

AGENDA
MAPLEWOOD CITY COUNCIL MEETING
TUESDAY, JULY 9, 2024 @ 7:00 PM
CITY COUNCIL CHAMBERS
7601 MANCHESTER ROAD, MAPLEWOOD, MO 63143
OR VIA TELECONFERENCE

Zoom link: <https://us02web.zoom.us/j/89452395834?pwd=SytBUTE0WXBIQUIPQnU0WjhqaFRMZz09>
Passcode: 113226
Dial in: (312) 626-6799
Webinar ID: 894 5239 5834

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Motion to Excuse Councilmember
5. Approval of the Council Agenda
6. Approval of the June 11, 2024 City Council meeting minutes
7. Public hearing to hear citizens' comments on a request by Rebecca Goetz of the Archdiocese of St. Louis for a malt liquor by the drink liquor license at 7240 Anna Avenue
8. Public Forum
9. Announcements
10. Human Services Commission Report by Amber Schanter, Chair
11. Proposition S General Obligation Bond timetable presentation by Reagan Holliday of UMB
12. A Resolution of the City Council of the City of Maplewood, Missouri, appointing Lacey Mitchell to the Special Business District Tax Advisory Commission and establishing her term of office as expiring June 30, 2027
13. An Ordinance of the City Council of the City of Maplewood, Missouri, to re-adopt and to establish and make a public procedure to disclose potential conflicts of interest and substantial interests for certain municipal officials
14. Bill 6256, an Ordinance of the City Council of the City of Maplewood, Missouri, amending the Maplewood Code of Ordinances, Chapter 56 Zoning, Article II. District Regulations, Division 2. SR Single-Family Residential District, Section 56-73 – Use Regulations, and Article V. Nonconformities, Section 56-1061 Non-Conforming Lots of Record (a) Residential

Districts, Subsection (1), to bring lot size and setback standards into alignment with existing averages and to preserve local neighborhood characteristics and housing affordability

15. Old Business

16. Council Communication

17. Mayor's Report

18. City Attorney's Report

19. City Manager's Report

20. Public Forum

21. Motion to hold a Closed Session, if needed, to discuss matters relating to litigation, legal actions, and/or communication from the City Attorney as provided for in Section 610.021(1)RSMO and/or specifications for competitive bidding under Section 610.021(11) and/or sealed bids and related documents and sealed proposals and related documents under Section 610.021(11) and/or personnel matters under Section 610.021(13)RSMO and/or employee matters under Section 610.021(3)RSMO and/or real estate matters under Section 610.021(2)RSMO. and/or documents related to a negotiated contract under Section 610.021(12)RSMO

22. Adjournment



RECORD OF PROCEEDING

MEETING OF THE CITY COUNCIL OF THE CITY OF MAPLEWOOD AT 7601 MANCHESTER ROAD

JUNE 11, 2024

The meeting was called to order at 7:00 p.m., Mayor Greenberg presiding.

PLEDGE OF ALLEGIANCE was recited.

ON ROLL CALL, the following members were PRESENT: Mayor Greenberg, Councilmember Coriell, Councilmember Garcia, Councilmember Homa, Councilmember Mattox, and Councilmember Page.

MOTION TO EXCUSE COUNCILMEMBER: Councilmember Homa motioned to excuse Councilmember Faulkingham, seconded by Councilmember Coriell, which motion received the approval of the Council.

APPROVAL OF COUNCIL AGENDA: Councilmember Homa motioned to approve, seconded by Councilmember Coriell, which motion received the approval of the Council.

APPROVAL OF THE MAY 28, 2024 CITY COUNCIL MEETING MINUTES: Councilmember Homa motioned to approve, seconded by Councilmember Coriell, which motion received the approval of the Council.

PUBLIC HEARING TO HEAR CITIZENS' COMMENTS ON A REQUEST BY KRUNAL PATEL OF ROYAL LIQUOR (2423 JAI GANESHA LLC) TO BE LOCATED AT 2423 SOUTH BIG BEND BOULEVARD FOR A FULL AND SUNDAY PACKAGE LIQUOR LICENSE:

Resident Lamira Martin of 7433 Zephyr spoke against approval of the license, saying it would promote crime and violence and noting that there are currently three liquor stores within one-and-a-half miles of the location. She listed other possible uses for the location. She also expressed concern for the MRH students walking to and from school next to the property. Mark Strebler of 7442 Zephyr has two small children that he walks to Ryan Hummert Park frequently. He was concerned with the location of a liquor store between a school and a park. James Pennington of 7441 Zephyr noted traffic challenges at the intersection of Rannells Avenue and Big Bend, where he has seen many accidents. He said that a liquor store at that location will be a problem. Nick Bradford of 2622 Lyle Avenue said the city has too many liquor stores already in the vicinity and noted that the increase in traffic will cause issues for residents and property values.

Charles Morris of 7447 Lyndover Place agreed with previous comments that a liquor store at the location is unnecessary and poses a danger to school children. He noted the prevalence of car accidents at the location. Candace Lynch of 2514 Oakland Avenue has children with a bus stop near the location. The liquor store will require her to accompany her children to their bus stop. She noted the previous 7-11 at the location was a problem and that she moved to the area because she felt it had gotten safer after 7-11 closed. Elizabeth at 2423 Florent Avenue recalled customers of the previous 7-11 store carrying liquor through the neighborhood and agreed with traffic concerns expressed by other speakers.

Mayor Greenberg invited the petitioner, Krunal Patel, to speak. Mr. Patel, who owns 17 Royal Liquor stores in St. Louis, expressed his respect for the neighbors and the city. He said that if neighbors do not want a liquor store at the location, he will withdraw his application. He noted he can find another location, whereas residents are here to stay and deserve to have the businesses that they want in their neighborhood. Mayor Greenberg expressed his surprise, and Councilmember Mattox reiterated to attendees in the Council Chamber that Mr. Patel would be withdrawing his liquor license application. Councilmember Page expressed his gratitude to residents for expressing their views but clarified that the City Council does not make choices about which businesses will apply for liquor licenses, and instead responds to filed applications and resident sentiment when making decisions. Mayor Greenberg inquired about QuickTrip's liquor license, and Deputy City Clerk Traxler confirmed that it is a package liquor license. 7-11's license had some additional restrictions placed on it by City Council at the time it was approved. Mayor Greenberg noted that a liquor store is an allowed zoning use for the property and indicated the city would work with the property owner to find a more suitable tenant.

PUBLIC HEARING TO HEAR CITIZENS' COMMENTS ON A PROPOSAL TO AMEND THE MAPLEWOOD CODE OF ORDINANCES, CHAPTER 56 ZONING, ARTICLE II. DISTRICT REGULATIONS, DIVISION 2. SR SINGLE-FAMILY RESIDENTIAL DISTRICT, SECTION 56-73 – USE REGULATIONS, AND ARTICLE V. NONCONFORMITIES, SECTION 56-1061 NON-CONFORMING LOTS OF RECORD (A) RESIDENTIAL DISTRICTS, SUBSECTION (1): None.

Mayor Greenberg invited Deputy City Clerk Traxler to explain the ordinance to Council and the public. Mr. Traxler said that the ordinance is a revision of a neighborhood characteristics ordinance previously brought before City Council in April, which was rejected. Mr. Traxler explained the revisions, which included alterations to maximum square footage for residences, changes to non-conforming lots of record, and additional adjustments to ensure that residents can add onto their existing properties. However, the ordinance will prevent smaller homes from being torn down to have much larger homes built in their place. Councilmember Homa asked for clarification regarding whether attics and basements are included in the allowable square footage, and Mr. Traxler confirmed that they are exempt from the square footage calculation. Councilmember Page asked whether ADUs are exempt, as well, which Mr. Traxler confirmed. Mayor Greenberg discussed opportunities to adjust the ordinance in the future based on resident feedback and noted that zoning district changes citywide may occur with the new comprehensive plan.

PUBLIC FORUM: None.

ANNOUNCEMENTS: Councilmember Garcia mentioned the upcoming Juneteenth event, the Mid County Chamber concert series, and Let Them Eat Art.

DESIGN AND REVIEW BOARD AND HISTORIC AND PRESERVATION COMMISSION REPORT: Board Chair Sean O'Gorman provided an update on the responsibilities and duties of the Design and Review Board in considering and granting variances and the Historic Preservation

Commission in hearing proposed changes to historic structures. He noted the strengths of individual members of the board and discussed recent applications, including a development proposal for the Immaculate Conception Parish Hall. Mayor Greenberg mentioned that the Council was considering changing membership requirements for the Design and Review Board as it pertains to the required number of members who represent a local business. Mayor Greenberg also noted that the large number of residents who came to the Historic Preservation Commission meeting to speak against the demotion of the Immaculate Conception Parish Hall was an example of strong public engagement in the commission's work. Councilmember Coriell, a former board member, urged residents to attend a Design and Review Board meeting and praised its members and their expertise. Mayor Greenberg discussed notable decisions during his time on the board.

MOTION TO APPROVE A FULL AND SUNDAY PACKAGE LIQUOR LICENSE FOR KRUNAL PATEL OF ROYAL LIQUOR (2423 JAI GANESHA LLC) TO BE LOCATED AT 2423 SOUTH BIG BEND BOULEVARD: It was moved by Councilmember Homa, duly seconded by Councilmember Coriell, to table the request, which motion received the following roll call vote: Ayes, Mayor Greenberg, Councilmembers Coriell, Garcia, Homa, Mattox, and Page. Nays, none.

COMPREHENSIVE PLAN PROPOSAL PRESENTATION BY CATHERINE HAMACHER OF PGAV: Catherine Hamacher presented an overview of the proposed plan by PGAV to update the city's comprehensive plan. Mayor Greenberg inquired about the firm's cost to also update the city's zoning code. Ms. Hamacher estimated between \$30,000 and \$75,000 depending on how much of the work city staff would assume. Councilmember Homa inquired about public engagement in developing the plan. Ms. Hamacher recommended forming a steering committee with representatives from staff, business, residents, and the plan commission.

R24-40 A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MAPLEWOOD, MISSOURI, AUTHORIZING THE CITY MANAGER ACCEPT THE PROPOSAL OF PGAV IN THE AMOUNT OF ONE-HUNDRED THIRTY-FIVE THOUSAND DOLLARS (\$135,000) TO PROVIDE PROFESSIONAL CONSULTING SERVICES RELATED TO THE CITY'S COMPREHENSIVE PLAN was introduced. It was moved by Councilmember Homa, duly seconded by Councilmember Coriell, to approve this resolution, which motion received the following roll call vote: Ayes, Mayor Greenberg, Councilmembers Coriell, Garcia, Homa, Mattox, and Page. Nays, none.

R24-41 A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MAPLEWOOD, MISSOURI, AUTHORIZING THE CITY MANAGER ACCEPT THE PROPOSAL OF UMB FINANCIAL SERVICES, INC. IN THE AMOUNT OF TWENTY THOUSAND DOLLARS (\$20,000) TO SERVE AS THE CITY'S FINANCIAL ADVISOR FOR THE COMPETITIVE ISSUANCE OF BONDS TO CONSTRUCT, RECONSTRUCT, EXTEND, REPAIR, AND IMPROVE CITY STREETS, SIDEWALKS, AND STREET LIGHTING was introduced. It was moved by Councilmember Homa, duly seconded by Councilmember Coriell, to approve this resolution, which motion received the following roll call vote: Ayes, Mayor Greenberg, Councilmembers Coriell, Garcia, Homa, Mattox, and Page. Nays, none.

R24-42 A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MAPLEWOOD, MISSOURI, AUTHORIZING THE CITY MANAGER TO ENGAGE THE SERVICES OF GILMORE & BELL, P.C., AS BOND COUNSEL TO THE CITY was introduced. It was moved by Councilmember Homa, duly seconded by Councilmember Coriell, to approve this resolution, which motion received the following roll call vote: Ayes, Mayor Greenberg, Councilmembers Coriell, Garcia, Homa, Mattox, and Page. Nays, none.

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MAPLEWOOD, MISSOURI, AMENDING THE MAPLEWOOD CODE OF ORDINANCES, CHAPTER 56 ZONING, ARTICLE II. DISTRICT REGULATIONS, DIVISION 2. SR SINGLE-FAMILY RESIDENTIAL DISTRICT, SECTION 56-73 – USE REGULATIONS, AND ARTICLE V. NONCONFORMITIES, SECTION 56-1061 NON-CONFORMING LOTS OF RECORD (A) RESIDENTIAL DISTRICTS, SUBSECTION (1), TO BRING LOT SIZE AND SETBACK STANDARDS INTO ALIGNMENT WITH EXISTING AVERAGES AND TO PRESERVE LOCAL NEIGHBORHOOD CHARACTERISTICS AND HOUSING AFFORDABILITY was given its first reading. It was moved by Councilmember Homa, duly seconded by Councilmember Coriell, that the Bill be moved to its second reading, which motion received the approval, by voice vote, of the Council.

BILL 6253, AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MAPLEWOOD, MISSOURI, GRANTING A CONDITIONAL USE PERMIT TO MELISSA URSRUCH TO ALLOW SHORT-TERM VACATION RENTALS AT 7436 RICHMOND PLACE was given its third and final reading. It was moved by Councilmember Homa, duly seconded by Councilmember Coriell, that Bill 6253 be approved, which motion received the following roll call vote: Ayes, Mayor Greenberg, Councilmembers Coriell, Garcia, Homa, Mattox, and Page. Nays, none. Bill 6253 was approved by the City Council as Ordinance Number 6047.

BILL 6254, AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MAPLEWOOD, MISSOURI, GRANTING A CONDITIONAL USE PERMIT TO EUGENIA ROSANNE NICHOLSON TO ALLOW AN ACCESSORY DWELLING UNIT AT 7570 WEST BRUNO AVENUE was given its third and final reading. It was moved by Councilmember Homa, duly seconded by Councilmember Coriell, that Bill 6254 be approved, which motion received the following roll call vote: Ayes, Mayor Greenberg, Councilmembers Coriell, Garcia, Homa, Mattox, and Page. Nays, none. Bill 6254 was approved by the City Council as Ordinance Number 6048.

BILL 6255, AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MAPLEWOOD, MISSOURI, ADOPTING THE BUDGET FOR THE CITY OF MAPLEWOOD, MISSOURI, FOR THE FISCAL YEAR BEGINNING JULY 1, 2024 THROUGH JUNE 30, 2025 was given its third and final reading. It was moved by Councilmember Homa, duly seconded by Councilmember Coriell, that Bill 6255 be approved, which motion received the following roll call vote: Ayes, Mayor Greenberg, Councilmembers Coriell, Garcia, Homa, Mattox, and Page. Nays, none. Bill 6255 was approved by the City Council as Ordinance Number 6049.

OLD BUSINESS: None.

COUNCIL COMMUNICATION: None.

MAYOR’S REPORT: Mayor Greenberg mentioned the upcoming Mid County Chamber concert series and encouraged residents to attend.

CITY ATTORNEY’S REPORT: None.

CITY MANAGER’S REPORT: City Manager Withycombe mentioned that an RFP had been issued for audio-visual upgrades to Council Chambers. She also presented a draft fiscal year 2024-25 City Council meeting calendar.

PUBLIC FORUM: Doug Miner of 7344 Marietta Avenue asked the Historic Preservation Commission to consider prohibiting the painting of brick structures in the city. Hugh Stemler, who owns a property

at 2419 S. Big Bend, asked whether the public will hear about the petition coming back up for a vote if Royal Liquor does not rescind its liquor license application. Mayor Greenberg confirmed that should the Council take up a vote in the future, the public will be notified via Council agenda.

MOTION TO HOLD A CLOSED SESSION, IF NEEDED, TO DISCUSS MATTERS RELATING TO LITIGATION, LEGAL ACTIONS, AND/OR COMMUNICATION FROM THE CITY ATTORNEY AS PROVIDED FOR IN SECTION 610.021(1)RSMO. AND/OR SPECIFICATIONS FOR COMPETITIVE BIDDING UNDER SECTION 610.021(11) AND/OR SEALED BIDS AND RELATED DOCUMENTS AND SEALED PROPOSALS AND RELATED DOCUMENTS UNDER SECTION 610.021(11) AND/OR PERSONNEL MATTERS UNDER SECTION 610.021(13)RSMO. AND/OR EMPLOYEE MATTERS UNDER SECTION 610.021(3)RSMO. AND/OR REAL ESTATE MATTERS UNDER SECTION 610.021(2)RSMO. AND/OR DOCUMENTS RELATED TO A NEGOTIATED CONTRACT UNDER SECTION 610.021(12)RSMO: Mayor Greenberg asked for a motion to hold a closed session to discuss documents related to a negotiated contract and communication from the City Attorney, which was moved by Councilmember Homa and seconded by Councilmember Coriell, which motion received the following roll call vote: Ayes, Mayor Greenberg, Councilmembers Coriell, Garcia, Homa, Mattox, and Page. Nays, none.

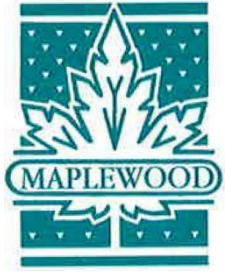
Council reconvened and there being no further business before the Council, the meeting adjourned at 9:18 pm.

Approved this 9th day of July, 2024

Barry Greenberg, Mayor

Attest:

Anthony Traxler, Deputy City Clerk



PUBLIC HEARING NOTICE

The Maplewood City Council will hold a public hearing on Tuesday, May 28, 2024, at 7:00 pm at City Hall and via ZOOM teleconference to hear citizens' comments on a request by Rebecca Goetz of the Archdiocese of St. Louis for a malt liquor by the drink liquor license at 7240 Anna Avenue.

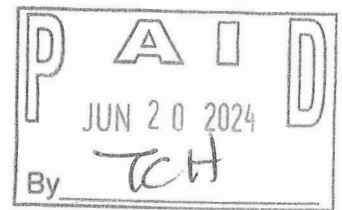
Memorandum



To: Mayor & City Council
From: Amber Withycombe, City Manager
Date: July 3, 2024
Re: Petition for Liquor License from the Archdiocese of St. Louis

Rebecca Goetz, representing the Archdiocese of St. Louis, seeks a new liquor license for Immaculate Conception Parish Hall. As the incoming managing officer for St. Mary Magdalen, Ms. Goetz must obtain a license in her name. The Immaculate Conception Parish Hall has held a City liquor license for many years, permitting malt liquor sales by the drink at events.

PETITION FOR LIQUOR LICENSE
 CITY OF MAPLEWOOD
 7601 Manchester Road
 Maplewood, MO 63143
 (314) 645-3600



received
 6/20/24 TCH

ck# 25290

SECTION 1

DATE: 6/12/24

1. NAME OF ESTABLISHMENT: Immaculate Conception Parish Hall

2. ADDRESS OF ESTABLISHMENT: 7240 Anna St.

Maplewood MO 63143 314-645-3329
 (CITY) (STATE) (ZIP) (PHONE)

3. Is ownership a corporation or partnership? If so, list names and addresses of individuals and their title(s):

Archdiocese of St. Louis
St. Mary Magdalen

4. NAME OF OWNER OR MANAGING OFFICER: Rebecca Goetz

5. Type of license requested - separate license shall be obtained for each of the following classes of sales: (Please check each classification that applies)

Indicate Type of License Applied For:	Fee
A. <u>STORAGE OF NON-INTOXICATING BEER</u> <input type="checkbox"/> For beer depot or store room, handling, selling or storing non-intoxicating beer.	\$75.00
B. <u>FULL LIQUOR LICENSE</u> <input type="checkbox"/> To sell intoxicating liquor in excess of 5% by weight, by the drink at retail for consumption on the premises where sold.	\$450.00
C. <u>PACKAGED INTOXICATING LIQUOR</u> <input type="checkbox"/> To sell intoxicating liquor in the original package at retail only, and not for consumption on the premises where sold.	\$150.00
D. <u>SUNDAY PACKAGE LIQUOR LICENSE</u> <input type="checkbox"/> To sell intoxicating liquor in the original package at retail only, and not by the drink, not for consumption on the premises (which shall include the right to sell non-intoxicating beer at retail in the original package) on Sundays between the hours of 9:00 a.m. and 12:00 midnight.	\$300.00
E. <u>MALT LIQUOR BY THE DRINK - 5% OR WINES NOT IN EXCESS OF 14% ALCOHOL BY WEIGHT</u> <input checked="" type="checkbox"/> To sell malt liquor containing alcohol over 3.2% but not more than 5% by weight at retail by the drink for consumption on the premises, where sold (includes light wines.	\$ 52.50

- F. PACKAGED MALT LIQUOR OR LIGHT WINES (5% MALT LIQUOR)
 _____ To sell malt liquor containing over 3.2% but not more than 5% by weight in the original package at retail only, and not for consumption on the premises, where sold. \$ 22.50
- G. SUNDAY LIQUOR BY THE DRINK
 _____ To sell intoxicating liquor in excess of 5% percent by weight by the drink at retail for consumption on the premises (which shall include the right to sell non-intoxicating beer at retail by the drink for consumption on the premises) on Sundays between the hours of 9:00 a.m. and 12:00 midnight provided all requirements of state law are complied with. \$300.00
- H. MANUFACTURER SOLICITOR'S LICENSE
 _____ To sell intoxicating liquor containing not in excess of twenty-two percent (22%) of alcohol by weight and the privilege of selling to duly licensed wholesalers and soliciting orders for sale of intoxicating liquor containing not in excess of twenty-two percent of alcohol by weight, to, by or through a duly licensed wholesaler on the premises where sold. \$250.00
- I. ORIGINAL PACKAGE TASTING
 _____ To conduct wine, malt beverage and distilled spirit tasting on the licensed premises upon receipt of a special permit. \$ 25.00

Applicant hereby agrees that if a license is granted upon this petition, that applicant or any officer, agent, employee, or servant of applicant will not violate any provision of said Ordinance No. 4121 or of any amendments hereafter made to said ordinance, or any law of the State of Missouri or other ordinance of the City of Maplewood while in and upon the premises of the applicant herein described or knowingly allow any other person so to do.

Rebecca Goetz
 Printed Name of Applicant

[Signature]
 Signature

6/12/24
 Date

SECTION III - GENERAL INFORMATION

1. Do you own, or rent, the premises for which you seek a license? Owned by St. Mary Magda
2. What interest, if any, does the landlord have, directly or indirectly, in the business in which you intend to engage, if the license is granted? Explain: Employee of establishment
The church owns the property and benefits from the ability to hold trivia nights and events in the hall.
3. Have you ever been employed by any person, partnership, or corporation that has a license suspended or revoked by the Supervisor of Liquor Control of the State of Missouri?
No

If so, give details: _____

4. Has any license heretofore issued by the Supervisor of Liquor Control for the premises for which you seek a license ever been suspended or revoked by the Supervisor of Liquor Control?
No

If so, give details: _____

5. Is there now employed, or do you expect to employ in the business to be licensed hereunder, any person who has been convicted of any crime?
No

If so, give details: _____

6. Has there been issued to you within the past year a Retail Liquor Dealer's Federal Tax Stamp (RLD \$50.00) designating you or the premises for which you seek a license as a person or place for dealing in intoxicating liquor other than malt liquors?
No

7. Has there been issued to any other person within the past year a Retail Liquor Dealer's Federal Tax Stamp (RLD \$50.00) describing the place for which you seek a license as a place for dealing in intoxicating liquor other than malt liquors?
No

8. Have you or any member of your household or immediate family ever had any license issued by the Supervisor of Liquor Control for the State of Missouri or by the licensing authority of any other state or city, suspended or revoked?
No

9. Is there now employed or do you expect to employ in the business to be licensed hereunder any person who has at any time had a license from the Supervisor of Liquor revoked or suspended?
No

If so, give details: _____

10. Have you or any member of your household or immediate family ever made application for a license from the Supervisor of Liquor Control which was denied?

NO

If so, name the applicant, approximate date of denial, and details regarding same

11. Does your landlord now hold or has he ever held a license of any kind issued by the Supervisor of Liquor Control? Yes

12. Does the former owner of the business have any interest, either directly or indirectly in the business for which you seek a license? Yes

If so, give details: We are only changing managing officers as

13. State names of any person, firm or corporation that has advanced or will advance any money to you to purchase or operate the business for which you seek a license Church.

NIA

14. Have you any interest, directly or indirectly, in any brewery, winery, distillery, rectifying or blending plant, or wholesale liquor concentrate either as part owner, stockholder, agent or employee? NO

If so, give details: _____

15. State the name and address of any distiller, wholesaler, winemaker, brewer, or any other employee, officer or agent thereof who has or will have any financial interest, directly or indirectly, in the business for which you seek a license NIA

16. State the name of any distillery, wholesaler, winemaker, brewer, or any employee, officer or agent thereof who has loaned or who will, directly or indirectly, loan, give away, or furnish equipment, money, credit, or property of any kind to you, except ordinary commercial services, if any, as are permitted by the regulations of the Supervisor of Liquor Control:

NIA

17. State the name and residence of any person, firm or corporation, if any, who is interested or who will become interested, directly or indirectly, other than hereinabove set out, in the business for which you seek a, license and the nature of such interest

NIA

18. What is the distance, in feet, measured in a straight line from the nearest point of above described premises to the nearest point of the premises of a school, church, or other building regularly used as a place of religious worship?

NIA - Church is no longer being used as a place of
Worship

- 19: Has any bonding company ever canceled any bond signed by it for you in connection with any license issued to you by the Supervisor of Liquor Control?
NO
20. Has any bonding company ever refused to sign any such bond for you?
NO
21. Is this application being made by you as a subterfuge to permit any person other than yourself to secure a license from the Supervisor of Liquor Control in your name for his benefit?
NO

Rebecca Goetz
 (Signature of Applicant)

STATE OF MISSOURI)
 Jefferson) SS
 COUNTY OF ~~ST. LOUIS~~)

Rebecca Goetz of lawful age, being first duly sworn upon Oath, deposes and says that she has/have read this application and understands same and knows the contents thereof and the answers and statements contained therein and the same are true.

Subscribed and sworn to before me this 12 day of June 20 24.

Theresa Farrell
 Notary Public

This space reserved
 for photo on
 acceptance of
 application by City Clerk.





Maplewood City Council

Human Services Commission Update
July 9th, 2024

MHSC - 2024 Update

Agenda



- Where We Started
- Planning Framework
- Setting Priorities
- Where We Are Now

MHSC - 2024 Update

Where We Started



- Re-anchor to our purpose:
“To advise the city council in all matters regarding the planning and contracting for human service programs to adequately meet the needs of the citizens of the City of Maplewood, especially the low and moderate income.”
- Completed by:
 1. Determining the human service needs of the citizens of Maplewood.
 2. Preparing each year a comprehensive plan for the City of Maplewood which outlines the needs and services essential to meet those needs.
 3. Recommend to the city council the appropriate providers of the approved services, including the quality, quantity and cost of each service.
 4. Review, as necessary, the provision of human services in Maplewood and recommend measures for increasing effectiveness and efficiency whenever possible.
 5. Review the actions of local, state and federal government and other funding sources having an effect on human services in Maplewood and develop strategies for providing input into any decisions affecting Maplewood.
 6. Exercise such other powers and duties as the city council may from time to time direct.

*“We keep
spinning our
wheels.”*

MHSC - 2024 Update Planning Framework



FINALIZE

- Work with City Manager to harden the recommendation(s) for City Council review
- Solidify recommendation(s) with financials and expected ROI

Quarter 1 (January – March)

PLAN AHEAD

- Begin planning for Next Year
 - Start research on ideas / policies
 - Begin building list of recommendation(s)
- Provide continued support to City Manager if additional feedback from City Council is required

Quarter 2 (April – June)

LOOK BACK

- Perform analysis on results of previous, approved recommendations
- Understand and validate impact on community
- Continue research and refinement on next year recommendations

Quarter 3 (July - September)

REFINEMENT

- Chose final list of recommendation(s)
- Determine process for measuring recommendation(s) once implemented
- Research financials and how recommendation(s) could be measured

Quarter 4 (October - December)

**Will be reviewed and revised yearly to align to city's budgeting calendar*

MHSC - 2024 Update

Setting Priorities



- Conducted a brainstorming workshop to gather initial list of known needs within the Maplewood Community
 - Used this to align as a team on top priorities for 2024-2025 planning year
 - Created a backlog of items for future planning years
- Top Priorities
 1. Aging in Place - “How do we help ensure our Senior Community has the resources necessary to age in Maplewood?”
 2. Community Land Trust - “Could Maplewood buy land to help ensure there is affordable housing available?”
- Setup shared repository to manage research and collateral



MHSC - 2024 Update

Where We Are Now



- Gathering information from Senior Residents to ensure we understand the real needs of our community
 - Capturing both quantitative and qualitative data by interviewing seniors in a 1:1 setting and by conducting a survey
- This feedback will be used to focus on the top strategies for addressing Seniors' needs
- Then we will develop use case(s) for council which will include budget requirements, provider services information and how to measure success
- Still working through procedures and turnover

Bonus: Using opportunity to hand out resource packets to survey participants.



MHSC - 2024 Update

Resources



- [MHSC Google Folder](#)
 - [Copy of Agendas & Minutes](#)
 - [Aging in Place Initiative](#)

- Contacts:
 - Chair: Amber Schanter - schanter51@gmail.com
 - Vice Chair: Jenna Mueller - jmueller258@stlcc.edu

Memorandum



To: Mayor & City Council
From: Amber Withycombe, City Manager
Date: July 3, 2024
Re: General Obligation Bond Financing Timetable

Attached please find the timetable for our upcoming Proposition S General Obligation Bond Series. This document will guide our process in securing bond financing for the city.

Key points:

1. The process began on June 11 with the Council's approval of the engagement of our Municipal Advisor, Reagan Halliday of UMB, and Bond Counsel Shannon Creighton of Gilmore & Bell.
2. Important dates include:
 - o July 9: First draft of Preliminary Official Statement (POS) and bond documents
 - o Week of August 5: Rating call
 - o August 13: First and second readings of Bond Ordinance
 - o September 10: Bond sale and final reading of Bond Ordinance
 - o September 25: Transaction closing and deposit of project funds
3. The timetable accounts for council meeting schedules, required readings, and key staff vacations.

This timeline ensures we meet all legal requirements and maintain an efficient process. Please review the attached document for a full breakdown of steps and dates.



City of Maplewood, Missouri
General Obligation Bonds
Series 2024

Timetable

Regular City Council Meeting – Engage Municipal Advisor (MA) & Bond Counsel (BC)	June 11
City/MA Initial Financing Discussion	June 17
Distribution List and Timetable Circulated by MA	July 3
First Drafts of Preliminary Official Statement (POS) & Bond Documents Circulated by BC	July 9
Regular City Council Meeting - Discuss financing schedule	July 9
Application Filed with Rating Agency to Initiate Rating Process	July 10
Comments to Preliminary Official Statement (POS) Due to BC	July 15
Second Draft of POS Circulated by BC	July 17
Comments to Bond Documents & POS Due to BC	July 23
Third Draft of POS and Second Draft of Bond Documents Circulated by BC	July 26
Rating Preparation Call/Due Diligence Call	Aug 5
Rating Call	Week of Aug 5
Sale Resolution & Bond Ordinance w/ exhibits Provided to City by BC for Board Packets	Aug 8
Regular City Council Meeting – 1 st & 2 nd Reading of Bond Ordinance [will have blanks] and Adoption of Sale Resolution	Aug 13
Rating Assigned [City to review and sign-off on draft report]	Aug 19
POS Finalized	Aug 20
Bond Sale Set Up on Parity	Aug 28
Publish Notice of Sale [The Countian?] & Post POS	Aug 28
Bond Sale; Award to Winning Bidder	AM-Sept 10
Bond Ordinance and Exhibits Finalized and Circulated	Afternoon- Sept 10
Regular City Council Meeting -Final Reading of Bond Ordinance & Document Signing	PM-Sept 10
Draft Official Statement (OS) Distributed by BC	Sept 11
Closing Memorandum Distributed by MA	Sept 12
Transaction Submitted by BC to State Auditor for Approval	Sept 12
Project Costs Reimbursement Amount Finalized	Sept 15
Post Final OS	Sept 18
Bond Ordinance Becomes Effective	Sept 25
Transaction Closing (Project Funds Deposited)	Sept 25

Notes:

City Council only meets 1st Tuesday of the month during summer
Charter requires 3 readings; 5/7ths Council approval required to invoke emergency provision to adopt ordinance at one meeting
City Ordinances become effective 15 days after passage unless emergency provision invoked

Memorandum



To: Mayor & City Council
From: Amber Withycombe, City Manager
Date: July 3, 2024
Re: Special Business District Tax Advisory Commission Recommendation

Lacey Mitchell, owner of a State Farm Insurance office in Maplewood, applied on June 18 to fill the Special Business District Tax Advisory Commission vacancy. She meets the qualifications for SBD commission service. At the Mayor's recommendation, her application is enclosed for Council consideration.

Boards and Commissions Application

Print

Submitted by: Lacey Mitchell

Submitted On: 2024 06 18 21:29:58

Submission IP: 99.28.29.190 (170.85.6.253)
proxy IP (raw IP)

Status: Open

Priority: Normal

Assigned To: City Council

Due Date: Open



City of Maplewood, MO
Boards and Commissions Application

Contact Information

* **First Name:**

Lacey

* **Last Name:**

Mitchell

* **Address:**

7227 Southwest Ave

* **City:**

Maplewood

* **State:**

Missouri

* **Zip:**

63143

* **Email Address**

[Redacted]

* **Primary Phone (numbers only)**

[Redacted]

Other Phone (numbers only)

[Redacted]

Personal Information

Current Employer (optional)

Lacey Mitchell State Farm Agent, Owner

Occupation (optional)

Insurance Agency Owner

Work Phone (numbers only)

3148990633

*** Are you a Maplewood resident?**

Yes No

*** Do you work for a Maplewood business?**

Yes No

*** Reason(s) for wanting to serve on a board or commission:**

Karmen Rayburn asked me as she said the board could use more small business owners that were not restaurants, and I am happy to help as a Maplewood Business owner, Commercial Building Owner, Homeowner in Maplewood and parent of children who go to MRH ECC.

*** What experience or qualifications do you have relating to the function of the board or commission?**

I have owned my own State Farm Agency since 2014 in the Central West End through 2021 and in Maplewood since 2021. In doing so I have not served on a board but I have been very involved in the communities I am a part of. My employees and I are also involved in our local Chamber of commerce.

*** Do you currently hold, or have you previously held, any local, state, or federal government positions, appointments or office(s)?**

Yes No

If you checked yes, please list date(s) and position(s) held.

List civic or community activities with which you have been involved.

Chamber of Commerce- Mid County

If you would like to attach any documents or items that may be of interest to the Mayor or Council for the application review process, please do so below.

No file chosen

References

Please list two references. At least one reference needs to be a Maplewood resident who is familiar with your experience and abilities.

*** Reference Name:**

Jaimee Hall

*** Reference Email Address:**

[Redacted]

*** Reference Phone (numbers only):**

[Redacted]

*** Maplewood resident?**

Yes No

*** Reference Name**

Karmen Rayburn

*** Reference Email Address**

[Redacted]

*** Reference Phone (numbers only)**

[Redacted]

*** Maplewood resident?**

Yes No

I am interested in serving on the following Board(s) or Commission(s):

(Please rank in order of preference, 1 being your most preferred board/commission.)

*** Board of Adjustment and Housing Board of Appeals**

Not interested in serving on this board / commission.



*** Civil Service Commission**

Not interested in serving on this board / commission.



*** Design & Review Board and Historic Preservation Commission**

Not interested in serving on this board / commission.



*** Human Services Commission**

Not interested in serving on this board/commission.



*** Library Board**

Not interested in serving on this board / commission.



*** Parks & Recreation Commission**

Not interested in serving on this board / commission.



*** Plan and Zoning Commission**

Not interested in serving on this board / commission.



*** Special Business District Tax Advisory Commission**

1



Members of the SBD Tax Advisory Commission must be individuals who own property or operate as a municipally licensed business within the boundaries of the district.

*** Sustainability Commission**

Not interested in serving on this board / commission.



*** Have you read the duties and responsibilities of the board or commission for which you are applying?**

Yes No

*** Will you be able to attend the regular meetings of the boards and commissions to which you may be appointed?**

Yes No

By submitting this form, you affirm that the information contained in this application is true and accurate to the best of your knowledge and that you are the person named in the applicant section of this form. In addition, you acknowledge that upon receipt by the City, this form is a public record and its contents will be provided to anyone requesting a copy and that your name, street number/address will be made available to the public via the council meeting agenda, which is posted on the internet.

If you have any questions, please contact the City Clerk at (314) 646-3604 of cityclerk@cityofmaplewood.com.

*** Electronic Signature**

Lacey Mitchell

*** Date**

06/18/2024

Format: MM/DD/YYYY

*** Email address**

[Redacted]

This field is not part of the form submission.

RESOLUTION

R24-43

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MAPLEWOOD, MISSOURI, APPOINTING LACEY MITCHELL TO THE SPECIAL BUSINESS DISTRICT TAX ADVISORY COMMISSION AND ESTABLISHING HER TERM OF OFFICE AS EXPIRING JUNE 30, 2027.

WHEREAS, Lacey Mitchell has expressed a willingness to serve on the Special Business District Tax Advisory Commission; and

WHEREAS, a vacancy exists on the Special Business District Tax Advisory Commission.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF MAPLEWOOD, MISSOURI, AS FOLLOWS: Lacey Mitchell is hereby appointed to the Special Business District Tax Advisory Commission; and

BE IT FURTHER RESOLVED that her term of office is established as expiring June 30, 2027.

Passed this 9th day of July, 2024

Barry Greenberg, Mayor

Attest:

Anthony Traxler, Deputy City Clerk

Approved this 9th day of July, 2024

Barry Greenberg, Mayor

Attest:

Anthony Traxler, Deputy City Clerk

INTEROFFICE MEMORANDUM

To: Mayor & City Council
From: Anthony Traxler, Assistant City Manager
Date: June 28, 2024
Subject: Financial Disclosure Ordinance

The City of Maplewood is required to re-adopt a financial disclosure ordinance every two years. The Missouri Municipal League urges all cities to re-adopt the ordinance annually. Once approved, a certified copy of the re-adopted financial disclosure ordinance will be forwarded to the Missouri Ethics Commission by September 15, 2024. This ordinance is being resubmitted to you in order to comply with the Missouri State Statutes on financial disclosure.

If the city chooses not to adopt this ordinance, each individual elected official or department head would be required to file financial disclosure forms with the State of Missouri.

By adopting this ordinance, the only person who files a financial disclosure form is the City Manager. Therefore, staff recommends adopting the attached ordinance.

If you have any questions or need further information, please do not hesitate to contact me at (314) 646-3635.

BILL NO.

ORDINANCE NO.

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MAPLEWOOD, MISSOURI, TO RE-ADOPT AND TO ESTABLISH AND MAKE PUBLIC A PROCEDURE TO DISCLOSE POTENTIAL CONFLICTS OF INTEREST AND SUBSTANTIAL INTERESTS FOR CERTAIN MUNICIPAL OFFICIALS

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF MAPLEWOOD, MISSOURI, AS FOLLOWS:

Section I. Declaration of Policy. The proper operation of municipal government requires that public officials and employees be independent, impartial and responsible to the people; that government decisions and policy be made in the proper channels of the governmental structure; that public office not be used for personal gain; and that the public have confidence in the integrity of its government. In recognition of these goals, there is hereby established a procedure for disclosure by certain officials and employees of private financial or other interests in matters affecting the City. Terms used herein shall have the meanings ascribed to them in Section 105.450, R.S. Mo. (as amended).

Section II. Conflicts of Interest. The Mayor or any member of the City Council who has a substantial personal or private interest in any measure, bill, order or ordinance shall disclose on the records of the City Council the nature of their interest and shall disqualify themselves from voting on any matters relating to this interest. Substantial personal or private interest is defined as ownership by the individual, their spouse or dependent children, whether singularly or collectively, directly or indirectly of: (1) 10% or more of any business entity; or (2) an interest having a value of \$10,000 or more; or (3) the receipt of a salary, gratuity or other compensation or remuneration of \$5,000 or more per year from any individual, partnership, organization or association within a calendar year.

Section III. Disclosure Reports. Each elected official of the City and the City Manager shall disclose in writing the following information by May 1 if any such transactions were engaged in during the previous calendar year:

- a. For such person, and all persons within the first degree of consanguinity or affinity of such person, the date and the identities of the parties to each transaction with a total value in excess of five hundred dollars, if any, that such person had with the City of Maplewood, other than compensation received as an employee or payment of any tax, fee or penalty due to the City of Maplewood, and other than transfers for no consideration to the City of Maplewood; and
- b. The date and the identities of the parties to each transaction known to the person with a total value in excess of five hundred dollars, if any, that any business entity in which such person had a substantial interest, had with the City of Maplewood, other than payment of any tax, fee or penalty due to the City of Maplewood or transactions involving payment for providing utility service to the City of Maplewood, and other than transfers for no consideration to the City of Maplewood.

- c. The City Manager also shall disclose by May 1 for the previous calendar year the following information:
1. The name and address of each of the employers of the City Manager from whom income of one thousand dollars or more was received during the year covered by the statement;
 2. The name and address of each sole proprietorship that he owned; the name, address and the general nature of the business conducted of each general partnership and joint venture in which he was a partner or participant; the name and address of each partner or co-participant for each partnership or joint venture unless such names and addresses are filed by the partnership or joint venture with the Missouri Secretary of State; the name, address and general nature of the business conducted of any closely held corporation or limited partnership in which he owned ten percent or more of any class of the outstanding stock or limited partnership units; and the name of any publicly traded corporation or limited partnership that is listed on a regulated stock exchange or automated quotation system in which he owned two percent or more of any class of outstanding stock, limited partnership units or other equity interests;
 3. The name and address of each corporation for which the City Manager served in the capacity of a director, officer or receiver.

Section IV. Filing of Reports. Reports shall be filed with the City Clerk and with the Missouri Ethics Commission. The reports shall be available for public inspection and copying during normal business hours.

Section V. When Filed. The financial interest statements required to be filed hereunder shall be filed at the following times, but no person shall be required to file more than one financial interest statement in any calendar year:

- a. Each person appointed to office shall file any statement required hereunder within thirty days of such appointment or employment;
- b. Every other person required to file a financial interest statement hereunder shall file the statement annually not later than May 1 and the statement shall cover the calendar year ending the immediately preceding December 31; provided that any member of the City Council may supplement the financial interest statement to report additional interests acquired after December 31 of the covered year until the date of filing of the financial interest statement.

Section VI. Filing of ordinance. The City Clerk shall send a certified copy of this ordinance on to the Missouri Ethics Commission within ten days of its adoption.

Section VII. Exclusion from Requirements of Sections 105.483 and 105.485, R.S.Mo.
As provided in Section 105.485.4, R.S.Mo. (as amended) by the adoption of this Ordinance the City of Maplewood hereby excludes the City and its officers and employees from the requirements of Sections 105.483(11) and 105.485.2.

Section VIII. This Ordinance shall be in full force and effect fifteen (15) days after its passage and approval.

Passed this 13th day of August 2024

Barry Greenberg, Mayor

Attest:

Anthony Traxler, Deputy City Clerk

Approved this 13th day of August 2024

Barry Greenberg, Mayor

Attest:

Anthony Traxler, Deputy City Clerk

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MAPLEWOOD, MISSOURI, AMENDING THE MAPLEWOOD CODE OF ORDINANCES, CHAPTER 56 ZONING, ARTICLE II. DISTRICT REGULATIONS, DIVISION 2. SR SINGLE-FAMILY RESIDENTIAL DISTRICT, SECTION 56-73 – USE REGULATIONS, AND ARTICLE V. NONCONFORMITIES, SECTION 56-1061 NON-CONFORMING LOTS OF RECORD (a) RESIDENTIAL DISTRICTS, SUBSECTION (1), TO BRING LOT SIZE AND SETBACK STANDARDS INTO ALIGNMENT WITH EXISTING AVERAGES AND TO PRESERVE LOCAL NEIGHBORHOOD CHARACTERISTICS AND HOUSING AFFORDABILITY

WHEREAS, the Planning and Zoning Commission recommended approval by a vote of 5 ayes, 0 nays, of the amendments to the zoning ordinance at their June 3, 2024 meeting; and

WHEREAS, the City Council held a public hearing on June 11, 2024 regarding the proposed amendments to the zoning ordinance; and

WHEREAS, the City Council finds that the City’s housing stock lacks affordable housing options, with potential serious consequences for the well-being of residents, particularly lower-income and middle-income earners; and

WHEREAS, existing SR Single Family Residential District use regulations do not align with existing single-family lots and structures in the City of Maplewood; and

WHEREAS, oversized structures can impact existing local neighborhood characteristics and limit affordability and diversity of new and renovated single-family homes, particularly in a small municipality limited in area and available housing stock; and

WHEREAS, the City Council finds that the proposed revisions to the Maplewood Zoning Code are in accordance with the City’s Comprehensive Plan and are designed to promote the health and general welfare of the residents of the City in general and the SR Single-Family Residential District in particular.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF MAPLEWOOD, MISSOURI, AS FOLLOWS:

Section I. Section 56-73 Use Regulations of the Maplewood Code of Ordinances subsection (a), Lot Size Standards, is hereby amended by deleting the existing text and replacing said text with the following text in its stead:

- (1) Lot Size Standards. Any proposal for the construction or alteration of a single-family detached dwelling shall have a lot with a minimum average dimension of 35 feet and a minimum area of 3,500 square feet.

Section II. Section 56-73 Use Regulations of the Maplewood Code of Ordinances subsection (b), Front Yard Setback, is hereby amended by deleting the existing text and replacing said text with the following text in its stead:

- (2) Front Yard Setback. Any proposal for the construction or alteration of a single-

family detached dwelling shall have a front yard setback from the public right-of-way or from a private roadway of not less than 25 feet or the average existing front yard setbacks of existing single-family homes of the block on which the dwelling is located.

Section III. Section 56-73 Use Regulations of the Maplewood Code of Ordinances subsection (c) is hereby amended by deleting the subsection text “(c)” and replacing it with subsection text “(3)” in its stead.

Section IV. Section 56-73 Use Regulations of the Maplewood Code of Ordinances subsection (d) is hereby amended by deleting the subsection text “(d)” and replacing it with subsection text “(4)” in its stead.

Section V. Section 56-73 Use Regulations of the Maplewood Code of Ordinances subsection (e), Height and Bulk Standards, is hereby amended by deleting the existing text and replacing said text with the following text in its stead:

- (5) Height and Bulk Standards.
 - a. Any proposal for the construction of a single-family detached dwelling shall have a square footage no greater than ten percent above the average square footage of existing single-family detached dwellings within a 300-foot radius.
 - b. Any proposal for the alteration of an existing single-family detached dwelling can have a maximum increase of five hundred square feet (500) square feet.
 - c. Any proposal for the construction or alteration of an existing single-family detached dwelling shall not exceed thirty-five (35) feet in height.
 - d. The square footage of Accessory Dwelling Units, as defined in Sec. 65-74, Regulations for Accessory Dwelling Units of this chapter, basements, and attics that meet the requirements of Section R202 of the 2015 International Residential Code shall be excluded from the calculation to determine the maximum square footage for the construction or alteration of an existing single-family detached dwelling unit.

Section VI. Section 56-73 Use Regulations of the Maplewood Code of Ordinances subsection (f) is hereby amended by deleting the subsection text “(f)” and replacing it with subsection text “(6)” in its stead.

Section VII. Section 56-73 Use Regulations of the Maplewood Code of Ordinances subsection (g), Parking, is hereby amended by deleting the existing text and replacing said text with the following text in its stead:

- (7) Parking. Off-street parking requirements in Sec. 56-500 Minimum Number of Parking Spaces, (2) Residential and Housing Uses, a. Attached or Detached Single-Family Dwellings, shall not be required for the construction or alteration of a single-family detached dwelling unless the Plan and Zoning Commission determines that on-street parking in the area surrounding the property is inadequate

to meet the needs of the residents in the area. For the purpose of this subsection, “area” is defined as within 300 feet of the site in question.

Section V. Section 56-1061 Nonconforming Lots of Record, (a) Residential Districts, subsection (1), is hereby amended by deleting the existing text and replacing said text with the following text in its stead:

- (1) In any residential district, notwithstanding any other provision of this chapter, a single-family detached dwelling which complies with the restrictions in subsection (a) (2) of this section may be erected on a lot that is not less than 35 feet fronting on a public right-of-way or private street and that consists entirely of a tract of land that:
 - a. Has less than the prescribed minimum lot area or minimum average dimension or both, for the district;
 - b. Is shown by a recorded plat or deed to have been owned separately and individually from adjoining tracts of land at a time when the creation of a lot of such size and width at such location would not have been prohibited by any zoning chapter; and
 - c. Has remained in separate and individual ownership from adjoining tracts of land continually during the entire time that creation of such lot has been prohibited by the applicable zoning chapter or chapters.

Section VI. This ordinance shall be in full force and effect fifteen (15) days after its passage and approval.

Passed this 9th day of July, 2024

Barry Greenberg, Mayor

Attest: _____
Anthony Traxler, Deputy City Clerk

Approved this 9th day of July, 2024

Barry Greenberg, Mayor

Attest: _____
Anthony Traxler, Deputy City Clerk

Memorandum



To: Mayor & City Council
From: Amber Withycombe, City Manager
Date: July 9, 2024
Re: City Manager's Report

Safety Concerns in Kellogg Park

As a result of recent concerns expressed to the city regarding safety in Kellogg Park, city staff will be organizing a Ward 1 meeting to invite residents to share their concerns and collaborate with city staff on devising possible solutions. Once the meeting is scheduled, Ward 1 residents will be notified via yard signs, social media, and the city's website. I will be proposing similar meetings for Wards 2 and 3 in the near future to create additional avenues for community engagement and feedback, particularly around public safety.

Court Administrator Vacancy

As I shared with Council last week via email, it is with mixed emotions that I announce the departure of Ruth Rask, our Court Administrator. After 37 years of dedicated service to the city, Ruth has accepted the position of Court Administrator in Town & Country.

Ruth's journey with the city began in 1987, when she joined as a receptionist. Over the years, she has excelled in various roles, including police clerk, police/fire dispatcher, and court clerk. In 2005, Ruth became a certified court administrator, showcasing her commitment to professional growth. Throughout her tenure, Ruth has been an active member of the Missouri Association for Court Administration, serving in multiple executive board roles. This year, she is serving as the association's president-elect, a testament to her leadership and expertise in the field. Ruth's impact extends far beyond Maplewood. Her willingness to assist other court administrators and her reputation for efficiency have made her an invaluable resource across the St. Louis region.

Ruth's dedication has not only enhanced our city's operations but has also contributed to the improvement of municipal courts throughout the area. Her expertise, commitment, and passion for public service will continue to influence our work for years to come.

We launched a search for a new Court Administrator last week. The job posting can be viewed at https://www.cityofmaplewood.com/services/employment_applications.php

Metropolitan Sewer District OMCI Tax Continuation Recommendation

The enclosed memo from Assistant City Manager Anthony Traxler details the City's recommendation to Council regarding MSD's Operations, Maintenance, Construction & Improvement (OMCI) tax for the Deer Creek Watershed.

In 2019, MSD increased the OMCI tax to 7.8% per \$100 assessed value, with Maplewood receiving \$53,508 annually. On April 2, 2024, voters approved MSD's Proposition S, a 7.45%

tax per \$100 assessed valuation to address more than \$700 million of known stormwater problems, mostly flooding and erosion, across St. Louis City and County. Maplewood will receive approximately \$75,000 annually from Proposition S funds.

Per the enclosed materials, city staff recommend removing the OMCI tax for the following reasons:

1. Proposition S funds (\$75,000) exceed our current OMCI allocation (\$53,508) and offer greater flexibility in usage.
2. Continuing the OMCI tax would increase residents' tax burden while only providing an additional \$26,754 annually to the city.
3. Our combined sewer system's capacity issues require improvements beyond what OMCI and Proposition S funds can cover. Any significant upgrades would need to be funded by MSD's general operating funds.

Given these factors, staff believes increasing residents' taxes for potentially unused additional revenue is not justified.

INTEROFFICE MEMORANDUM



To: Amber Withycombe, City Manager
From: Anthony Traxler, Assistant City Manager/Director of Public Works
Date: June 28, 2024
Subject: Continuation of MSD OMCI (Operations, Maintenance, Construction & Improvement)
Tax – Deer Creek Watershed

BACKGROUND

In April 2019, an MSD tax increase was rejected by area voters. MSD responded by increasing a prior OMCI tax from 0% to 7.8% per \$100 assessed value. Shortly after, MSD provided municipalities an opportunity to split these funds 50/50 with MSD. Maplewood's 50% portion amounts to \$53,508 annually.

On April 2, 2024, area voters approved a 7.45% per \$100 assessed valuation tax (MSD's Proposition S). A home appraised at \$300,000 will now be required to pay an additional \$42.47 annually. Maplewood's proposition S funds, which will be distributed to municipalities based on population, amount to \$75,000 annually.

CONTINUATION OF OCMI TAX CONSIDERATION

Due to the recent passage of Proposition S, MSD is considering eliminating the OMCI tax. For MSD to eliminate this tax, more than 70% of the municipalities within the OMCI District must submit written declarations to MSD asking for the continuation of the tax. If 70% approval is not received, MSD will set the OMCI tax rate back to zero cents per \$100 assessed valuation.

Staff recommends removing the OMCI tax for the following reasons.

- 1) Maplewood received \$53,508 from existing OMCI taxes. With the passage of Proposition S, Maplewood will receive \$75,000 annually from MSD and the Proposition S funds are more flexible than the OMCI funds we have been receiving. An example of this flexibility is OMCI funds cannot be used for joint projects, Proposition S funds can.
- 2) If the OMCI tax rate is approved, Maplewood taxes would increase by a similar rate as the 2019 increase but the City of Maplewood would only realize an additional \$26,754 annually (OMCI funds) in addition to the \$75,000 annually (Proposition S funds) for a total of \$101,754.
- 3) The City of Maplewood operates under a combined sewer system that is at or near capacity. Any modifications or improvements to this system would be significantly more than OMCI and Proposition S funds could provide. Because of this, any significant improvements in

Maplewood would need to be initiated and paid for by general operating MSD funds. Simply put, we do not have enough low-cost eligible projects to justify increasing residents' taxes to bring in additional revenue that may never be spent.

Please contact me if you have any questions, comments or concerns on this matter or if you need additional information.

OMCI Memo from MSD

The following document provides information to help each community decide whether or not they wish to formally and publicly support having MSD staff making a recommendation to MSD's Board of Trustees to continue a portion of the current OMCI (Operation, Maintenance, Construction, and Improvement) property tax within the Deer Creek OMCI sub-district starting in tax year 2025 for the purpose of making available additional stormwater municipal grants beyond those provided for in the recently passed Proposition S Stormwater Proposal.

The current status for each community or portion of a community located in this sub-district is listed in the chart on the next page.

- (1) Current annual grant amount ending with collections in tax year 2024 (MSD FY 2025)
- (2) Future Prop S annual grant amount starting with tax year 2025 (MSD FY 2026)
- (3) Proposed additional OMCI grant amount starting with tax year 2025 (MSD FY 2026); See below for proposal.

The proposal being considered is to put in place an annual municipal stormwater grant to supplement the Proposition S municipal stormwater grants starting in tax year 2025. The amount of the OMCI property tax would be \$0.016/\$100 assessed valuation (or $\frac{1}{4}$ of the current tax rate) to produce the approximate additional grant amounts shown on the chart above.

MSD staff is requesting that these municipalities let MSD staff know if they support having MSD's Board of Trustees consider implementing this tax starting in tax year 2026. Support would need to be in the form of a communication (letter, e-mail, etc.) to MSD staff, sent by an appropriate representative of each municipality, following whatever procedures each municipality finds appropriate. Municipalities may also notify MSD staff if they do not support this proposal by either notifying us or by not providing any response. **Note that the positive responses will be publicly available and presented in a public format by MSD staff to MSD's Board of Trustees as part of the consideration process.**

Please feel free to contact MSD staff if you have any questions.

City	FY25 OMCI Grant (1)	Proposition S Grant (2)	Proposed OMCI Grant (3)
Brentwood	\$139,357.00	\$75,000.00	\$69,678.50
Clayton	\$401,595.00	\$125,000.00	\$200,797.50
Country Life Acres	\$3,578.00	\$30,000.00	\$1,789.00
Creve Coeur	\$249,571.00	\$125,000.00	\$124,785.50
Crystal Lake Park	\$7,995.00	\$30,000.00	\$3,997.50
Des Peres	\$77,432.00	\$75,000.00	\$38,716.00
Frontenac	\$134,174.00	\$50,000.00	\$67,087.00
Glendale	\$73,552.00	\$75,000.00	\$36,776.00
Huntleigh	\$27,352.00	\$30,000.00	\$13,676.00
Kirkwood	\$86,061.00	\$300,000.00	\$43,030.50
Ladue	\$339,717.00	\$75,000.00	\$169,858.50
Maplewood	\$53,508.00	\$75,000.00	\$26,754.00
Olivette	\$42,610.00	\$75,000.00	\$21,305.00
Richmond Heights	\$140,487.00	\$75,000.00	\$70,243.50
Rock Hill	\$53,062.00	\$50,000.00	\$26,531.00
Shrewsbury	\$4,647.00	\$75,000.00	\$2,323.50
Town & Country	\$62,588.00	\$125,000.00	\$31,294.00
University City	\$36,724.00	\$300,000.00	\$18,362.00
Warson Woods	\$33,513.00	\$40,000.00	\$16,756.50
Webster Groves	\$165,783.00	\$300,000.00	\$82,891.50
Westwood	\$11,143.00	\$30,000.00	\$5,571.50

*part of more than one OMCI district

Coldwater Creek	Deer Creek	Gravois Creek	Maline Creek
Berkeley*	Brentwood	Bella Villa	Bellefontaine Neighbors
Black Jack*	Clayton*	Crestwood	Bellerive Acres
Breckenridge Hills	Country Life Acres	Grantwood Village*	Bel-Ridge
Bridgeton	Creve Coeur*	Green Park	Berkeley*
Calverton Park*	Crystal Lake Park	Kirkwood*	Black Jack*
Charlack*	Des Peres*	Lakeshire	Calverton Park*
Edmundson	Frontenac	Oakland	Charlack*
Ferguson*	Glendale	Sunset Hills	Cool Valley
Florissant*	Huntleigh	Webster Groves*	Country Club Hills
Hazelwood	Kirkwood*		Dellwood
Kinloch*	Ladue		Ferguson*
Overland*	Maplewood		Florissant*
St. Ann	Olivette*		Jennings
St. John*	Richmond Heights		Kinloch*
Sycamore Hills*	Rock Hill		Moline Acres
Woodson Terrace	Shrewsbury*		Normandy
	Town & Country		Overland*
	University City*		St. John*
	Warson Woods		Sycamore Hills*
	Webster Groves*		
	Westwood		

Sugar Creek	Seminary RDP	University City
Des Peres*	Grantwood Village*	Bel-Nor
Kirkwood*	Marlborough	Charlack*
	Shrewsbury*	Clayton*
	Webster Groves*	Creve Coeur*
		Greendale
		Hanley Hills
		Olivette
		Overland*
		Pagedale
		Sycamore Hills*
		University City*
		Vinita Park
		Wellston

Updated since Rate Proposal Submitted - April, 2024

Total Population within District	Population: 1,274,968	Potential Annual Grants:	Range / Grouping:	Currently Eligible for OMCI Grant Program:
Municipality:				
NORMANDY	4,457	50,000		
NORTHWOODS	4,076	50,000		
FENTON	4,026	50,000		
WOODSON TERRACE	3,950	50,000		✓
FRONTENAC	3,612	50,000		✓
PINE LAWN	3,593	50,000		
PAGEDALE	3,291	50,000		✓
RIVERVIEW	2,832	40,000	1,000-3,000	
BEL-RIDGE	2,675	40,000		
GREEN PARK	2,618	40,000		✓
CLARKSON VALLEY	2,606	40,000		
MOLINE ACRES	2,346	40,000		
WELLSTON	2,285	40,000		✓
MARLBOROUGH	2,147	40,000		✓
HANLEY HILLS	2,101	40,000		✓
VINITA PARK	1,970	40,000		✓
WARSON WOODS	1,897	40,000		✓
HILLSDALE	1,542	40,000		
WINCHESTER	1,447	40,000		
BEL-NOR	1,397	40,000		✓
LAKESHIRE	1,389	40,000		✓
OAKLAND	1,367	40,000		✓
VELDA CITY	1,360	40,000		
CHARLACK	1,304	40,000		✓
CALVERTON PARK	1,268	40,000		✓
COUNTRY CLUB HILLS	1,246	40,000		
COOL VALLEY	1,130	40,000		
VELDA VILLAGE HILLS	1,029	40,000		
NORWOOD COURT	955	30,000	< 1,000	
PASADENA HILLS	891	30,000		
EDMUNDSON	860	30,000		✓
GRANTWOOD VILLAGE	856	30,000		✓
FLORDELL HILLS	802	30,000		
BELLA VILLA	724	30,000		✓
GREENDALE	654	30,000		✓
SYCAMORE HILLS	560	30,000		✓
BEVERLY HILLS	554	30,000		
CRYSTAL LAKE PARK	508	30,000		✓
WILBUR PARK	466	30,000		
PASADENA PARK	456	30,000		

Updated since Rate Proposal Submitted - April, 2024

Total Population within District	Population: 1,274,968	Potential Annual Grants:	Range / Grouping:	Currently Eligible for OMCI Grant Program:
Municipality:				
UPLANDS PARK	424	30,000		
TWIN OAKS	396	30,000		
HUNTLEIGH	388	30,000		✓
WESTWOOD	316	30,000		✓
KINLOCH	290	30,000		✓
BELLERIVE ACRES	187	30,000		
COUNTRY LIFE ACRES	73	30,000		✓
CHAMP	13	30,000		

Memorandum



To: Mayor & City Council
From: Amber Withycombe, City Manager
Date: July 9, 2024
Re: Departmental SWOT (Strengths, Weaknesses, Opportunities & Threats) Analysis

As required by my employment agreement with the City, I have completed a comprehensive review of each city department. The agreement states: “Within six months ... [e]mployee shall conduct a review of each department of the City and provide the results of such review to the City Council.”

Enclosed is the 23-page analysis, which includes:

1. A detailed SWOT analysis for each department
2. An appendix containing findings from a recent all-staff survey

I would like to acknowledge the valuable contributions of the following department heads: Pete Marsac, Laura Miller, Lexie Miller, Matt Nighbor, and Anthony Traxler. Their department-level feedback was instrumental in creating this analysis.

Ongoing feedback from both department heads and staff is crucial for our city’s growth and improvement. The staff survey participants provided invaluable insights and candid feedback. I look forward to working with department heads to implement the strategies outlined in the report.

City of Maplewood: Comprehensive Departmental SWOT Analysis
Presented to City Council - July 9, 2024

1. INTRODUCTION

I am pleased to present to you a comprehensive SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of the city's operations. As you requested at the time of my hire, this analysis aims to provide you with information about our internal climate, culture, and performance. My goal is to guide our collective decision-making and help shape the future direction of our city.

To perform the analysis, I conducted two surveys: an all-staff engagement, climate, and culture survey, consisting of 24 questions and an open-ended general response question; and a department-head SWOT survey consisting of 12 narrative response questions. The all-employee survey was completed by 49 of 77 employees, and the SWOT survey was completed by all five department heads (Public Works, Fire, Police, Finance, Community Development). I completed the SWOT survey as well and included my own observations in the analysis. These observations were gathered from the budget planning process and in my day-to-day management of the organization.

By examining both qualitative feedback from department-specific questions and quantitative data from the all-staff survey, I have attempted to paint a comprehensive picture of our organizational health and prospects. This analysis can serve as a valuable tool for us, helping to inform our strategic decision-making, resource allocation, and policy development.

Recommended action steps outlined in the report's conclusion will be used to inform an annual department-level goal-setting process that will be initiated this fall as part of the city's performance evaluation process. A performance evaluation tool and process will be developed for the departments currently lacking that process, as discussed in the analysis.

In the following sections, I will provide an in-depth look at each department's strengths, followed by a city-wide analysis of weaknesses, opportunities, and threats. This approach will allow for a nuanced understanding of each department's contributions while also addressing overarching themes that affect the city as a whole.

2. STRENGTHS

2.1 Public Works Department Strengths

- a) **Timely Customer Service:** Public Works excels in providing timely customer service related to infrastructure, parks, development, code enforcement, and city-wide departmental assistance. This responsiveness enhances the department's reputation and contributes to resident satisfaction. According to a Fire Department employee, "Customer service and the service provided from the fire, police and public works departments in my opinion puts us above other cities."

- b) **Diverse Skill Set:** The department handles a wide range of responsibilities, showcasing its versatility. From maintaining infrastructure to assisting with community events, Public Works employees demonstrate adaptability and a broad skill set.
- c) **Community Outreach Initiatives:** Public Works has increased its community outreach efforts, implementing programs such as Tons of Transportation and the Park Passport. These initiatives help build positive relationships with residents and increase public awareness of the department's functions.
- d) **Interdepartmental Cooperation:** The department effectively collaborates with other city departments, particularly in emergency situations. This was exemplified during the flooding incidents in the summer of 2022, when Public Works assisted the Fire and Police departments in responding to several emergency situations, in addition to leading the city's flood remediation efforts.
- e) **Employee Satisfaction:** According to the all-staff survey, many Public Works employees express high job satisfaction. For instance, one long-serving employee (20+ years) reported being "Very satisfied" with the city as a place to work.
- f) **Problem-Solving Approach:** Public Works employees demonstrate a proactive approach to identifying and solving issues, even when they fall outside their immediate responsibilities. This "can-do" attitude contributes to the department's effectiveness and the overall quality of city services.
- g) **Commitment to Improvement:** The department shows a willingness to adopt new technologies and practices to improve service delivery, as evidenced by the building department's interest in implementing a customer portal for SmartGov.

2.2 Fire Department Strengths

- a) **Comprehensive Emergency Services:** The Fire Department excels in providing a wide range of emergency services, including fire suppression, rescue, EMS, and fire prevention. Their ability to handle diverse emergency situations demonstrates the department's versatility and comprehensive training, which is frequently identified by neighboring fire agencies as exemplary.
- b) **Strong Customer Service Orientation:** The department places a high emphasis on customer service, going above and beyond traditional firefighting duties to assist residents. This is exemplified by their willingness to handle unconventional situations, such as an incident where Public Works assisted the Fire Department in removing a deceased deer from a resident's property.
- c) **Community Outreach and Education:** The Fire Department has implemented several successful community programs, including:
 - CPR training for residents, teachers, and business owners
 - Monthly fire prevention education at the Early Childhood Center
 - Scholarship programs for local students
 - Annual blood drives

- Vaccination services during the pandemic

These initiatives showcase the department's commitment to community engagement and proactive public safety measures.

- d) **Training and Development:** The department has invested in training and development programs, including a joint Training Officer position shared with six other cities and a new training facility. This commitment to continuous learning ensures that firefighters are well-prepared for a range of emergency situations.
- e) **Employee Satisfaction:** Fire Department employees consistently report high levels of job satisfaction and commitment to their work. The all-staff survey shows that many firefighters strongly agree with statements about feeling valued and believing in the importance of their work. One department employee noted that "The City of Maplewood has been an amazing place to work."
- f) **Adaptability to Community Needs:** The department has shown flexibility in adapting its services to meet emerging community needs. This adaptability demonstrates the department's responsiveness to public health and safety concerns.
- g) **Positive Public Perception:** According to department feedback, residents and businesses have confidence in the Fire Department's ability to mitigate issues when called upon. This positive public perception enhances the department's effectiveness and community trust.
- h) **Commitment to Safety:** The department's focus on fire prevention education and proactive measures demonstrates a strong commitment to community safety that goes beyond emergency response.

2.3 Police Department Strengths

- a) **Community-Oriented Policing:** The Police Department has established a dedicated Community Relations Officer (CRO) unit, which coordinates community events, engages in foot and bicycle patrols, and addresses community concerns. This approach fosters positive relationships between the police and residents.
- b) **Diverse Workforce:** The department reports being one of the most diverse police departments in the entire St. Louis Region. This diversity enhances the department's ability to relate to and serve a varied community, promoting trust and understanding.
- c) **Employee Satisfaction:** There is a generally high level of overall satisfaction among officers, with 16 out of 24 respondents indicating they are "very satisfied" with the city as a place to work.
- d) **High Service Satisfaction:** According to department feedback, residents and businesses perceive their services as exceptional, with very few complaints (less than 5 annually) relative to over 10,000 calls for service each year. This high satisfaction rate indicates effective policing practices. "I believe the City of Maplewood has grown exponentially in a positive way since the early 2000's... It is obvious the command staff has the Police

Department, City of Maplewood Government, businesses, and residents as their main concern/objective,” noted one Police department employee.

- e) **Comprehensive Training Programs:** The department has established a dedicated Training Coordinator position, which helps with officer development and addresses scenario-based training needs. This position also extends community policing efforts by offering threat assessments to local businesses and organizations.
- f) **Community Engagement Initiatives:** The Police Department has implemented several successful community programs, including:
 - a. Police Building Bridges
 - b. Walking Wednesdays
 - c. Regional Night Out events
 - d. Business watch and community stakeholder meetingsThese initiatives demonstrate a commitment to building strong community relationships and promoting public safety through engagement.
- g) **Interdepartmental Cooperation:** The Police Department collaborates effectively with other city departments and neighboring municipalities, enhancing overall public safety efforts and resource utilization.
- h) **Commitment to Transparency:** The department’s practice of sending out random Quality of Service evaluations and of including members of the public on hiring committees demonstrate a commitment to transparency and continuous improvement based on community feedback.
- i) **Adaptability to New Technologies:** The department shows willingness to adopt new technologies, such as the planned purchase of new body-worn and in-car camera systems, which can enhance officer accountability and public trust.

2.4 Community Development Department Strengths

- a) **Business Community Support:** The department excels in providing support to the business community, including navigating regulations, accessing resources, and offering personalized guidance. This support is crucial for maintaining a vibrant local economy.
- b) **Successful Event Planning:** Community Development organizes events that drive foot traffic, boost sales, provide networking opportunities, and strengthen community ties. These events contribute significantly to the city’s economic vitality and community spirit.
- c) **Innovation in Business Support:** Recent initiatives, such as the revamped Commercial Real Estate Tour and the Manchester Walkway Project, demonstrate the department’s innovative approach to supporting local businesses and improving the city’s commercial infrastructure.
- d) **Regulatory Efficiency:** The department has worked closely with other staff to rectify challenges related to issuing business and liquor licenses, streamlining processes for local businesses and ensuring regulatory compliance.

- e) Positive Business Relationships: Feedback indicates that businesses appreciate the support and communication provided by the Community Development department, recognizing the unique role it plays in facilitating their needs.
- f) Adaptability to Economic Trends: The department shows an ability to adapt to changing economic conditions and business needs, as evidenced by their efforts to revive programs like the Business Watch Program in response to community feedback.

2.5 Executive (City Manager, Finance, Courts, Social Services) Department Strengths

- a) Policy Development: The Executive department is responsible for developing and implementing city-wide policies. While there are areas for improvement, the department's role in establishing guidelines for city operations is a key strength.
- b) Governance Support: The Executive department provides strong support for the City Council in meeting its goals and objectives.
- c) Fiscal Responsibility: The department emphasizes strong fiscal transparency. Internal process improvements will aid in better fiscal management throughout the organization. The department is implementing new budget software, demonstrating a commitment to improving financial processes and transparency through technology.
- d) Customer Service and Community Collaboration: The Executive department reports that front counter staff consistently focus on customer service. The department collaborates effectively with peer municipalities, the business community, and the school district.
- e) Strategic Planning: The Executive department plays a crucial role in setting the city's strategic direction. Based on the all-staff survey, the recent hiring of a new City Manager has been positively received, with employees noting improved engagement and leadership.
- f) Social Service Delivery: The creation of a Social Services Coordinator position demonstrates the city's commitment to addressing social issues and supporting vulnerable populations. The presence of this position reflects a holistic approach to community well-being, complementing the economic focus of the Community Development department.
- g) Legal Compliance: The Court Administrator ensures that the city's municipal court processes are followed correctly, contributing to the overall integrity of city operations.
- h) Employee Benefits Management: The all-staff survey indicates high satisfaction with employee benefits, suggesting effective management of the city's compensation package.
- i) Adaptability to Change: Employees citywide have shown an ability to adapt to new leadership and changing city needs, as evidenced by positive responses to recent changes in city management.

2.6 Cross-Departmental Strengths

- a) **Collaborative Culture:** Across all departments, there is a strong culture of collaboration and mutual support. This is evident in joint initiatives, shared training programs, and coordinated responses to community needs.
- b) **Community-Centric Approach:** All departments demonstrate a strong focus on community needs and engagement. From the Police Department's community policing initiatives to the Fire Department's educational programs and Community Development's business support, there's a consistent emphasis on serving and engaging with residents and businesses.
- c) **Employee Commitment:** Across all departments, there's a high level of employee commitment and job satisfaction. Many long-serving employees express strong dedication to their work and the city, which contributes to institutional knowledge and service quality.
- d) **Efficient Resource Utilization:** Despite budget constraints, departments show an ability to maximize available resources, often finding creative solutions to deliver high-quality services cost-effectively.
- e) **Training Focus:** There's an emphasis on training and professional development within some departments, ensuring that employees in those departments (principally Fire and Police) are well-prepared to meet evolving community needs.
- f) **Positive Public Perception:** Feedback across departments indicates generally positive public perception of city services, which enhances the effectiveness of all departments and builds community trust.

These strengths across departments create a solid foundation for the city's operations, contributing to effective service delivery and positive community relations. The collaborative, community-focused culture, combined with a willingness to innovate and adapt, positions the city well to address future challenges and opportunities.

3. WEAKNESSES

3.1 Public Works Department Weaknesses

- a) **Staffing Shortages:** The department reports significant staffing issues, particularly in maintenance roles. This shortage impacts the department's ability to maintain parks and public spaces adequately.
- b) **Workload Management:** Employees report being "tapped out" on new programs due to staffing levels, indicating potential burnout and limited capacity for innovation.
- c) **Compensation Concerns:** There are indications that pay for maintenance workers may not be competitive enough to attract and retain staff.

- d) **Equipment and Technology Limitations:** Some employees report issues with slow computers and outdated equipment, which may hinder efficiency.
- e) **Communication Gaps:** There are reports of inconsistent communication from management about policy changes or decisions affecting employees' work.
- f) **Career Growth Limitations:** Some employees express a desire for more professional development opportunities, such as certifications in plumbing, electrical work, or arboriculture.
- g) **Work-Life Balance:** The current work schedule may not be optimal for all employees, with some suggesting alternative arrangements like four-day work weeks.

3.2 Fire Department Weaknesses

- a) **Staffing Needs:** The department has identified a need for additional employees, indicating potential strain on current staff.
- b) **Dispatch Center Issues:** Both Fire and Police departments report problems with East Central Dispatch Center, including delays in reaching 911 dispatchers, particularly for calls from cellular phones in areas bordering St. Louis City.
- c) **Facility Maintenance:** The lack of a dedicated facility maintenance person or team is cited as a challenge, potentially diverting firefighters from their primary duties.
- d) **Vehicle Replacement Delays:** Concerns have been raised about the ability to obtain replacement vehicles in a timely manner, which could impact response capabilities.
- e) **Overtime Management:** There are concerns about potential policy changes in overtime reduction, which could impact staffing and service delivery.
- f) **Resource Management:** Some employees reported a lack of communication regarding budget-related decisions, which could hinder smooth operations.

3.3 Police Department Weaknesses

- a) **Facility Limitations:** The police facility is described as outdated and inadequate for current needs. The lack of a booking/processing facility necessitates transporting arrestees to other locations, impacting officer availability.
- b) **Career Advancement Opportunities:** Some officers express frustration with limited opportunities for specialization or rotation through different roles.
- c) **Equipment Needs:** There are requests for more patrol vehicles and updated equipment to ensure operational readiness.

- d) **Workload Distribution:** Concerns have been raised about the fairness of shift assignments and workload distribution among officers.
- e) **Policy and Procedure Updates:** The department acknowledges that some General Orders/Directives need modification and updates.
- f) **Records Management:** There's a need for cross-training in critical administrative roles, such as the Police Secretary/Records Clerk position.

3.4 Community Development Department Weaknesses

- a) **Time and Resource Constraints:** The department reports being stretched thin, impacting the ability to attract new businesses and engage frequently with the existing business community.
- b) **Communication Challenges:** There's a recognized need to enhance communication from City Hall to residents through more engaging methods.
- c) **Support Staff Limitations:** The department looks forward to adding support staff to enhance service delivery and more effectively address residents' needs.
- d) **Understanding of Role:** There's a perceived lack of understanding about the scope of the Community Development position among some stakeholders.
- e) **Balancing Diverse Community Needs:** Addressing varied needs, from affordable housing to business development, presents ongoing challenges.

3.5 Executive Department Weaknesses

- a) **Policy Implementation and Enforcement:** There are reports of inconsistent policy enforcement and a lack of accountability in following existing ordinances and procedures.
- b) **Internal Communication:** Some employees report feeling uninformed about decisions that impact their work.
- c) **Workplace Culture:** There are concerns about favoritism, sexism, and in some instances, racism in day-to-day citywide operations. There were fewer strongly positive employee comments about the Executive department compared to other departments like Fire and Police.
- d) **Performance Feedback:** Some employees report a lack of regular performance feedback.
- e) **Workload Distribution:** There are perceptions of unfair workload distribution, with high performers feeling overburdened without commensurate compensation.
- f) **Staff Unity:** Few opportunities exist for all staff to come together, potentially impacting overall cohesion and shared vision.

- g) Risk Management: There are some concerns about the city’s approach to risk management, which has not received the attention it deserves over the years.

3.6 Cross-Departmental Weaknesses

- a) Staffing Shortages: Multiple departments report being understaffed, impacting service delivery and employee workload.
- b) Internal Communication: Inconsistent communication about policy changes and organizational decisions is a common theme across departments.
- c) Facility and Equipment Limitations: Several departments, especially Police, report inadequate or outdated facilities and equipment.
- d) Career Growth Opportunities: Many employees across departments express a desire for more professional development and advancement opportunities.
- e) Workload Management: There are consistent concerns about workload distribution and the ability to balance multiple responsibilities effectively.
- f) Policy and Procedure Updates: Several departments mention the need for updated policies, procedures, and city ordinances.
- g) Interdepartmental Coordination: While collaboration is generally strong, there are instances of friction or misalignment between departments.
- h) Technology Integration and Training: Many departments identify the need for improved technology to enhance efficiency and service delivery. There’s a need for improved staff training to use technology correctly and to its full capacity.
- i) Budget Constraints: Financial limitations impact multiple aspects of city operations, from staffing to equipment upgrades.
- j) Performance Feedback: There’s a general desire for more regular and constructive feedback on job performance across departments.

4. OPPORTUNITIES

4.1 Public Works Department Opportunities

- a) Technology Integration: Implementing a customer portal for SmartGov could streamline processes and improve service delivery.
- b) Interdepartmental Resource Sharing: Expanding collaborations with other departments and neighboring municipalities could optimize resource utilization.

- c) Environmental Initiatives: Building on the success of increased recycling events, there's potential to expand environmental and sustainability programs.
- d) Professional Development: Offering certifications in areas like plumbing, electrical work, and arboriculture could enhance staff skills and job satisfaction.
- e) Work Schedule Innovations: Exploring alternative work schedules, such as four-day work weeks, could improve work-life balance and productivity.
- f) Community Engagement: Expanding successful engagement initiatives could further strengthen community relations.

4.2 Fire Department Opportunities

- a) Technology Enhancement: Implementing better dispatch agency technology could improve response times and operational efficiency.
- b) Community Outreach Expansion: Building on successful programs like CPR training and fire prevention education, there's potential to develop new community initiatives.
- c) Interdepartmental Training: Expanding joint training programs with other departments and neighboring municipalities could enhance overall emergency response capabilities.
- d) Grant Funding: Exploring federal or state grant opportunities could provide additional resources for equipment upgrades or new programs.
- e) Specialized Services: Developing new specialized services based on emerging community needs could enhance the department's value to the community.
- f) Public Education Initiatives: Expanding public education efforts on fire safety and emergency preparedness could reduce incident rates and improve community resilience.

4.3 Police Department Opportunities

- a) Facility Improvements: Advocating for a new or significantly upgraded police facility could improve operational efficiency and staff morale.
- b) Specialized Units: Creating new specialized units could enhance community engagement and operational effectiveness.
- c) Technology Upgrades: Implementing new body-worn and in-car camera systems will improve officer accountability and public trust.
- d) Community Policing Expansion: Building on successful community engagement programs to further strengthen police-community relationships.
- e) Training Enhancements: Expanding the role of the Training Coordinator to provide more scenario-based training and community threat assessments.

- f) External Partnerships: Exploring opportunities for officers to participate in regional and federal task forces could bring additional resources and expertise to the department.

4.4 Community Development Department Opportunities

- a) Business Diversity Initiatives: Partnering with diverse local chambers of commerce to attract a wider range of businesses to the community.
- b) Public Art and Beautification: Collaborating with nonprofits and businesses to implement public art installations and beautification projects.
- c) Economic Development Partnerships: Working with organizations like Greater St. Louis Inc. to boost economic development efforts.
- d) Technology for Data Analytics: Utilizing software like Placer.ai for customer behavior analytics to inform business attraction and retention strategies.
- e) Communication Strategy Enhancement: Leveraging tools like Mailchimp for e-newsletters to improve communication with residents and businesses.
- f) Housing Initiatives: Expanding on successful affordable housing initiatives to collaboratively address community housing needs.

4.5 Executive Department Opportunities

- a) Policy Modernization: Updating and streamlining city policies and ordinances, particularly as they relate to personnel, could improve operational efficiency and address current community needs.
- b) Comprehensive Planning: The Comprehensive Plan, when completed, can be used to prioritize and drive development and redevelopment throughout the city. It can also help make the case for expanding investment in economic development and exploring implementation of an economic development retail sales tax.
- c) Interdepartmental Communication: Expanding internal communication efforts are needed to improve organization-wide alignment.
- d) Risk Management Strategies: Developing comprehensive risk management strategies could mitigate potential legal and financial risks.
- e) Performance Management: Implementing a performance management system could address concerns about feedback and fair treatment.
- f) Leadership Development: Creating leadership development programs could help prepare employees for future management roles and improve succession planning.

- g) **Social Services Expansion:** Expanding the capacity of the social services coordinator position could address persistent community needs.
- h) **Inter-City Collaboration:** Examining closer collaboration with surrounding cities, particularly in areas like court consolidation and public works and fire department resource sharing.

4.6 Cross-Departmental Opportunities

- a) **Integrated Technology Solutions:** Implementing city-wide software and hardware upgrades that improve interdepartmental communication and operational efficiency.
- b) **Diversity, Equity, Inclusion, and Belonging Committee:** Moving forward with organizing this committee, as outlined in the Welcome Maplewood plan, will help to address inequities within the organization.
- c) **Collaborative Training Programs:** Developing cross-departmental training initiatives to enhance skills and promote a more versatile workforce.
- d) **Community Engagement Strategy:** Creating a comprehensive, city-wide community engagement strategy that leverages the strengths of each department.
- e) **Grant Writing Collaboration:** Forming a cross-departmental grant writing team to increase success in securing additional funding for various initiatives.
- f) **Wellness and Work-Life Balance Initiatives:** Developing programs that address employee well-being and work-life balance across all departments.
- g) **Sustainability Initiatives:** Creating city-wide sustainability goals and programs that involve all departments in environmental stewardship efforts.
- h) **Customer Service Standards:** Developing consistent customer service standards and training across all departments to enhance overall city service quality.

5. THREATS

5.1 Economic Fluctuations

Changes in the local economy could negatively impact tax revenues, affecting the city's ability to maintain staffing levels, implement new programs, or invest in infrastructure improvements.

The Fire Department noted, "All [economic, demographic, and political changes] have the potential for negative impact on our annual budget. Lack of funds can impact our ability to provide services and employee retention."

The Finance department warned, "The City continues to have big-budget dreams on low-budget revenues."

Specific threats include:

- a) Potential reduction in sales tax revenue due to changes in consumer behavior or economic downturns
- b) Decreased property tax revenue if property values decline
- c) Increases in commercial property rents could lead to more business vacancies, affecting multiple departments.
- d) Reduced funding from state or federal sources
- e) Without deep financial reserves, the city's ability to endure a financial downturn is limited.

5.2 Demographic Changes

Shifts in the city's demographic makeup could alter service needs and impact the local workforce, potentially affecting the city's ability to deliver appropriate services or maintain a diverse staff.

The Community Development department highlighted this threat: "An imbalance in the age distribution or a significant change in the number of single individuals versus families versus an aging population can affect community needs... Changes in demographics can impact the availability of skilled labor, affecting local businesses and, consequently, the economic stability of the community."

Specific concerns include:

- a) An aging population requiring different types of services
- b) Shifts in the socioeconomic makeup of the community impacting tax revenues and service demands
- c) Increases in home and land values leading to the displacement of low- and middle-income residents.

5.3 Political Instability

Changes in political leadership or policies could lead to shifts in priorities, potentially disrupting long-term planning and implementation of initiatives.

Some employees express concern about political interference in day-to-day operations

The Public Works department noted, "The City Manager should shield staff from politics and support staff to the maximum extent practicable."

Potential threats include:

- a) Frequent changes in political leadership leading to inconsistent policy direction
- b) Political pressure to implement popular but financially unsustainable programs
- c) Political conflicts affecting decision-making and resource allocation

5.4 Competitive Job Market

With other municipalities offering competitive salaries and newer facilities, Maplewood may struggle to attract and retain top talent, particularly in the Police and Fire departments. If pay, benefits, and facilities are not in the top tier regionally, we will risk losing talent to other agencies.

Additionally, the lack of a welcoming and psychologically safe environment for all staff, especially employees of color, limits the city's ability to retain top talent and live up to the values articulated in our Welcome Maplewood DEIB plan.

Specific threats include:

- a) Loss of experienced staff to higher-paying municipalities or private sector jobs
- b) Difficulty in attracting qualified candidates for specialized positions
- c) Difficulty retaining staff due to unwelcoming organizational culture
- d) Increased training costs due to higher turnover rates

5.5 Potential Policy Changes

Proposed changes to policies, such as the food sales tax, could significantly impact city revenues. The Public Works department emphasized, "The food sales tax issue should be monitored very carefully."

Other potential policy threats include:

- a) Changes in state or federal regulations affecting municipal operations
- b) Unfunded mandates requiring additional city resources
- c) Policy changes affecting the city's ability to generate revenue or manage expenses
- d) Lack of policymaking that aligns with community needs could limit opportunities for growth and improvement.

5.6 Public Safety Risks

Staffing shortages in emergency services, particularly during events like the COVID-19 pandemic, pose a significant risk to public safety and the city's ability to respond to crises. The Fire Department noted, "Loss in staffing due to illness (like COVID) or financial constraints would directly impede our ability to provide service."

Additional public safety threats include:

- a) Increased criminal activity straining police resources
- b) Natural disasters or public health emergencies straining emergency response capabilities
- c) Cybersecurity threats to city and emergency dispatch infrastructure and data

5.7 Infrastructure Challenges

Delays in obtaining replacement vehicles and maintaining aging facilities could impact service delivery and employee morale across departments. The Fire Department mentioned, "The ability to obtain replacement vehicles in a timely manner. This is nationwide."

Specific infrastructure threats include:

- a) Aging city facilities requiring costly repairs or replacements
- b) Deteriorating roads and utilities needing significant investment
- c) Delays in technology upgrades affecting operational efficiency

5.8 Technological Obsolescence

Failure to keep pace with technological advancements could hinder operational efficiency and service delivery. Several departments mentioned the need for updated technology, indicating that falling behind in this area could be a significant threat.

Specific technological threats include:

- a) Outdated software systems becoming incompatible with newer technologies
- b) Inability to meet resident expectations for online services and communication
- c) Vulnerability to cyber-attacks, which persist at a national level

5.9 Community Perception

Changes in how the community perceives city services could impact public trust and support. The Police Department noted the importance of maintaining strong community relations, suggesting that a decline in these relationships could threaten the department's effectiveness.

Potential threats to community perception include:

- a) Negative incidents involving city employees damaging public trust
- b) Perceived lack of transparency in city operations or decision-making
- c) Failure to meet community expectations for service quality or responsiveness

6. CONCLUSION

Our city demonstrates numerous strengths across its departments, particularly in the delivery of core public services, community engagement initiatives, and interdepartmental collaboration. The dedication of our workforce is a significant asset, with many employees expressing high levels of job satisfaction and commitment to serving our community.

However, we do face several challenges that need to be addressed to maintain and improve our service quality. These include staffing shortages, outdated facilities and equipment, communication gaps, and the need for more consistent management practices and policy enforcement.

I see significant opportunities for growth in leveraging technology, expanding partnerships, and investing in professional development. These initiatives will enhance our operational efficiency, improve community engagement, and address some of our current weaknesses.

We must also be prepared to navigate potential threats from economic fluctuations, demographic changes, political instability, and a competitive job market. Proactive planning and risk management strategies will be crucial in mitigating these threats.

Based on this analysis, I recommend that we focus on the following key areas:

1. Addressing staffing and workload concerns across departments.
2. Investing in facility upgrades, with a priority on the Police Department's needs.
3. Improving internal communication and management practices to ensure consistency and transparency.
4. Expanding professional development opportunities for employees to enhance skills and job satisfaction.
5. Leveraging technology to enhance operational efficiency and service delivery across all departments.
6. Strengthening community partnerships and outreach programs to maintain positive public perception and engagement.

7. Developing a long-term economic development strategy to address potential economic and demographic changes, ensuring the city's services remain relevant and sustainable.
8. Updating policies and ordinances to reflect current needs and best practices, particularly in areas of employee relations.
9. Engaging in ongoing all-staff DEIB training to develop a more inclusive work environment.
10. Exploring innovative solutions for resource sharing and collaboration, both internally and with neighboring municipalities.
11. Implementing a comprehensive succession planning and leadership development program to ensure continuity and growth in city leadership.

Additionally, I recommend further exploration of the following targeted department-level strategies. While these are preliminary suggestions, each department will be tasked with creating annual goals as part of the performance evaluation process, which will conclude in January.

1. Public Works Department:

- a) Conduct a staffing audit and pay scale audit to identify gaps, particularly in maintenance roles. Revise the existing pay scale and develop a strategic hiring and promotion plan to address these gaps.
- b) Implement a skills development program, offering certifications in areas like plumbing, electrical work, and arboriculture to enhance staff capabilities and job satisfaction.
- c) Explore the feasibility of piloting alternative work schedules and assess the impact on productivity and work-life balance.

2. Fire Department:

- a) Develop a long-range proposal for adding additional employees in the future, including a cost-benefit analysis and impact on service delivery.
- b) Implement a structured vehicle replacement program with a clear timeline and budget allocation.
- c) Review and update overtime policies to ensure adequate staffing while managing costs effectively.

3. Police Department:

- a) Commission a feasibility study for a new police station or significant renovation of the existing facility.
- b) Explore the development of a rotation program for specialized roles (e.g., detectives, community relations, SRO) to provide more growth opportunities for officers.
- c) Review and update General Orders/Directives, involving officers in the process to ensure practical and effective policies.

4. Community Development Department:

- a) Develop a long-term plan to allocate resources for a part-time support staff member to assist with administrative tasks and free up time for business outreach and development activities.
- b) Partner with local chambers of commerce to develop a business diversity initiative, including targeted outreach to underrepresented business communities.
- c) Launch a public art initiative, collaborating with local artists and businesses to enhance city aesthetics and community engagement.

5. Executive Department:

- a) Conduct a comprehensive review of employee policies and ordinances, prioritizing updates where needed.
- b) Implement the planned budget software upgrade and provide training to relevant staff to improve financial management.
- c) Develop a formal risk management strategy, including regular training for all department heads on potential legal and liability issues.
- d) Implement a more structured performance review process across all departments, ensuring regular feedback and fair evaluation criteria.
- e) Evaluate pay scales to determine competitiveness with regional benchmarks. Publish the city's pay plan as part of the budget approval process to increase transparency.
- f) Develop an annual process for departments to develop goals and development plans as part of the performance review process.
- g) Establish a regular "town hall" style meeting where employees can ask questions and provide feedback directly to the city manager and department heads.

6. Cross-Departmental Actions:

- a) Develop a city-wide professional and technology development program, offering courses and workshops relevant to multiple departments.
- b) Explore opportunities to implement a shared project management tool across all departments to improve interdepartmental communication and collaboration.
- c) Create a mentorship program pairing experienced staff with newer employees across departments to foster knowledge sharing and career development.
- d) Conduct regular "pulse" surveys to gather ongoing feedback from employees and track progress on addressing concerns raised in the comprehensive survey.

By exploring opportunities to implement these actions, we can address many of the key issues raised in the survey feedback while capitalizing on our strengths and opportunities. To track our progress, we should commit to regular follow-up and assessment of these initiatives to ensure their effectiveness and to adjust as needed.

Our city's strong foundation of dedicated employees and community-focused initiatives provides a solid base for future growth and improvement. The success of these efforts will depend on our continued collaboration, engagement with the community, and willingness to adapt to changing circumstances.

I look forward to working with staff and the Council to further explore implementation of these strategies and to continue building a thriving, resilient community. I am happy to discuss any aspect of this analysis in more detail and welcome your thoughts and feedback.

APPENDIX

Employee Demographics

	All	Public Works	Fire	Police	Executive
Full-Time Employees	77	14	21	34	8
Male	61	13	20	27	0
Female	16	1	1	7	8
Average Tenure	11 years	12 years	14 years	9 years	12 years
Average Salary	\$95,476	\$75,621	\$104,981	\$95,918	\$103,399
Av. Salary - Male	\$96,000				
Av. Salary - Female	\$93,479				

Employee Survey Results

Number of employees completing the survey: 49

1. What is your department?

● Executive & Court	5
● Fire	10
● Police	23
● Public Works	11



2. How long have you worked for the City of Maplewood?

● Less than 1 year	4
● 1-3 years	8
● 4-9 years	10
● 10-19 years	16
● 20+ years	11



3. Overall, how satisfied are you with the city as a place to work?

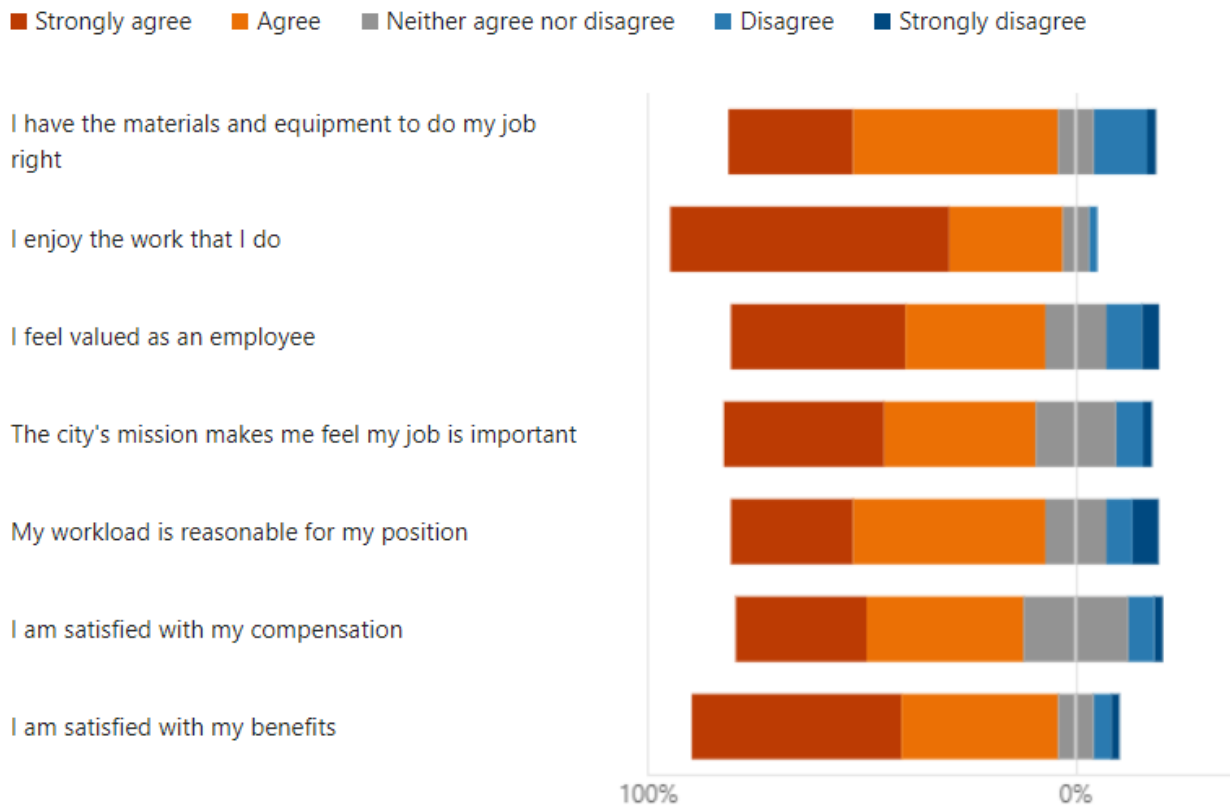
● Very satisfied	26
● Somewhat satisfied	15
● Neither satisfied nor dissatisfied	4
● Somewhat dissatisfied	3
● Very dissatisfied	1



Additional Analysis

1. Departmental variations: The Fire and Police departments generally show higher levels of overall satisfaction. Responses from Public Works and Executive departments are more mixed.
2. Correlation with tenure: There doesn't seem to be a strong correlation between years of service and overall satisfaction. Both long-serving and newer employees can be found expressing high satisfaction and dissatisfaction.
3. Positive outlook: Many employees, even those who identified areas for improvement, expressed overall satisfaction or optimism about working for the city.
4. Room for improvement: The presence of "Somewhat satisfied" responses and comments about potential improvements suggest that while many employees are generally happy, they see room for the city to become an even better workplace.
5. Extreme opinions: The presence of both "Very satisfied" and "Very dissatisfied" responses indicates that individual experiences within the city can vary significantly.
6. Impact of recent changes: Some comments suggest that recent changes (possibly in leadership or policies) have positively influenced satisfaction levels.
7. Department-specific issues: The variation in satisfaction levels between departments suggests that department-specific factors (such as leadership, workload, or resources) play a significant role in overall job satisfaction.
8. Emotional connection: Comments like "amazing place to work" and "true blessing" indicate that some employees have a strong emotional connection to their work and the city.

4. How strongly do you agree or disagree with the following statements about your position?



Additional Analysis

“I enjoy the work that I do”

1. Most employees across all departments indicate that they enjoy their work.
2. Unlike some other survey questions, there’s a high level of consistency across departments in enjoying the work. This suggests that regardless of other workplace issues, most employees find their actual job duties satisfying.
3. Even in departments where there were concerns about workload, management, or other issues, employees still largely reported enjoying their work.

“I feel valued as an employee”

1. Fire and Police departments generally show higher levels of employees feeling valued, while some employees in Executive and Public Works express feeling less valued.
2. There is no correlation between years of service and feeling valued. Both long-serving and newer employees can be found in the “Strongly agree” and “Disagree” categories.
3. Comments suggest that some employees feel underappreciated, particularly when they perform well. There are also concerns about favoritism and unequal treatment.

“My workload is reasonable for my position”

1. The Fire Department generally shows more positive responses. Responses from Police and Public Works are more mixed, with some expressing concerns about being overworked.

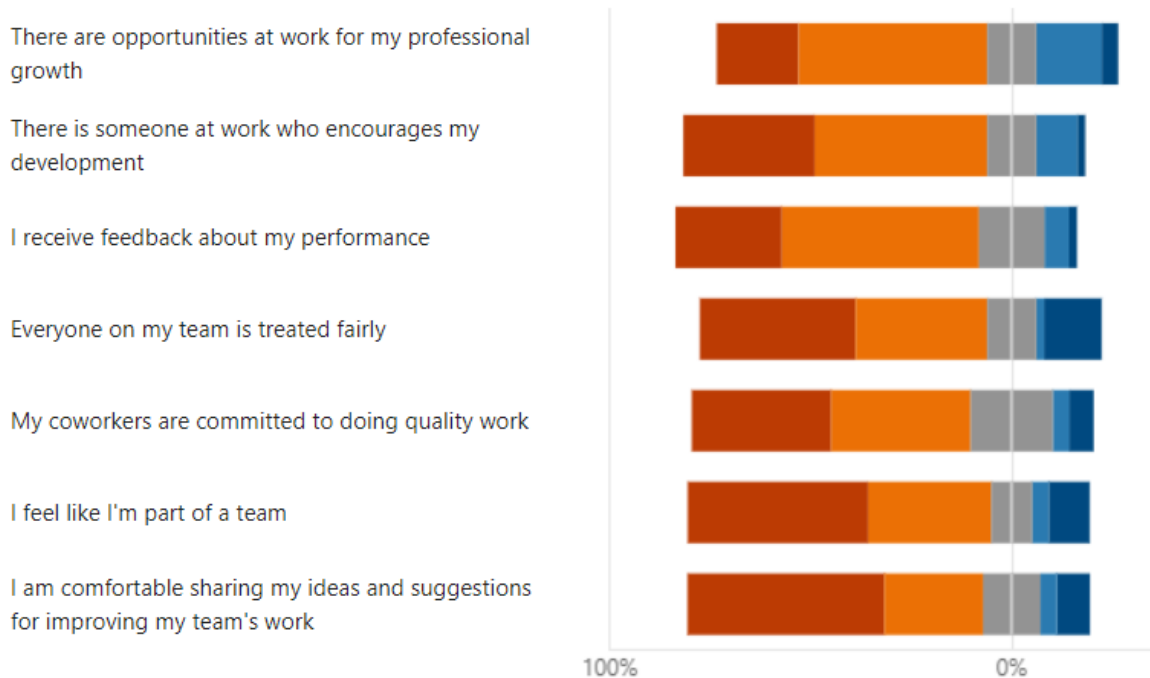
2. Comments from both Public Works and Police suggest that understaffing is contributing to unreasonable workloads in some areas.
3. Some responses indicate that workload reasonableness may have changed over time, suggesting that this is not a static issue but one that can vary based on circumstances or management decisions.
4. Heavy workloads appear to be impacting the time available for training and professional development in some departments.

“I am satisfied with my compensation”

1. Some comments suggest that the city's compensation is competitive, particularly for the Police department. However, there are concerns about maintaining this competitive edge.
2. There are indications of concerns about the pay structure, particularly regarding how pay increases over time and how new hires are compensated compared to more experienced employees.
3. Some comments link compensation to the ability to attract and retain staff, particularly in Public Works and Police departments.
4. There's a theme of wanting compensation to match increasing responsibilities and knowledge gained over time.

5. How strongly do you agree or disagree with the following statements about workplace climate?

■ Strongly Agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly disagree



Additional Analysis

“Everyone on my team is treated fairly”

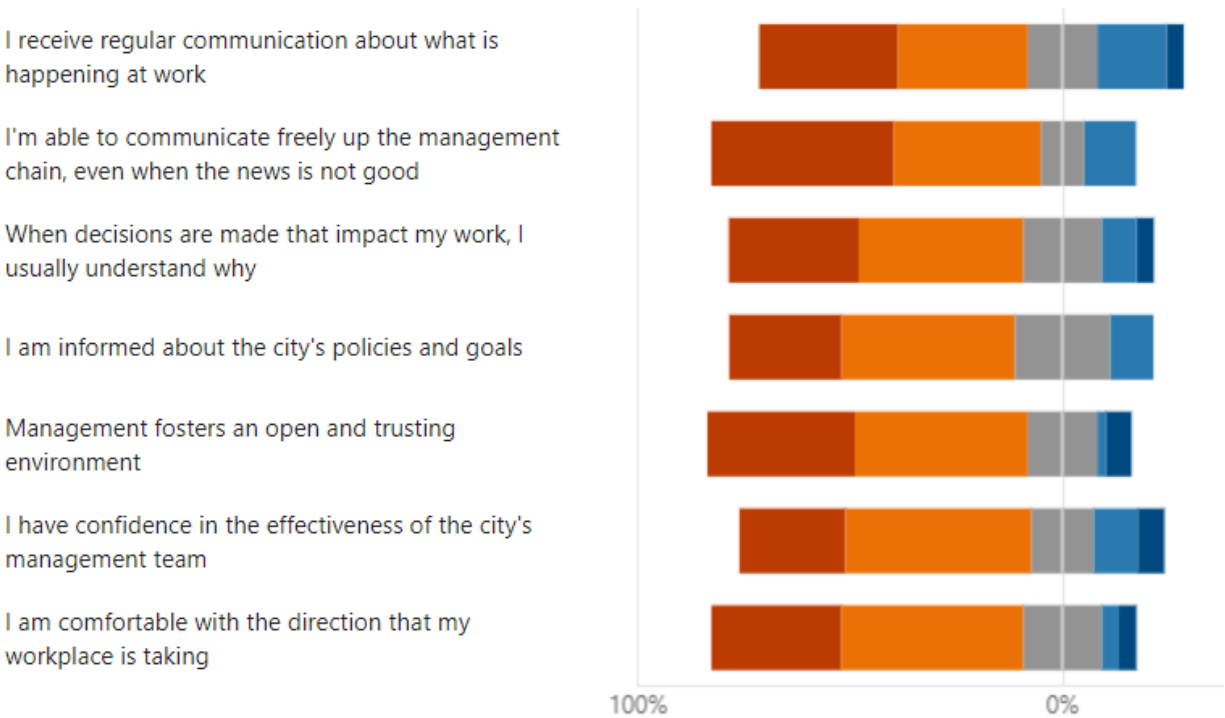
1. The Fire Department generally shows higher levels of perceived fair treatment, while some employees in Executive, Public Works, and Police departments express concerns about unfair treatment.
2. Comments suggest that there may be inconsistencies in how policies are applied, particularly regarding work schedules, time off, and workload distribution.
3. Multiple comments across departments indicate a perception of favoritism, which could be undermining the sense of fair treatment.
4. There is a perception that some employees are not held to the same standards as others, which is affecting morale and the sense of fair treatment.

“I feel like I’m part of a team”

1. The Police and Fire departments consistently show strong team sentiment, with most respondents strongly agreeing. Public Works responses are mixed, while some Executive responses indicate issues with team cohesion.
2. Departments with more structured team-based operations tend to have stronger positive responses to this question.
3. A comment from an Executive employee suggests that there might be a one-sided perception of teamwork in some areas, where individuals feel obligated to help others but don’t receive support in return.

6. Please provide your feedback about communications, culture, and management.

■ Strongly Agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly disagree



Additional Analysis

“Management fosters an open and trusting environment”

1. The Fire Department generally shows higher levels of trust in management fostering an open environment. Responses from Police, Public Works, and Executive departments are more mixed, with some expressing concerns.
2. The lack of trust expressed in some comments may be indicative of poor communication channels between management and staff.
3. The variation in responses between departments suggests that different management styles or departmental cultures may be influencing perceptions of openness and trust.

“I have confidence in the effectiveness of the city’s management team”

1. Variations in response by department correspond closely to the preceding question.
2. Some comments indicate optimism about new leadership, suggesting recent changes in the management team and hope for improvement.
3. Even within the same department, there are sometimes stark differences in confidence levels, indicating that personal experiences with management may vary significantly.
4. Some responses indicate confidence in immediate supervisors or department heads, but less confidence in the overall city management team.