RESERVOIR PROJECT, O&M, PU-09-26, TO M. K. PAINTING INC. MOTION PASSED UNANIMOUSLY.

8.1 Jim Hilgendorf, Engineering and Building Inspections, briefed Council on the shared service agreement for rental licensing and inspections between the City of Brooklyn Park and City of Osseo.

Discussions were held on: Length of the agreement and the intent of Osseo training their staff; delaying the agreement until the organizational study was completed; establishing policies and how it would be reported; how their inspection requests would be responded; Osseo following Brooklyn Park's policies, regulations and ordinances and changes in the ordinances would be accepted by Osseo; generating additional revenue; shared services item indicated in the budget and showing hours; using building inspectors to help with inspections; fee schedule in agreement; and shared service being a Council goal.

It was the consensus of the Council to move forward with the agreement. Council Member Heng was concerned with the timing of the agreement prior to the organizational study.

9A Reports and Announcements from Council Members

Council Member Lunde stated that he met with representatives of CAPSH, (Community Action Partnership of Suburban Hennepin), on foreclosure information and answered a lot of his questions. He stated they performed 6, 12 and 18 month follow-ups which was one of his concerns and the CAPSH representative said the hardest thing was getting people to respond. He stated they would be providing information about the follow-ups to Council.

ADJOURNMENT - With consensus of the Council, Mayor Lampi adjourned the meeting at 7:33 p.m.

STEVE LAMPI, MAYOR

DEVIN MONTERO, CITY CLERK

REGULAR BROOKLYN PARK CITY COUNCIL MEETING

Monday, August 3, 2009
7:00 p.m.

Brooklyn Park Council Chambers
5200 85th Avenue North

Greetings to the City Council (DVD) – Janet and Chris Fletcher

CALL TO ORDER - Mayor Lampi

PRESENT: Mayor Steve Lampi; Council Members Rich Gates (arrived at 7:09 p.m.), Dean Heng, Peter Crema, Jeanette Meyer, and Mike Trepanier; City Manager Jamie Verbrugge; Community Development Director Robert Schreier; Finance Director Cory Kampf, Police Chief Mike Davis; Fire Chief Ken Prillaman; Jon Thiel, Operations and Maintenance Director, Jack Montague, Human Resources; Mike Sable, Administration, Richard Fursman, Global Synergy Group, and City Clerk Devin Montero.

ABSENT: Jeff Lunde (excused); City Attorney Jim Thomson

Mayor Lampi opened the meeting with the Pledge of Allegiance.

3A MOTION MEYER, SECOND TREPANIER TO APPROVE THE AGENDA AS SUBMITTED BY THE CITY CLERK. MOTION PASSED UNANIMOUSLY.

3B1 Police Chief Mike Davis introduced Ms. Patricia Rasmussen as a new employee to the Police Department.

3B2 Mayor Lampi read a proclamation to recognize and congratulate Ms. Megan Muehlbert as 2010 Miss Teen Hennepin County.

4.0 MOTION MEYER, SECOND TREPANIER TO APPROVE THE FOLLOWING ADMINISTRATIVE CONSENT ITEM:

4.1 TO APPROVE COUNCIL MEMBER GATES TO TRAVEL TO BOSTON, MASSACHUSETTS IN OCTOBER 2009 FOR NLC'S CONFERENCE, "NATIONAL SUMMIT ON YOUR CITY'S FAMILIES."

4.2 TO APPROVE THE MINUTES OF THE BROOKLYN PARK CITY COUNCIL MEETING OF JULY 20, 2009, AS PRESENTED BY THE CITY CLERK.

MOTION PASSED UNANIMOUSLY.

8.1 City Manager Verbrugge stated staff would be presenting the work plan of the strategic goals set previously by the Council in a planning session with Mr. Richard Fursman. He stated during the planning sessions Council identified strengths, weaknesses, opportunities and challenges with the community and worked on a vision of the community for the year 2015; established strategic goals, achievable time frames; put the vision of some specific expectations and staff defined the

work plan to achieve those goals and were set up in teams with team leaders and worked on objectives and milestones and would be presented to the Council. He stated he wanted to check with the Council on the layout of the work plans, add to it or give clarity and share with the residents of the city what the Council was putting together.

He introduced Mr. Mike Sable, Administration, who was helping coordinate the goals process with each team, working on the organizational assessment and other issues related to the strategic goals.

Mr. Sable briefed Council with a PowerPoint and covered the following: Summary of the planning process; review of goal teams; relation to Organizational Assessment; and define the Next Steps; City Mission; City Vision; Goals; Strategies; Objectives and Operating Systems and Structure.

The six goals set by Council and team leaders assigned:

1. Create a Positive Image-Mary Tan
2. Develop Structurally Balanced Budget That Meets Our Mission-Cory Kampf
3. Develop Shared Services Plan-Ken Prillaman
4. Ensure Stable Neighborhoods-Mike Davis
5. Ensure Best Use Development That is Livable and Sustainable-Robert Schreier
6. Ensure Mission Oriented Organizational Culture-Jack Montague

Mary Tan, Communications Coordinator, briefed Council on *Goal #1-Create a Positive Image*. She provided the following objectives: Develop Comprehensive Communications Plan; Communications Plan Design and Specifics; Develop Marketing Plan for the City; and Develop Communications and Marketing Plan for the Reorganization of the City; and Timeline.

Discussions were held on: Marketing Plan; the overall goal of the marketing plan; adding “attractive” as an attribute of the city; concerns with residents not having access to computers and better way to communicate with them; numbers watching the “Brooklyn Park Now” show; and a community survey and how it fit with the other goals.

Cory Kampf, Finance Director, briefed Council on *Goal #2-Develop Structurally Balanced Budget That Meets Our Mission*. He provided the following objectives: Complete New World Data Configuration; Align Council Goals into Budget Process; Establish Consistent Baseline Assumptions for Revenues, Inflation, (Cost-Drivers) and Service Levels; Council Approval of Budget; and Conduct Review of Current Practices to Ensure Continuous Process Improvement.

Discussions were held on: Format of the 2 and 5 year budget; and amending the 5 year budget every other year.

Ken Prillaman, Fire Chief, briefed Council on *Goal #3-Develop Shared Services Plan*. He provided the following objectives: Define Shared Services; Define Specific Programs; Define

Guiding Principles; Existing Services; Trading Partners; Internal Shared Human Resources; Feasibility, Financial and Operational Analysis; and Implementation.

Discussions were held on: Shared services with the City of Crystal and ensuring not in violation of state law; adding to the matrix on shared service being in compliance with state law; benefit to the city on long term basis; how partners were determined and what would be good partners; looking at education cooperation; communicating with other communities; and larger cities not always benefitting as much as smaller cities.

Mike Davis, Police Chief, briefed Council on *Goal #4-Ensure Stable Neighborhoods*. He provided the following objectives: Create Community-Wide Strategic Planning Process Focused on Livability and Neighborhood Pride; Create, Maintain, and Promote Sustainable High Quality Housing; Ensure Engagement, Implementation, Coordination, Effectiveness, and Evolution of Neighborhood Action Program; and Proactive Enforcement of Appropriate Use of Properties.

Discussions were held on: Strategy for removing barrier #2 (Don't have capacity to complete all crime free rental seminars by October) from the strategic plan; increasing home owner occupied homes; opportunities to help with home owner occupied homes; Council Members calling Community Development for information for home buyers to help with home owner occupied homes.

Robert Schreier, Community Development Director, briefed Council on *Goal #5- Ensure Best Use Development That is Livable and Sustainable*. He provided the following objectives: Develop Sustainable Design Standards; Ensure Signature Development in 610 Corridor; Comprehensive Strategy to Maintain and Enhance Facilities, Infrastructure and Parks; Redevelopment of Major Community Corridors; and Establish Comprehensive Strategy to Reposition/Redevelop Apartments.

Discussions were held on: Needing numeric goals for Metric #4, #5, and #6 of the Strategic Plan.

Jack Montague, Human Resources Manager, briefed Council on *Goal #6-Ensure Mission Oriented Organizational Culture*. He provided the following objectives: Define Unified Value Statements; Define Unified Mission Statement; Develop and Implement an effective communications plan to promote the city's mission and value statements; Develop a comprehensive recruitment plan to build, strengthen a diverse, high-performance workforce; Develop succession planning, training, and mentoring programs to retain and effectively prepare for and meet future organizational needs; Develop an effective employee performance and evaluation program that reflects the city's mission and core values and appropriately recognizes and rewards employee contributions and commitment; and Establish internal Departmental Collaboration and External Customer Strategy Focused on Service Delivery.

Discussions were held on: Budget Advisory Commission and Citizen Long Range Improvement Committee being vital to this goal and providing input.

Council Member Trepanier asked if each of the goals with documents could be placed in individual notebooks when provided to Council.

City Manager Verbrugge stated Council could see the timelines and owners of the strategic plans and the teams were energized and had momentum to move forward with the plans. He introduced Mr. Richard Fursman, Global Synergy Group, and he briefed Council how the strategic plans were related to the organizational assessment.

He stated what was being put together was the structure of the organization and how it was going to look like, what processes would be in place to support the structure, how leadership was impacted both on the Council, team and department level. He stated the most significant component that would be worked on was the cultural impact.

He stated Council could already see the level of cooperation needed to accomplish the goals and each goal was intricately connected to one another. He stated that Mary Tan's task of working on Creating a Positive Image was fundamentally tied to every other goal that was going to be administered.

He stated the organizational design was implemented through the visioning from the top down and put through instrumentation from the bottom up and were a number of processes asked of staff to help develop with citizen advisors who would also help with the process.

He stated six team leaders spoke on leading the charge and directing teams and Council judging their success and failures by the processes, how well they put together teams, and how well they administer the goals. He stated the unspoken partner was the Council, the relationship between the goals, carrying out the goals and their functionality, ability to stay on course with changes, and focusing on the long term goals.

He stated all of it was coming together in the organizational assessment and interesting to describe an environment when the environment was evolving in front of Council as they were putting together the assessment. He stated Council could see the interrelationship and would see it in the report.

Mike Sable briefed Council on the timelines and Council roles within the City Mission, City Vision, Goals, Strategies, Objectives and City Operating Systems and Structures. He stated the next steps would be to work on the strategic plans, document progress and report to the Council on a quarterly basis.

City Manager Verbrugge stated Council's first part in the goals process was National Night Out tomorrow night which was a big day in the community. He stated staff had taken the goals and printed them in a hanger door type format and as Council visited the neighborhoods Council could say, *"Here is what the city council is all about. This is what our vision is of the community and National Night Out is an important part of that because it is a critical element in ensuring stable neighborhoods. That's one of our six goals and here are the rest on the backside and what*

we want you to do.” He stated Council would be given to them to hand out while in the neighborhoods and start talking about why these goals were important to the community.

Mayor Lampi thanked the Council for their hard work at the goals setting sessions. He stated that Brooklyn Park was the leader in how things were done in city government and other cities looked to the city to set the example for good practices. He thanked the City Manager, Mr. Fursman, Mike Sable and staff for their hard work with the visioning and goals process.

ADJOURNMENT - With consensus of the Council, Mayor Lampi adjourned the meeting at 8:59 p.m.

STEVE LAMPI, MAYOR

DEVIN MONTERO, CITY CLERK

City of Brooklyn Park Request for Council Action

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|----------------------------|--|--------------------------------|-------------------|
| Agenda Item No: | 4.4 | Meeting Date: | August 17, 2009 |
| Agenda Section: | Consent | Originating Department: | Planning Division |
| Resolution: | N/A | Prepared By: | Cindy Sherman |
| Ordinance: | N/A | | |
| No. of Attachments: | N/A | Presented By: | Cindy Sherman |
| Item: | Table T-Mobile Central LLC (Kari Brown) Conditional Use Permit #09-108 for a 75-foot wireless telecommunications tower designed into a bell tower at Brooklyn Park Lutheran Church to the August 24, 2009 agenda | | |

City Manager's Proposed Action:

MOTION _____, SECOND _____, TO TABLE ACTION ON THE APPLICATION OF T-MOBILE CENTRAL LLC (KARI BROWN) CONDITIONAL USE PERMIT #09-108 FOR A 75-FOOT WIRELESS TELECOMMUNICATIONS TOWER DESIGNED INTO A BELL TOWER AT BROOKLYN PARK LUTHERAN CHURCH LOCATED AT 1400 81ST AVENUE NORTH TO THE AUGUST 24, 2009 COUNCIL MEETING.

Overview:

T-Mobile's application for CUP was tabled to the August 17, 2009 meeting. We are still working to address questions that were raised by the Council and have extended their review period. We are asking the Council to table action on the application to the August 24, 2009 Council meeting.

Primary Issues/Alternatives to Consider: N/A

Budgetary/Fiscal Issues: N/A

Attachments: N/A

City of Brooklyn Park Request for Council Action

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|----------------------------|--|--------------------------------|----------------------------------|
| Agenda Item No: | 5.1 | Meeting Date: | August 17, 2009 |
| Agenda Section: | Public Hearings | Originating Department: | Engineering/Building Inspections |
| Resolution: | N/A | Prepared By: | Ruth Dickson |
| Ordinance: | N/A | | |
| No. of Attachments: | N/A | Presented By: | Betty Peterson |
| Item: | Approve an On-Sale Intoxicating Liquor License for La Jolla Verde, LLC dba La Fogata Mexican Restaurant located at 9660 Colorado Lane North and contingent upon issuance of a Certificate of Occupancy | | |

City Manager’s Proposed Action:

MOTION _____, SECOND _____, TO APPROVE AN ON-SALE INTOXICATING LIQUOR LICENSE FOR LA JOLLA VERDE, LLC DBA LA FOGATA MEXICAN RESTAURANT LOCATED AT 9660 COLORADO LANE NORTH AND CONTINGENT UPON ISSUANCE OF A CERTIFICATE OF OCCUPANCY.

Overview:

This is a new license for La Jolla Verde, LLC dba La Fogata Mexican Restaurant located at 9660 Colorado Lane North. The property is new construction and the license is contingent upon final construction inspection by the Fire Department and Building Department and upon issuance of a Certificate of Occupancy.

The Police Department has completed their investigation of the officers and manager, and the Finance Department has reviewed the financial reports. The Police Department and Finance Department find no reason that would preclude the issuance of this license. Their reports are on file in the Licensing Division and are available upon request.

Primary Issues/Alternatives to Consider: N/A

Budgetary/Fiscal Issues: N/A

Attachments: N/A

City of Brooklyn Park Request for Council Action

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|----------------------------|----------------------------------|--------------------------------|-------------------------------------|
| Agenda Item No: | 8.1 | Meeting Date: | August 17, 2009 |
| Agenda Section: | Discussion Items | Originating Department: | Administration |
| Resolution: | N/A | Prepared By: | James Verbrugge, City Manager |
| Ordinance: | N/A | | |
| No. of Attachments: | 1 | Presented By: | Jamie Verbrugge and Richard Fursman |
| Item: | Organizational Assessment Report | | |

City Manager's Proposed Action:

Receive presentation regarding the Organizational Assessment and discuss findings and recommendations.

Background:

During the final weeks of budget preparation for fiscal year 2009 (late November/early December 2008) it became apparent that State of Minnesota budget issues were likely to impact local units of government. The anticipated loss of State aid and credits, coupled with a declining economy and housing market collapse, made clear that the near-term future (2-3 years) was going to be fiscally challenging. Discussion with the City Council indicated a strong desire to make sure that our decisions related to future planning, financial management, and service delivery were strategic in nature.

The City Manager's final budget recommendations included funding for a consultant to work with the City Council and staff leadership. The consultant, Richard Fursman of Global Synergy Group/The Brimeyer Group, was asked first to facilitate a strategic planning and goal setting session with Council and department directors. The Council had experienced a fair amount of turnover with 4 of 7 members having less than 2 years experience, and the staff leadership was similarly blending the experienced with the new (5 of 8 with less than 2 years tenure). The strategic goal setting was an important step to bring together individual visions and approaches into a common purpose.

The January session concluded with the Council having agreed on visioning statements regarding the future of the community and what it looks like in 2015. Those visioning statements are:

- Brooklyn Park is a city where the citizenry is aware and connected.
- The City of Brooklyn Park is now vibrant and livable through development and redevelopment.
- The City of Brooklyn Park has arts and recreation that reflect and celebrate our community.
- The City of Brooklyn Park has stable, safe neighborhoods where residents are connected.
- The City of Brooklyn Park operates from a culture that consistently considers both the environmental and economical impacts of decisions.
- Brooklyn Park is a city where the youth are an engaged productive part of the community.
- Brooklyn Park leads the effort to define how local government will operate in the future.

From these seven visioning statements, a core vision of the community emerged: Brooklyn Park is a safe, healthy and vibrant community with a positive image.

The special meeting in February built upon the foundation of the visioning statements by analyzing the strengths, weaknesses, opportunities, and challenges in the community and the organization, and began determining the goals of greatest strategic importance to successfully realize the vision. Those strategic goals were:

- Create a positive image
- Develop structurally balanced budget that meets our mission
- Develop a shared services plan
- Ensure stable neighborhoods
- Ensure best use development that is livable and sustainable (quality)
- Ensure mission-oriented organizational culture

The staff was directed to develop work plans to support the City Council's goals. The work plans were presented to the City Council on August 3, 2009.

As the work plan development process was occurring, Mr. Fursman began working with the City Manager and directors to perform an Organizational Assessment. As indicated earlier in the memo, based on the Council's desire to approach the future in a strategic way, it was important to understand the current state of our organization: how we are structured; what processes and systems we have in place; what services are being delivered and by whom; how we respond to changing conditions; how we communicate and collaborate; and, how we serve our customers.

The structure of the organization is more than the org chart. The structure includes systems and processes, lines of communication, and other formal and informal relationships. In order to make decisions about what services we provide and how we provide them, we need to have a full understanding of the who, what, how, and when; and especially the why.

The study process with Mr. Fursman included individual interviews with elected officials and senior staff; thorough review of organizational charts, job descriptions, programs and services, budget materials, and policies and procedures; participatory feedback from a larger group of managers and leaders, as well as an employee survey that resulted in nearly 300 responses; and, working retreats with directors.

During two full-day director retreats, Mr. Fursman and the directors identified nearly 50 different issues to evaluate based on questions of overlap, placement, general concern, or relation to mission. The group also identified guiding principles to help focus discussion and develop consensus.

Summary:

The Organizational Assessment is the next step in the strategic plan process for the City Council. Just as the Council Goals identified a horizon for accomplishment (2009-2015), the Organizational Assessment includes both near-term and longer-term implementation recommendations. The rationale for a phased approach to organizational change is recognition that the systems, processes, and culture are deeply ingrained. These systems, processes, and culture are not flawed or faulty per se. But it is clear that opportunities exist to improve how we serve the community, the Council and our organization.

The desired outcome of a high-performance organization that consistently improves its focus on customer service, teamwork, and strategic thinking is one that begins – foundationally – with an organization that has a shared vision and shared values. To this extent, the Goals Team charged with achieving a Mission-Oriented Organizational Culture is going to be critical in moving toward the desired future state detailed in the report.

Primary Issues/Alternatives to Consider:

Does the vision for the organization support the City Council's Goals?

Budgetary/Fiscal Issues:

Specific staffing levels are not discussed in the Organizational Assessment. There are some staffing reductions that will be recommended in the near-term. Staffing levels will be addressed as the departmental budgets are presented to the City Council.

Attachments:

8.1A ORGANIZATIONAL ASSESSMENT REPORT



Organization Operations Analysis

City of Brooklyn Park

Dated: August 17, 2009

Change – Grow – Perform

Submitted to

**James Verbrugge
City Manager**

City of Brooklyn Park
Minnesota

Global Synergy Group llc.

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Project Overview

Introduction

The City of Brooklyn Park began a comprehensive assessment of its organization to determine if the current design is functionally appropriate and operating efficiently and effectively when aligned with the Mission, Vision, and action plan of the City. It is anticipated that a number of structural and systems changes would be helpful to fulfill the long-range Mission and Vision the Council has for the community.

Structural and system changes could bring radical changes in how members perceive, think, and behave at work. The impetus behind the change effort is being driven by a number of severe threats affecting the operations and the desire to move toward a newly defined Vision. A recent Strategic Planning phase conducted in January/February 2009, concluded that the City is dealing with a number of destabilizing issues, including:

1. The funding sources for the City are inconsistent, unpredictable, and therefore, unreliable.
2. The changing and diverse demographics of the community transform priorities and communication.
3. The State and National economic downturn is creating new priorities for government.
4. Home foreclosures are unraveling neighborhoods.
5. The continued expectation of citizens for service levels to remain high and cost effective.

Project Objectives

The global objective of the assessment was to review the current operation (primarily systems and organization structure) and develop recommendations for best alignment with the Mission, Vision, and Strategic Plan of the City. The assessment was designed to identify ways to:

- Focus service delivery to maximize efforts to fulfill the Mission, Vision, and Strategic Plan of the City
- Flatten the organizational structure
- Create a more *Community Focused* Organization

Project Requirements

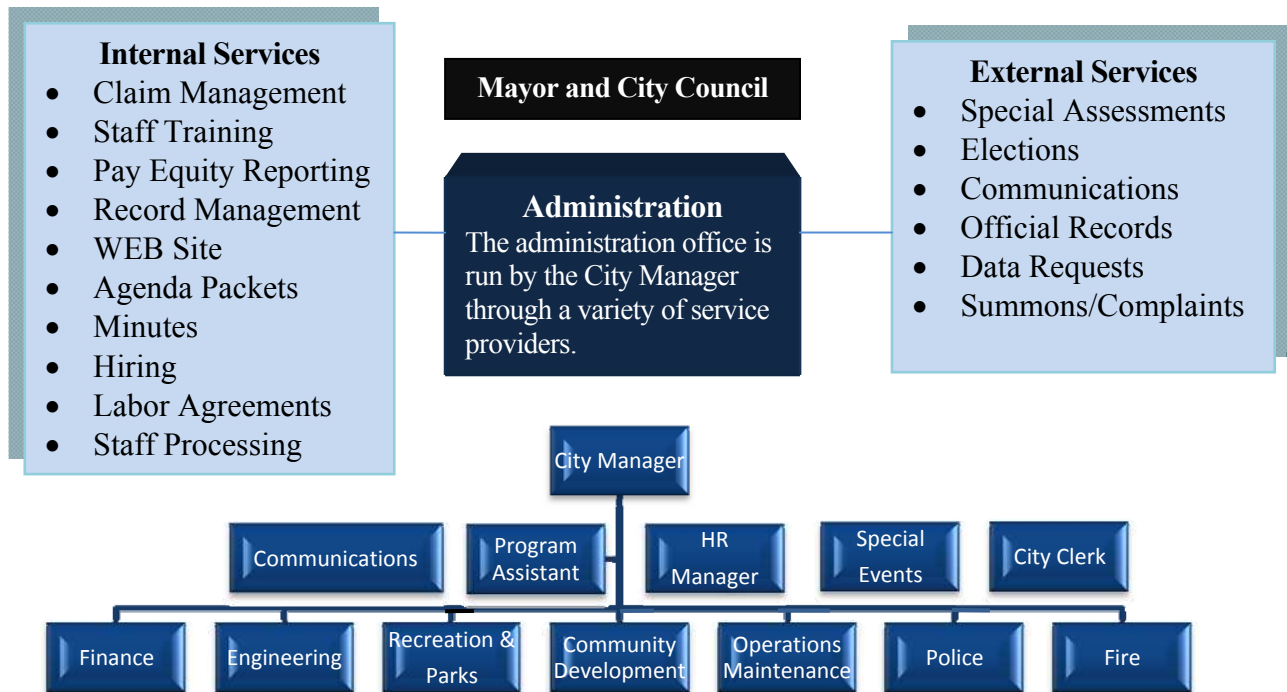
1. Assess the current degree of alignment of the operational roles, structure, and systems of the organization with its functional needs.
2. Conduct a comprehensive analysis of systems, structure, resources, and functional relationships, identifying any gaps, strengths, weaknesses and needs of each area.
3. Provide recommendations for improving and streamlining processes and systems to gain a better alignment and improve the efficiency and effectiveness of the organization as it aligns with Mission and Vision.
4. Provide recommendations on strengthening the working relationships and coordination efforts between departments.

Current Organization State: Structure

The City has had the same departmental structure for nearly a decade. There are eight departments, seven of which are led by department directors that report to and are accountable to the City Manager. The City Manager is the Director of the Department of Administration. The Departments divide a number of duties and responsibilities to provide external and internal services as directed by the Council and City Manager.

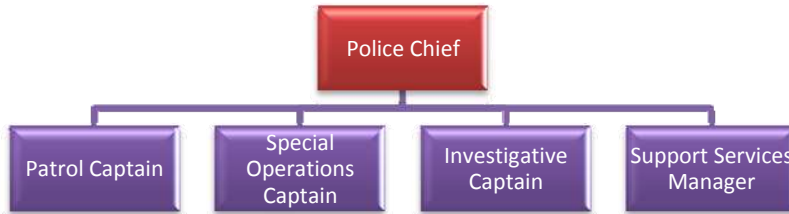


Current State: Administration



Structure: The current system was in place when the new City Manager (James Verbrugge) took office in 2008. The structure currently has the Manager with 12 direct reports in addition to being in continuous contact with six Council Members and the Mayor. This ‘span of control’ places a tremendous amount of stress on the position, making the tasks of reviewing, mentoring, monitoring, directing, educating and facilitating unachievable. The long-term implications are that this reporting structure is unsustainable provided the level of guidance currently needed and the expectation for leadership, policy formation and organizational management.

Current State: Police



Police:
 The Police Department is run by the Chief of Police providing 24-hour service to our community and is comprised of 99 sworn police officers along with 59 part-time and full-time non sworn staff.

Structure: The Chief of Police has four (4) direct reports on command staff. The Chief is undertaking a number of significant changes at this time. Changes are being made internally to the information network impacting records, reports, and analysis and emphasizing efficiencies, effective resource allocation and community-based long term problem solving. In addition, a new adjunct police facility is being built with the intention of bringing additional police presence to a stressed area of the community. The police have significant roles externally in the NAP (Neighborhood Action Program), Violent Offender Task Force, Youth Violence Prevention, and Joint Community Police Partnership and other regional community groups and crime fighting coalitions.

| | Services | Demand | Current Trend | Long-Long Term | Goal Impact |
|------------------------------|------------------------------------|---------|---------------|----------------|-------------|
| EXTERNAL | Patrol | Steady | Growing | Growing | High |
| | Community Service Officers | Steady | Growing | Grow | Medium |
| | Safe Streets | Steady | Growing | Grow | High |
| | COPS Unit | Steady | Growing | Grow | High |
| | Crime Analysis | Steady | Growing | Growing | High |
| | Community Liaison | Steady | Growing | Growing | High |
| | Joint Community Police Partnership | Steady | Growing | Growing | High |
| | Cadet Program | Steady | Growing | Grow | Indirect |
| | Youth Violence Initiative | Steady | Growing | Grow | High |
| | Neighborhood Action Program | Steady | Growing | Growing | High |
| | Explorers | Steady | Steady | Steady | Indirect |
| | K-9 | Steady | Growing | Grow | Indirect |
| | V.O.T.F. | Steady | Growing | Change | High |
| | Drug Task Force | Steady | Steady | Change | High |
| | Crime Prevention | Steady | Steady | Grow | High |
| | Customer Srvc (Front Counter) | Steady | Growing | Growing | High |
| | Reserves | Steady | Steady | Steady | Medium |
| | School Resource Officers | Steady | Steady | Grow | High |
| | SWAT | Steady | Steady | Steady | Indirect |
| | DARE | Steady | Growing | Steady | Indirect |
| Dissemination of public data | Steady | Growing | Grow | High | |
| Detention | Steady | Growing | Grow | Indirect | |
| Investigation | Steady | Growing | Growing | High | |
| INTERNAL | | | | | |
| | Background Check | Steady | Steady | Steady | High |

Current State: Recreation and Parks



Recreation & Parks
 Handles over 1,900 acres of parkland, 67 local park areas and hundreds of recreational program opportunities.

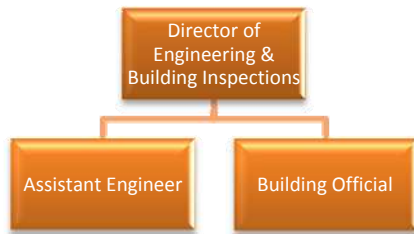
The Recreation and Parks Director has three direct reports. The primary functions of the department are to provide active and passive recreation opportunities for the residents through Parks and Trails, the Community Activity Center, and two Golf Courses. The recreation functions are split primarily with three concentrations:

- Community Events that are highly subsidized
- Youth, Teen, and Senior programs that have a moderate subsidy
- Special interest focus such as Softball leagues that are self sustaining

Recreation and Parks did a strategic planning process near the end of 2007. The plan titled “A Fresh Beginning” blends well with several of the City Council goals for 2009-2014. The department has had some staff reductions recently in reaction to the economic downturn and budget pressures.

| | Services | Demand | Current Trend | Long-Term Trend | Goal Impact |
|--|---|----------|---------------|-----------------|-------------|
| E X T E R N A L | Golf (2 Courses) | Seasonal | Steady | Steady | High |
| | Community Activity Center Program and Marketing | Constant | Steady | Steady | High |
| | Snow & Ice Removal | Seasonal | NA | NA | NA |
| | Park Development | Cyclical | Slow | Grow | High |
| | Adult Recreation | Seasonal | Growing | Grow | High |
| | Community Events | Seasonal | Steady | Steady | High |
| | Youth Recreation | Seasonal | Growing | Grow | High |
| | Ice Arena | Constant | Steady | Steady | Medium |

Current State: Engineering & Building Inspections



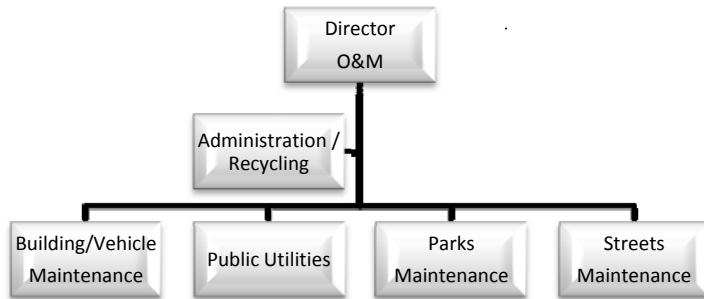
Engineering & Building Inspections

Plans, studies, designs, and manages the construction and reconstruction of public improvements. Performs inspections related to new building construction, licensed residential units, and real estate transactions. New building construction.

The Engineering & Building Inspections Department was undergoing significant change when this analysis began. Administration was looking at ways to potentially restructure the work flow coming out of the department. The work-load for some areas of the department decreased with the downturn in the economy. Housing and development starts were down 80% from previous years resulting in a decrease in the number of new construction inspections and development reviews. Other economic conditions, primarily foreclosures, have resulted in significant service demand increases relative to Point of Sale inspections and rental housing licensing requirements.

| | Services | Demand | Current Trend | Long-Term Trend | Goal Impact |
|-----------------|--------------------------------------|----------|---------------|-----------------|-------------|
| EXTERNAL | Special Assessment Rolls | Cyclical | Slow | Increasing | NA |
| | Rental Housing | Steady | High | High | High |
| | Building Plan Review and Inspections | Cyclical | Slow | Increasing | NA |
| | Point of Sale Inspections | Cyclical | Growing | Increasing | High |
| | Infrastructure Development | Seasonal | Slow | Steady | High |
| | Multi-modal transportation | Steady | Moderate | Increasing | High |
| | Highway Aid | Steady | Moderate | Moderate | Medium |
| | Street Signing | Steady | Slow | Increasing | NA |
| | Accident Data | Steady | NA | Increasing | Low |
| | GIS Data | Steady | Moderate | Increasing | Medium |
| | Street Lighting & Signals | Steady | Slow | Increasing | Low |
| | FEMA Data | Erratic | Slow | NA | Low |
| | Business Licensing | Cyclical | Slow | Slow Growth | Indirect |
| | INTERNAL | | | | |
| | Map Development for O&M and Parks | Steady | Moderate | Increasing | Indirect |

Current State: Operations & Maintenance



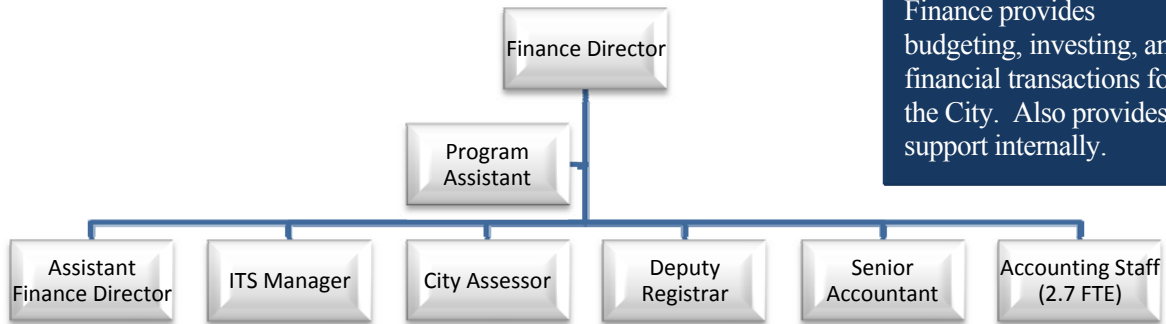
Operations & Maintenance
 Responsible for maintaining the infrastructure, parks and community buildings of the City. Also provides for the maintenance of City vehicles and equipment.



| | Services | Demand | Current Trend | Long-Term Trend | Goal Impact |
|----------|--|----------|---------------|-----------------|-------------|
| EXTERNAL | Recycling | Steady | Steady | Growing | Low |
| | Project Inspections | Seasonal | Steady | Steady | Indirect |
| | Signs | Cyclical | Steady | Cyclical | Indirect |
| | Yard Waste | Seasonal | Steady | Growing | Low |
| | Street Lighting | Steady | Steady | Growing | Medium |
| | Water Distribution & Sanitary Sewer Maint. | Steady | Steady | Growing | Medium |
| | Utility Maintenance | Steady | Steady | Growing | Indirect |
| | Water Treatment Plant | Steady | Steady | Growing | High |
| | Storm Sewer | Steady | Steady | Growing | Medium |
| | Street Maintenance | Steady | Slowing | Steady | Medium |
| | Snow & Ice Control | Seasonal | Seasonal | Growing | High |
| | Forestry | Seasonal | Steady | Growing | Medium |
| | Park Maintenance | Steady | Steady | Growing | Medium |
| INTERNAL | CIP/CEP | Steady | Steady | Growing | High |
| | GIS/GPS/Tech Support | Steady | Steady | Growing | Indirect |
| | Vehicle Maintenance | Steady | Steady | Steady | Indirect |
| | Fleet Management | Steady | Steady | Steady | Indirect |
| | Building Maintenance | Steady | Steady | Increasing | Indirect |
| | Community Activity Center Maintenance | Steady | Steady | Steady | Medium |
| | Admin Support | Steady | Steady | Steady | Indirect |
| | Public Bldgs Grounds | Steady | Steady | Steady | Low |

Operations and Maintenance is a versatile, multi-faceted department comprised of internal and external service functions. They have enjoyed a relatively stable structure that is tightly organized and programmed. The department is adding a modern new work space to better serve the residents and other departments.

Current State: Finance

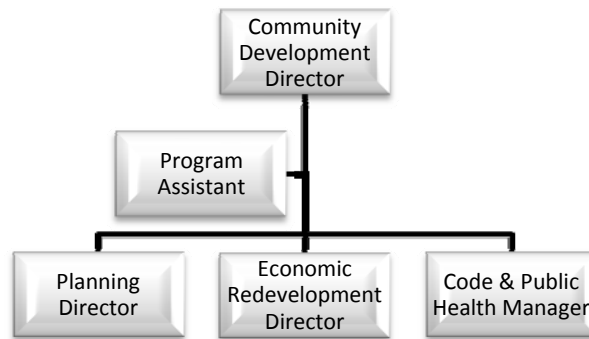


Finance
 Finance provides budgeting, investing, and financial transactions for the City. Also provides IT support internally.

| | Services | Demand | Current Trend | Long-Term Trend | Goal Impact |
|--|--------------------------------------|----------|---------------|-----------------|-------------|
| E X T E R N A L | Tax Court | Steady | Steady | Steady | Indirect |
| | Deputy Registrar | Steady | Steady | Slow Growth | Low |
| | Utility Billing | Steady | Steady | Slow Growth | Low |
| | Administrative Hearings | Steady | Steady | Steady | None |
| | Special Assessments | Cyclical | Slow | Slow Growth | Indirect |
| | Customer Service (Front Reception) | Steady | Steady | Steady | Moderate |
| I N T E R N A L | IT | Steady | High | High | Indirect |
| | GIS Mapping | Steady | High | High | Indirect |
| | City Budget Formation and Monitoring | Seasonal | High | High | High |
| | Investments | Steady | Steady | Steady | Indirect |
| | CIP & CIP | Seasonal | Steady | Steady | Indirect |

The department of Finance has changed leadership and philosophy over that past 18 months. Many process changes are currently underway to help create a focus on analysis rather than straight accounting. The Department is responsible for implementing new financial software that promises to change budgeting and expense tracking protocols. The move to a two-year budget cycle is also being implemented at this time. The new software is taking a significant amount of time and energy that is being felt by other departments.

Current State: Community Development



Community Development
 Provides Code Enforcement & Public Health Inspections, Economic Development and Planning.



| | Services | Demand | Current Trend | Long-Term Trend | Goal Impact |
|--|-------------------------|----------|---------------|-----------------|-------------|
| E X T E R N A L | Health Inspections | Steady | Steady | Growth | Indirect |
| | Zoning Code Enforcement | Variable | High | Steady | High |
| | Economic Development | Cyclical | High | High | High |
| | Maps | Steady | Steady | Steady | None |
| | Addressing | Cyclical | Low | Slow Growth | None |
| | EDA | Variable | Steady | Growth | High |
| | Planning Commission | | | | |
| | Planning & Review | Cyclical | Slow | Grow | Medium |
| | Ordinance Development | Variable | Slow | Variable | Medium |

Community Development addresses the City’s desire to grow in a way that reflects high value commercial development and diversified housing. The CD department also has the role of enforcing the City’s zoning code and ensuring that businesses pass periodic health inspections. All of the services provided are focused externally and are highly visible to the public, especially as it relates to the Neighborhood Action Program (NAP). The CD department is also susceptible to changes in economic conditions making demand for their services rise and fall from time to time.

Current State: Fire



Fire
Provides fire and injury response and education to ensure protection of life and property.

| | Services | Demand | Current Trend | Long-Term Trend | Goal Impact |
|-----------------|----------------------------|----------|---------------|-----------------|-------------|
| EXTERNAL | Emergency Medical | Steady | Steady | Increase | High |
| | Fire Investigation | Sporadic | Sporadic | Sporadic | Indirect |
| | Plan Review | Cyclical | Slow | Slow Increase | Medium |
| | Fire Prevention | Steady | Steady | Slow Increase | Medium |
| | Fire Suppression | Sporadic | Sporadic | Steady | High |
| | Emergency Management | Sporadic | Slow | Sporadic | High |
| | Emergency Scene Assistance | Sporadic | Sporadic | Sporadic | Indirect |
| | Fire Inspection | Cyclical | Slow | Slow Increase | Medium |

The Fire Department has recently undertaken a significant transformation in the way officers are selected and the way the reporting structure is organized. The Station Chiefs hierarchy has been replaced by assignment of broad duties that span the entire department. The department has been running duty crews for the past two years to ensure 24 hour staffing for fire response. The duty crew is also responding to medical calls to assist police.

Mission, Vision, & Goals

Overview

A key aspect of the approach was the use of participatory processes to engage the members of the organization throughout the project. Projects of this type are more successful and employee/ council ownership increases through active participation.

All planning efforts and recommendations were co-developed with the management team and aligned with the overall mission, vision and strategic directions of the City.

Mission, Vision, & Goals (2009)

Mission:

“The City of Brooklyn Park is an Attractive, Diverse, Healthy, Safe and Prosperous Community at a reasonable tax burden.”

Vision:

“Brooklyn Park is a Safe, Healthy, and Vibrant Community with a Positive Image”

Vision Statements:

1. Brooklyn Park is a City where the citizenry is aware and connected
2. The City of Brooklyn Park is now vibrant and livable through development and redevelopment
3. The City of Brooklyn Park has arts and recreation that reflect and celebrate our community
4. The City of Brooklyn Park has stable, safe neighborhoods where residents are connected
5. The City of Brooklyn Park operates from a culture that consistently considers both the environmental & economical impact of decisions
6. Brooklyn Park is a City where the youth are an engaged productive part of the community
7. Brooklyn Park leads the effort to define how local government will operate in the future

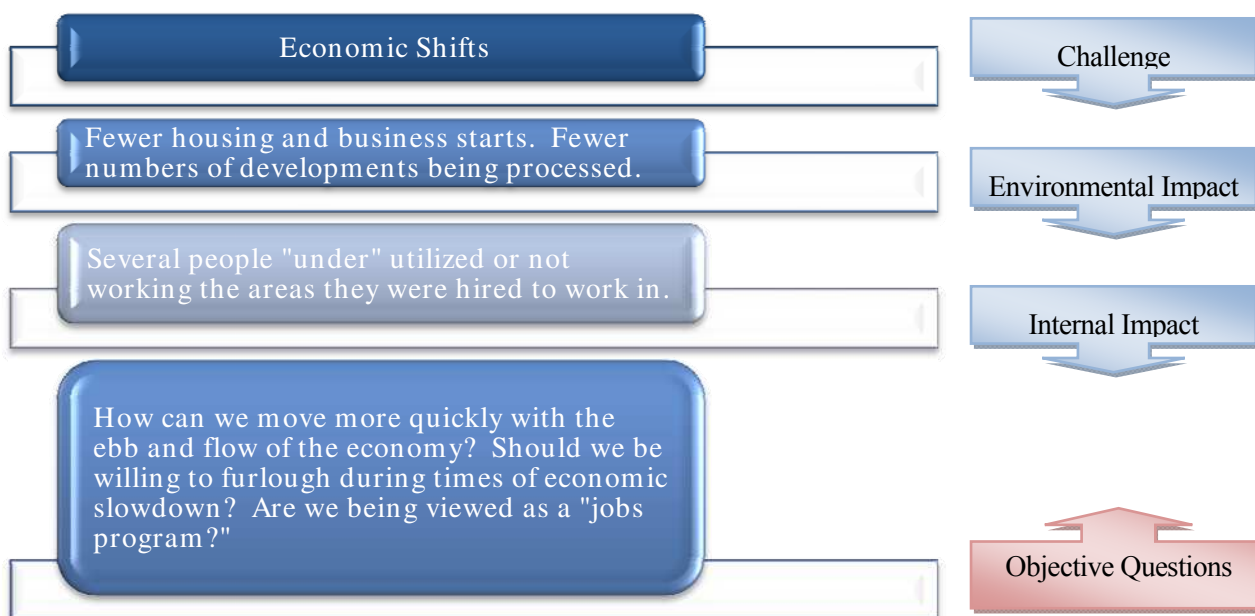
Goals

1. Communicate a Positive Image
2. Develop a Structurally Balanced Budget that meets our Mission
3. Develop a Shared Services Plan
4. Ensure Stable Neighborhoods
5. Ensure Best Use Development that is Livable and Sustainable (Quality)
6. Ensure Mission Oriented Organizational Culture

Strategy, Structure, & Function

Interviews with department directors, Council Members and the City Manager revealed several issues that were either structural or process oriented. The impacts were either being realized strategically, functionally, or both.

Strategic and Functional Issue



RECOMMENDATION

Organize areas impacted by economic conditions to adjust quickly to changes:

1. Add and subtract jobs according to demand or need
2. Consider using consultants to fill in roles that are subject to frequent ebb and flow

GOAL IMPACTS

Maintaining flexibility in work force size will help to support the goals in two primary areas:

1. Developing a structurally balanced budget: The ability to make quick adjustments to “right-size” the staffing levels will enable the City to keep on top of changes during times of economic change
2. Ensure Mission Oriented Organizational Culture: This action puts focus on the need to stay within the means of the resources available.

DISCUSSION

The long and deep recession and housing market collapse has resulted in a possible paradigm shift in how staff levels are maintained. As development activity slowed and permits plummeted, priorities of the inspectors shifted from new construction to other inspection services such as point-of-sale (POS) which was initiated as external forces began having destabilizing impacts on the community. The cyclical shifts are handled in different ways and raise a number of strategic and cultural questions.

Questions examined during analysis of the issue

- Should the City attempt to find other work for people to do during long-range cyclical downturns or service demand changes?
 - Other work is fine if it is aligned with the goals established by the Council (this includes budgetary goals) or if there is a demonstrated deficiency in the availability of resources to perform necessary work.
- If the City does adopt a progressive furlough policy, will it fall into a cycle of hire and fire and eventually lose more than it gains through talent loss?
 - The loss of talent is a concern. The technical nature of the positions makes it possible to contract for specialists as well as hire. The cyclical demand positions will likely not be an every-other-year event. The current recession is the strongest in 20 years or perhaps 70 years. It is highly likely the City will be able to rehire or replace people to fill positions during a time of economic growth.

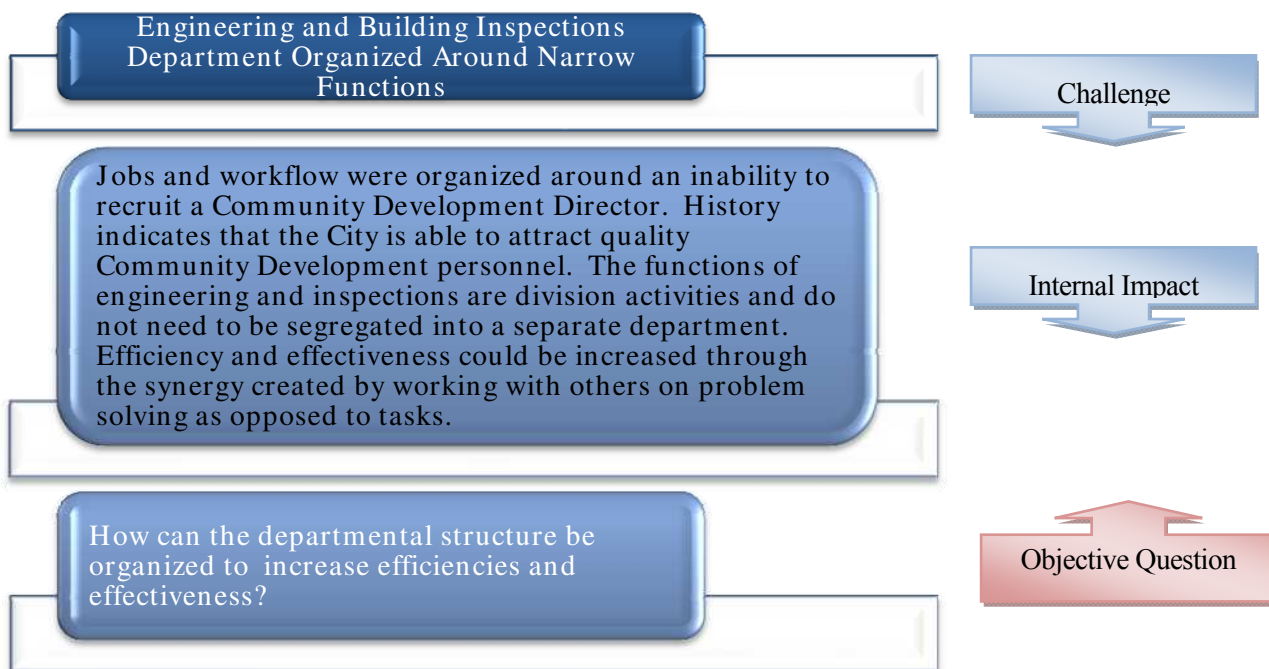
Culture Shift:

Now, all indications make it appear that it is easy to add people when needed, but difficult to downsize when they are not. Most hires may think they are in a position that is stable, and they have a job as long as they want it and perform at a certain level. An important and difficult cultural shift is to let people know when they are hired that they are being hired in a position that is “economy-based” or “project-based” and could be lost during downturns. If this is done, it is equally important to be upfront and keep people informed about the decisions and process.

Process Steps

- Identify positions that have cyclical characteristics
- Determine the nature of the market
- Estimate the lifecycle of the situation
- Furlough individuals who are not meeting a need
- Revise the hiring process to indicate what positions are more vulnerable to economic fluctuations.

Structural and Functional Issue



RECOMMENDATION

Eliminate Engineering & Building Inspections as a Department: Reorganize personnel to fit functions with other departments

1. Move all Engineering functions to Operations and Maintenance
2. Move Building, Point of Sale, and Rental Inspections to the Community Development Department
 - a. Evaluate the feasibility of combining inspection positions
 - i. Identify efficiencies
 - ii. Develop necessary training program

GOAL IMPACTS

Moving the Engineering & Building Inspections functions from a department to divisional positions is primarily for efficiency and effectiveness. The impacts on goals are indirect and will depend on the effectiveness of the groups to build a team: The move will help the City reach two goals:

1. Developing a structurally balanced budget: *Placing the Engineering functions with other departments will eliminate the need for a department director.*
2. Ensure Mission Oriented Organizational Culture: *Individuals are being placed where a team focus can help performance and communication. The hallmarks of the organization change are to focus on teams solving problems and working on goals and away from departments.*

DISCUSSION

Engineering and Building Inspection activities were separated from the Community Development Department early in 2001. The reason for the separation at the time was the need to recruit a qualified candidate for the position of CD director. The concern expressed was that a qualified CD director could not be recruited because the job was too big given the presence of Engineering and Building Inspections. Both functions are typically found as part of Public Works and Community Development. Engineering could be a standalone department or report to a Public Works or similar department. Building Inspections is a function of Community Development and does not belong as a separate entity.

Questions examined during analysis of the issue

- Where do engineering functions fit best given their mission and work parameters?
 - O&M works closely with Engineers when designing infrastructure construction and reconstruction. The use of each other's expertise is required and is the current norm. The reporting adjustments should be minimal.
- Who will represent the City at the Capitol and other intergovernmental functions involving topics concerning engineering?
 - A senior engineer reporting to O&M should be appointed the responsibilities of representative for the City. They can advocate on behalf of the City on engineering related issues as before.
- Are there any conflicts moving building inspections to the Community Development Department?
 - There was discussion over the philosophical differences that might exist between a function that is encouraging development versus one that enforces safety laws. The common ground is "customer service" where there should be no differences. It will take some time to adjust to a new team where there are several types of inspections going on.
- Would it make more sense to have Building (an enforcement function) report to the Fire Chief and merge fire inspections with building?
 - It would make sense to have building move to the Fire Department for the close relationship between the fire code and the State Building Code. The stronger relationship needed for the development process and neighborhood stability initiatives, as well as opportunities for cross training were the determining factors in this recommendation.

Culture Shift:

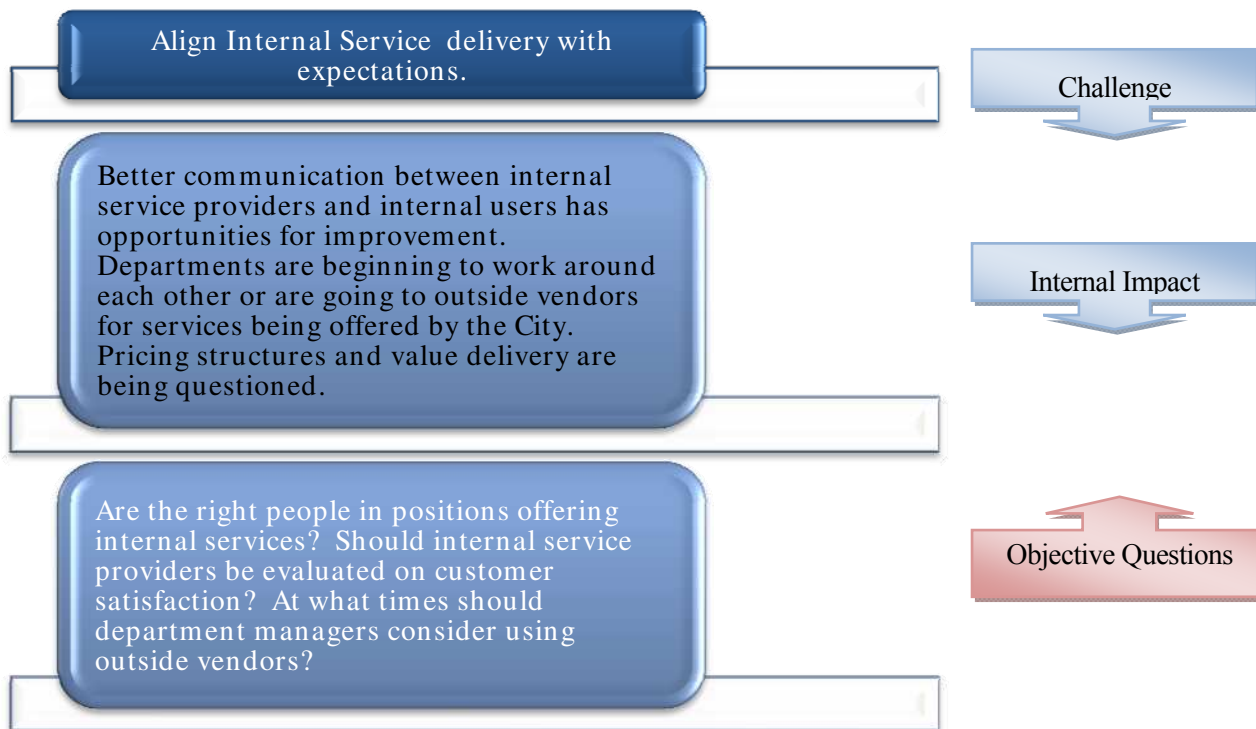
The relationship that exists between the engineers and the O&M personnel should help make the acculturation process fairly seamless. Special care will be needed to handle the reporting nuances.

The move of Building Inspections will require a number of focused meetings to discuss philosophical approaches, teamwork, duplication, and any new roles and relationships that are coming about.

Process Steps**Identify interim/permanent reporting structures**

- Schedule group and individual meetings with those impacted by the reorganization and discuss/address concerns
- Use focus groups to go over or form new working standards and expectations
- Schedule frequent follow-up meetings to identify both positive impacts and lingering concerns
- Rework the job descriptions if needed
- Discuss performance expectations and co-design review forms

Structural and Functional Issue



RECOMMENDATION

Create Customer Service Model for Norms and Delivery Expectations

- Identify key customer service values and expectations
- Adopt standards for delivery
- Insert customer service values, standards, and expectations into review system
- Ensure employees are trained on customer service
- Consider replacing people who do not accept the values, standards and expectations

GOAL IMPACTS

Identifying, aligning, and using a set of values to approach customer service is at the core of the mission oriented culture.

- Having staff discuss and select key values and establish expectations will help set the bar high for customer service for internal and external users.

DISCUSSION

A number of difficulties were revealed when staff was asked about the culture of the organization with regards to interdepartmental cooperation. Internal services such as IT, HR, Vehicle Maintenance, and other such services are for the most part, (HR received high marks) leaving the users disappointed. Cost, quality, timeliness, and ability are all part of the issue, but the underlying discomfort is coming from the attitude or manner in which the services are delivered.

Questions examined during analysis of the issue

- What are the expectations for employees treating each other when we are our own customer?
- What happens when departments do not share the same expectations for service delivery due to budgetary or technical constraints?
- Department needs for service can exceed the providers ability to handle the work. Volume, budgetary constraints, and differences in technical expectations can lead to expectation misalignment. IT for example, is under a lot of pressure to get the New World software up and running for Finance. Meanwhile, Finance is under great pressure to get the system into usable condition for all other departments.
- How can we set up a system so we are judged by our customer service delivery as much as our technical performance?

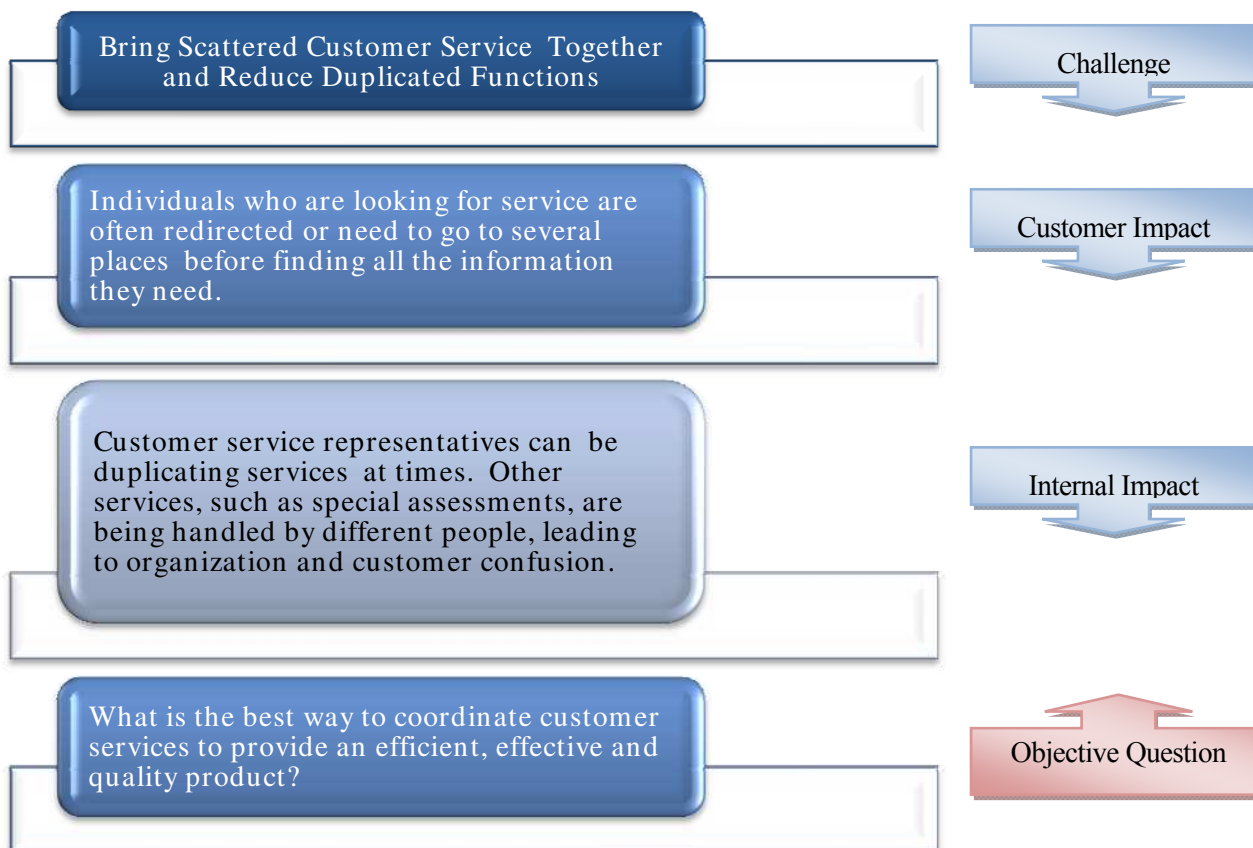
Culture Shift

It will take some time for the service providers to adjust to new service level expectations. The users of services will also need to adjust delivery expectations to align with the current realities of staff turnover and severe budget constraints. The key to success with this change is having service providers and users lead the way to establishing expectations that are clearly defined with accountability built into the process.

Process Steps

- Identify internal services and users
- Form user/provider work group
 - Identify key customer service values and expectations
 - Adopt standards for delivery. Insert customer service values, standards, and expectations into review system
 - Ensure employees are trained on customer service
 - Establish periodic check-in

Structural and Functional Issue



RECOMMENDATION

Design the customer service area to allow integrated service delivery with multiple staff

1. Take full inventory of services provided at the service counter
2. Conduct a focus group session with staff to design delivery flow
3. Conduct focus groups of customers in the building regarding their experience.

GOALS IMPACT

Having a coordinated customer service center will impact all of the goals either directly or indirectly. The customer service center is a key “face” of the City.

- The way business is transacted at City Hall should help to
 - Create a positive image
 - Lead by example the Mission Oriented Culture

DISCUSSION

As programs and department responsibilities have changed or shifted areas from time to time, service delivery became disjointed and at times confusing for customers and staff as well. A number of changes that are taking place should reduce or eliminate duplication or the extra steps that are now needed to get answers or projects underway. The current layout of City Hall will make this transition problematic in the near term. Careful planning will be required to ensure a smooth transition.

Services Examined

- Special Assessment Rolls
- Service Desk (Including Payments)
- Registrar's Office
- Business Licensing

Questions examined during analysis of the issue

- How many types of services are being handled by different customer service representatives?
- What services should be covered at a customer service counter?
- Would service delivery go up and costs come down if a combined service center was established?
- What processes are being duplicated or are divided in ways that create confusion?
- How can the building be configured to make best use of staff for this function?

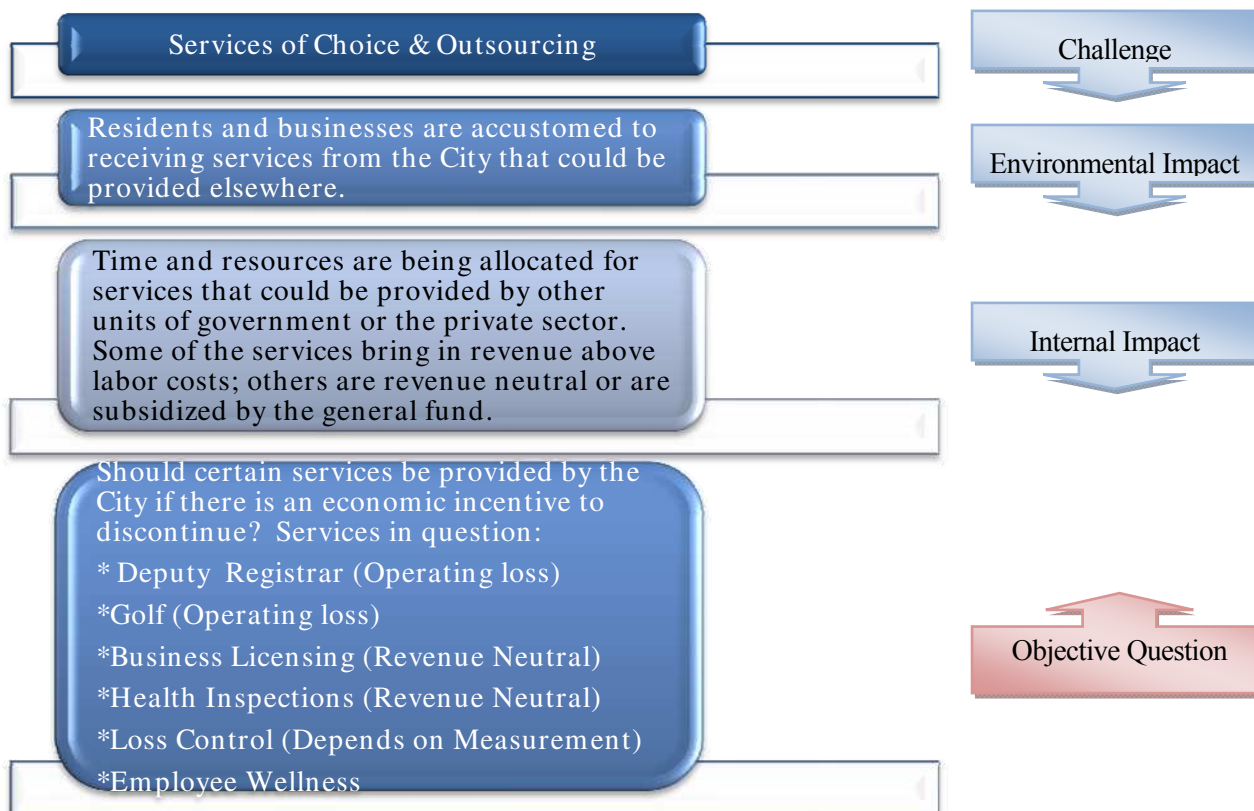
Culture Shift

The staff members involved in these areas have a history of providing good customer service. The adjustment would come in the number and type of services handled. Learning the intricacies of the various services and having the ability to shift focus will require new routines and teamwork. The desired result is to have a deeper understanding of the "whole" system with fewer people needed and quicker service.

Process Steps

- Form a focus group made up of staff members who work with special assessments, Registrar's Office, Business Licensing and the Service Desk.
 - Inventory all services provided
 - Identify optimal work flow/assignments for customer ease and quality of service
 - Assist with training design and team alignment

Structural, Strategic and Functional Issue



RECOMMENDATION

Continue to provide the internal and external services identified. Look for ways to capitalize on exposure.

1. Market to the clients who come into the building (50,000-75,000 people per year) to acquire services
2. Align loss control function with return on investment (ROI) goals
3. Develop process for evaluating outsourcing potential

GOALS IMPACT

Continuing to provide the optional services will have a significant impact on the City’s ability to have a positive impact on the perception of the community.

- Showcase the City (Positive Image)
- Provide a place to gather for services and hear about neighborhoods, programs, etc. (Stable Neighborhoods)

DISCUSSION

There are a number of services the City provides that could be provided by other contractors with other governments or in the private sector. The City “chooses” to provide certain services for the convenience of residents or for strategic, long-term objectives. Services that were brought forward for examination during this study included:

- Deputy Registrar
- Environmental Health Inspections
- Golf
- DARE
- Business Licensing
- Curbside Collection
- Organization Development
- City Wellness Program
- Coon Rapids Dam
- Eidem Farm Site

Questions examined during analysis of the issue

- Should the City continue to provide “optional” services if they operate at a loss?
- What kind of Return-on-Investment (ROI) does the City need to continue offering such services? (ROI includes indirect returns such as good-will, image control, process control, long-range goal achievement, etc.)
- What impacts would likely ripple through the organization and community if certain services were no longer offered?

Deputy Registrar

- The Deputy Registrar has a cash operating loss of approximately \$20,000 according to the finance office. The office services approximately 50,000 people each year. The ROI on this service comes from the goodwill generated by providing a high demand service. To improve the ROI, the City should capitalize on the large number of residents who come through the door for services. There is a tremendous need to get information out to the public and to reach out to minority populations. Having information designed for this purpose could provide benefits to the City in many areas.

The negative impact on the City’s image could be significant if this service is eliminated at this time. (Combining this service operation with other front desk duties is described in the previous section under “scattered services.”)

Environmental Health Inspections

- Environmental Health Inspections is revenue neutral. Providing the service through the City gives Brooklyn Park additional flexibility and service control when working with restaurants and new developments. The large number of immigrant nuances with food handling requires special sensitivities and understanding, providing the City with additional opportunities to connect with the residents of the City.

Golf

- Golf is offered through the show case “Edinburgh” and the smaller executive nine-hole course, Brookland, is experiencing resurgence. Golf as a whole is experiencing a net outflow of cash, coming from operating reserves at the present time. Inter-City loans for other building projects depleted the reserves at Edinburgh. The forecast for revenues indicate there may be small operating losses for the foreseeable future.

Golf is a service that is privately offered at numerous venues across the region. There are several strategic reasons for keeping golf with the City, especially considering the world class venue offered at Edinburgh. The ROI with Edinburgh goes well beyond cash flow. The image the course provides for the community is perhaps the most significant in showcasing what the City wants to be recognized for. The course could be sold without significant impacts perhaps, but the current market would unlikely yield a price that would make a sale a wise move.

DARE (Drug awareness education)

- The DARE program places kids and cops together in an environment that helps build positive relationships. If DARE is not done by the City, it is unlikely anyone else would. The cost of the program is tiny at \$12,000 per year. The ROI comes from connecting youth and officers.

Business Licensing

- At this time the City wishes to license a variety of commercial activities from home-based businesses to garbage collection. The service is revenue neutral and allows the City to maintain records on a variety of activities that impact public safety and livability.

Curbside Collection (Now Spruce up the Park-SUP)

- The City conducts the program now known as SUP that helps residents get rid of large, bulky waste. The popular program has direct impacts on livability and neighborhood stability. Keeping this waste stream out of the City is key to the City's image. The image of the City (including workers) gains significantly through this service.

Organizational Development (Added Scope)

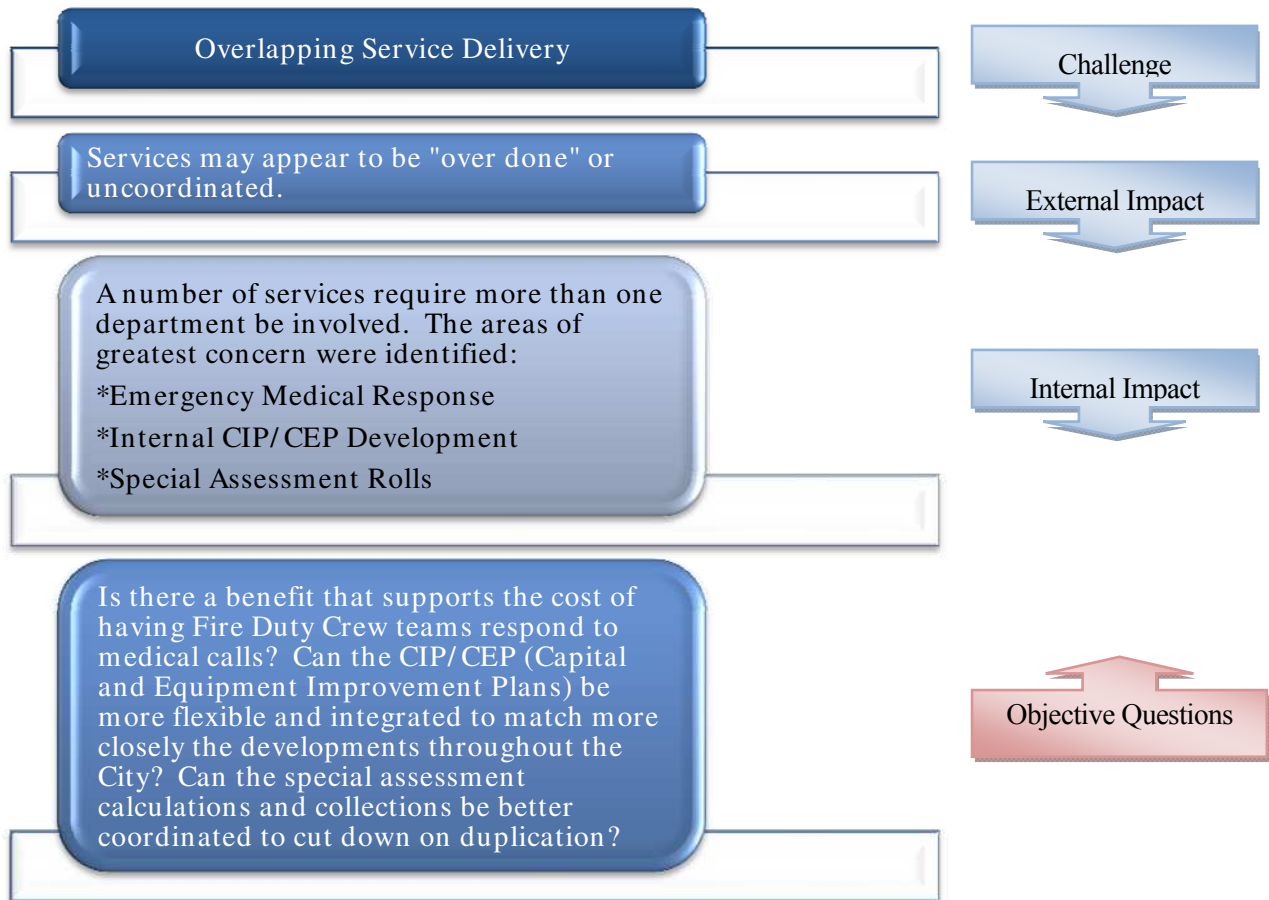
- The City does very little at this time to assist with the effects that change has on employees, teams, and the work climate. Organizational Development practices would be initiated to focus on the use of behavioral sciences to develop the work culture. The desired culture consists of a learning environment, a team solution approach, employee empowerment, goals oriented and values-based decision model. Components to be given additional consideration include:
 - HR function with additional duties and skills needed
 - Identify specific goals/outcomes desired
 - Develop a budget for employee learning and development

City Wellness Program

- The wellness program is operated through Human Resources with the high level goals of keeping insurance premiums lower, employees healthier, and accidents at a minimum. Wellness training could be contracted out or dropped entirely. Some potential short and long-term consequences are cause for concern; increased accidents, illness, and the resulting increases in health insurance costs and the costs of absenteeism. The tangible results were not clear for the members reviewing this program so a clear ROI was not available. It was indicated that only half of the workforce is participating in the program and that the impact on insurance rates is unknown. For now it is recommended that the program remain as is with a look to the future to:
 - Examine the ROI in terms of cost and participation
 - Set some measures in place so the benefits can be weighed against the costs of the program

Coon Rapids Dam/Eidem Farm Site

- The City is contemplating its role with these two entities. The depth and range of issues was too great for this discussion. Future consideration will be given to the how the dam and farm site fit into the City's long-range goals.

Structural and Functional Issue**RECOMMENDATION****Assign three working groups with the task of forming processes to evaluate the delivery of the following services**

1. Determine the cost/benefit (value proposition) of Fire Duty Crew responses to medicals. Establish protocols to increase effectiveness and reduce unnecessary coverage.
2. Consider CIP/CEP process changes that bring more participants into planning. Work toward a flexible system that allows for projects to fluctuate given economic activity and changes in the City.
3. Create a coordinated calculation and collection process for special assessments that eliminates duplication.

GOALS IMPACT

Addressing overlapping service delivery ensures the City is spending resources in a cost effective and efficient manner.

The combination of services mentioned relate to City Goals including:

- Communicating a Positive Image
- Developing a Structurally Balanced Budget
- Shared Services Plan
- Creating a Mission Oriented Culture

DISCUSSION

A major focus point of this study was to look into the efficiency and effectiveness of the organization. A review of all job descriptions identified areas where there was overlap in service delivery. This overlap is being looked at from several angles including proper placement of services, restructuring of departments, process and protocol development. Some recommendations on placement were made in previous sections, and overall structure is described in the next section. The areas of overlap reviewed included:

- Communications (Web site, newsletters, flyers, etc...)
- Community Events
- Plan Review (Fire and Building)
- Emergency Medical Services (EMS)
- Capital Improvement Planning and Capital Equipment Planning (CIP & CEP)
- Human Resource Functions
- Customer Service
- Grant writing and administration
- Snow and Ice Control (Golf Course)
- Park Development
- Special Assessments
- Building Inspections
- Database Development

This section considered specifically the services of *Special Assessments, CIP and CEP planning and protocol; and, Emergency Medical Service*. In each of these cases, as with those handled in other sections, more than one department was involved in the service delivery. Sometimes the split duties are handled in an efficient and effective manner, other times there is duplication that is unnecessary or even counterproductive as with the relationship between special assessment calculations and collections. EMS services now include numerous personnel, and the timing/coordination of the CIP/CEP process could be a critical component of the Council goals.

Questions examined during analysis of the issue

- EMS
 - Is the presence of the Fire Duty Crew adding value to the process that is reflective of the cost of delivery?
 - Are police being relieved on the scene as a result of Duty Crew?
 - Is this overkill?
- Special Assessments
 - Why are two departments handling Special Assessment Payments when it causes errors and duplication?
 - How can the Special Assessment process be divided into calculations and collections smoothly with the customer and easy tracking in mind?
- CIP/CEP
 - Can the CIP/CEP process be made more flexible to account for ongoing and unexpected development projects?
 - Can more users impacted by the process be involved in the design or decision making process so there is less confusion in the long-run?

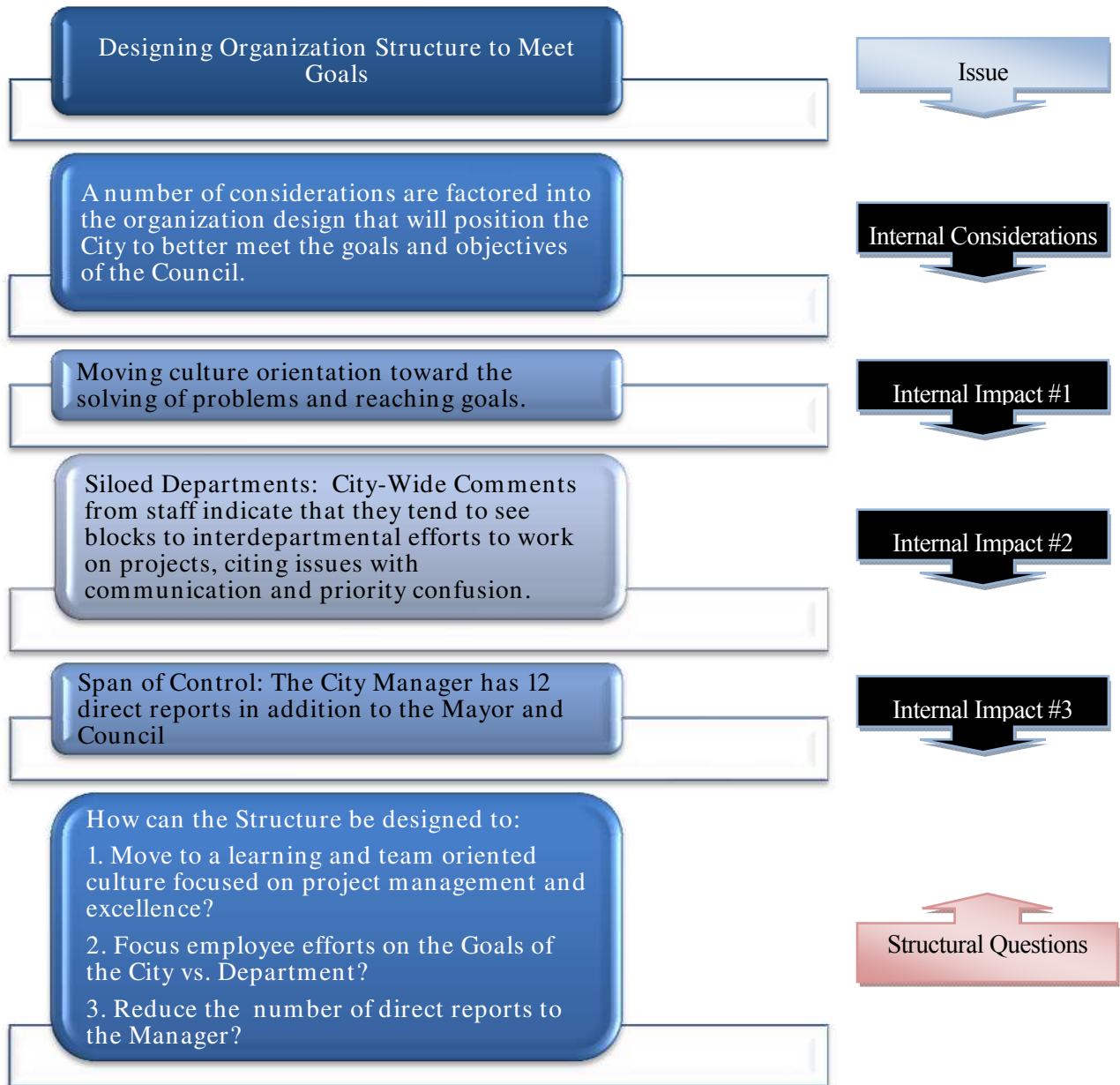
Culture Shift

The services and tasks being considered are highly programmed. They require precision and accuracy to be done correctly. Protocols are developed over time to solve issues and are very hard to break apart. Those who have been involved with establishing the needs and means of the current system will need to be grouped together to meld functions and protocols. The concept of additional information sharing may likely cause a drag in the process, especially at the initial stages. The long-run impact will be greater efficiency and a better work product.

Process Steps

- Identify members for work groups that share the service responsibility in each of the areas of concern.
- Establish protocols and areas of responsibility to reduce or eliminate duplication.
- Work on solutions that take into consideration the customers point of view
- For EMS, do a cost/benefit analysis of the service delivery to determine the current effectiveness of the process.

Structural, Strategic and Functional Issues



RECOMMENDATION

Align Structure to reflect Mission, Goal, Vision, and Team Orientation. Spread decision making across the traditional organizational boundaries.

Long-Term:

- Reorient to a team focused organization
- Reduce department structure from seven departments to three functional areas
- Create two Deputy City Manager (DCM) positions
 - DCM Internal Services (Implement early in 2012)
 - DCM External Services (Implement latter half 2012)
 - Operation managers report to the DCM
- Keep positions of Chief of Police and Fire Chief under Public Safety Services

Short-Term:

- Eliminate the Department of Engineering & Building Inspections
 - Divide the services between Operations and Maintenance (O&M) and Community Development (CD)
 - All engineering activities to be directed through O&M
 - All inspection functions to be directed through CD in a newly named division called “Property Services”
 - Combine Economic Development and Planning under a newly named division of “Development Services”

GOALS IMPACT

The entire organization structure is built to support the goals of the City Council. The key to the entire organization structure is a shift in emphasis from being department focused to *Team* focused.

DISCUSSION

The primary goal of the organization study was to form a structure that would support the Mission, Vision, and Goals of the City Council. The *Teams* are the central point of completing projects, finding solutions and moving toward council goals. The focus on team will then de-emphasize the role of the department head. The long range structure uses two Deputy City Managers with separate roles involving internal and external services. It will be the role of the DCMs to move staff and resources to the areas of greatest concern or need.

Principles for Decision Making

The organization structure recommendations are centered on the concept of aligning the organizational structure and systems around delivering high-quality customer service in the completion of Council goals. The intended impact of the changes is to create a series of high-performing teams that deliver the highest value to customers.

A number of guiding principles were suggested by the City Manager, Council, and Management Team at the beginning and throughout the study.

- The new organization structure should be based on function and not centered on personalities (Build the organization first, then solve personnel problems if they exist)
- Focus on creating a High Performance organization
- Commitment to employee involvement and development
- Drive for excellent customer service (internal and external)
 - Provide highest quality customer service we can deliver given our resources
- Accountability to the City
 - Decisions and actions will demonstrate fiscal and personal responsibility for the quality of services delivered
- Livability
 - Decisions should add value to the City
 - Pride in neighborhoods
- Commitment to continuous process improvement
 - Empower employees to do best work by being a learning organization
 - Look for highest Return on Investment (ROI) with every decision
- Efficiency
 - Continued program evaluation
 - Fluid sizing of the organization (allow for program personnel contraction when slow-downs occur)
 - Sustainable in function and budget
- Mission & Goal Centered Organization

Questions examined during analysis of the issue

- What existing structural components are unneeded to move toward the objectives of the City?
- What structure will pull emphasis away from siloed departments to a team oriented, solution finding organization?
- How do we involve as many of the employees as possible in process design?
- How can the culture of the organization be focused on excellent customer service?

Culture Shift

Redesigning the organization away from seven departments to three functional areas will take a significant mindset change. The idea of doing the best work possible is not new to the City or the great work force that is currently employed. The approach, however, lacked focus on problem solving and more on routine. Breaking this pattern will take time, patience, and the involvement of everyone.

Process Steps and Project Management

The change process is intended to be done at a moderate to slow pace, giving everyone an opportunity to be involved and time to adjust. This is not a time to drag feet or hang-on to past practices, rather a time to use the talent in the organization to “think-through” and plan the final changes.

- **Leadership**
 - Will need strong commitment to move ahead with the changes
- **Communications**
 - Introduce the new structure and cultural goals
 - Identify placement of individuals within the new structure
 - Review Mission, Vision, & Goals with the employees
 - Identify timetable for changes to occur
- **Structure**
 - Identify clearly the span of control of all employees for current and future state
- **Culture** “How we do things around here”
 - Review value statements
 - Review employee handbook for emphasis on Goals
 - Reinforce team concept through formal and informal practices
- **Management Practices**
 - Review department managers’ norms of operation
 - Establish some congruity of expectations on approach to employees in team environment

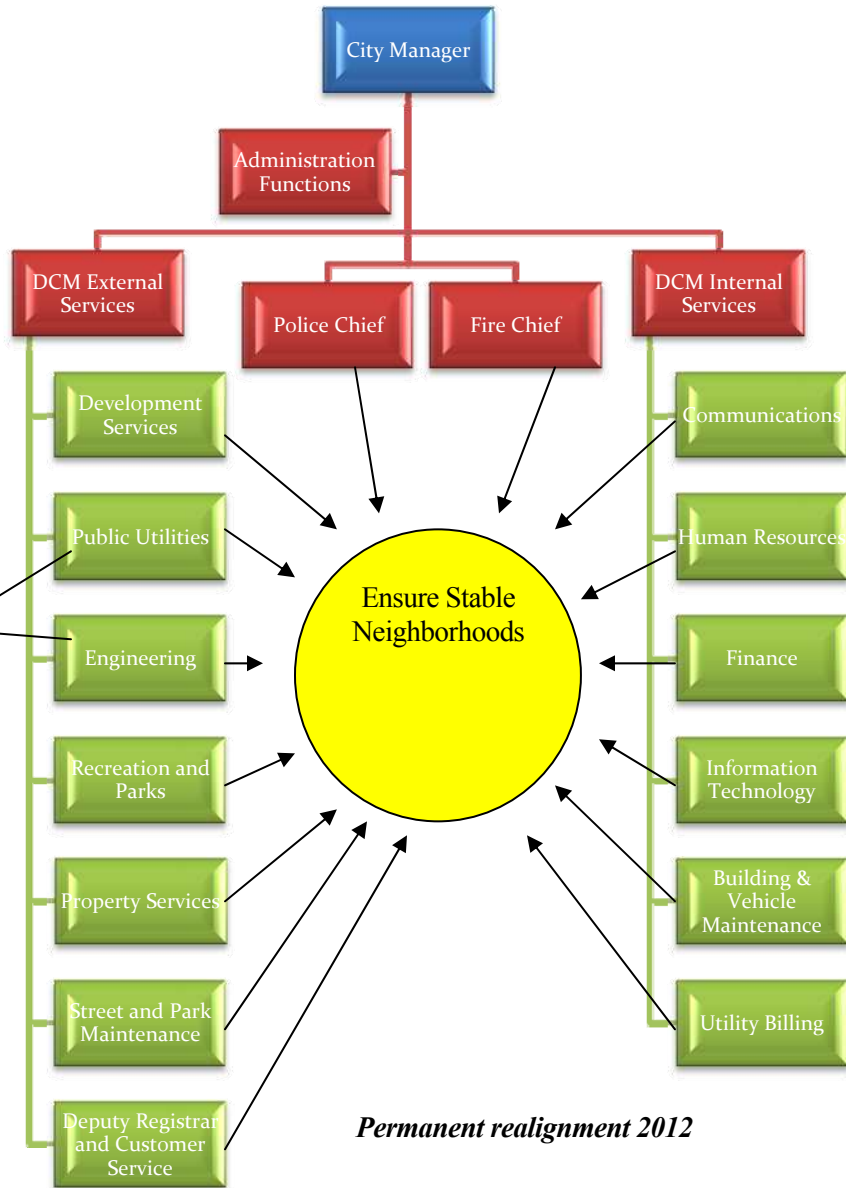
- **Systems**
 - Design the evaluation process around the goals, mission, and values of the new structure
 - Align budget to support the structure and meet goals to the best degree possible
 - Redesign the orientation process for new hires to reflect all aspects of the organization

- **Work Unit Climate**
 - Clearly define expectations
 - Describe how work units performance will be evaluated
 - Identify new working groups to discuss new management expectations and team orientation
 - Working groups will help create models for team oriented problem solving
 - Identify potential barriers to change
 - Identify potential pitfalls
 - Suggestions on how to be managed for success

- **Task Requirements and Individual Skills/Abilities**
 - Identify the job titles and responsibilities of division managers
 - Ensure all job descriptions are properly written for the new structure
 - Add job descriptions and flesh out duties for Deputy City Managers

The system focus is around goals and the teams that will be working toward them. Members from Internal and External Services will have routine assignments that will continue to take the bulk of their time.

Division Managers (Assuming that name for now) will continue to direct employees on core activities. They will also be responsible for making room for employees to work with other teams to accomplish the tasks needed to meet the goals of the Council.

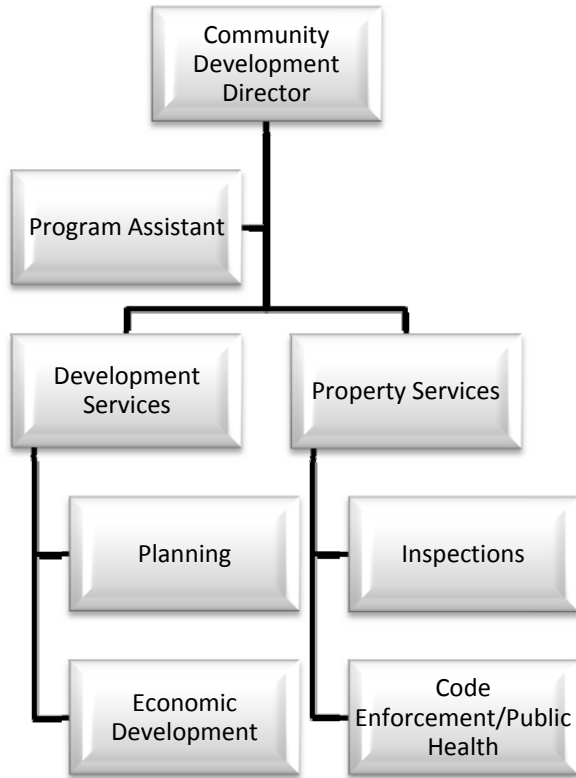


Moving Engineering Functions to O&M

There is a close relationship between O&M and engineering services. The construction and maintenance of roads and other infrastructure is a continual phased process involving planning, constructing, evaluating, adjusting and closing. The cross-functional relationship will create additional opportunities to enhance each other's work.



*Short-term alignment:
O&M + Engineering*



*Short-term alignment:
CD + Inspections*

Moving Building, Rental, and Point of Sale Inspections to Community Development

The role of developing the City is established within Community Development. There is a dual philosophical makeup here of creating new development and maintaining the health of established business and residential areas.

The final phase or product of Community Development and redevelopment efforts is the building of commercial and residential structures. Combining inspections with Community Development can create an opportunity for better partnerships and process development. The concept of cross-training Inspectors and Code Enforcement personnel to enhance customer service and effectiveness should be explored.