

# → WELCOME

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## NEW COUNCILMEMBER GUIDE

Saint Anthony  
Village

*A Village Within the City*









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# THE CITY

*PROMOTE A HIGH QUALITY  
OF LIFE TO THOSE WE  
SERVE THROUGH  
OUTSTANDING CITY  
SERVICES*

## HOUSEHOLDS

46% Single Family Detached  
54% Attached

### Household Tenure:

55% Owner-occupied  
44% Renter-occupied  
1% Vacant

### Affordability:

65% of all housing affordable to households  
at 80% of Average Median Income

## BY THE NUMBERS

- 2.35 Total Square Miles
- 9,257 Population (2020 Census)
  - 20% seniors
  - 20% children
- \$375,000 median home value
  - 40% without a mortgage
- 1,508 acres overall
  - 44% Residential
  - 8% Commercial/Industrial
  - 14% Streets/Utilities/Railroad
  - 34% Open Space/Park/Water

## GOVERNMENT & ADMIN

**Statutory Plan B:** an elected mayor and four council members with an appointed city manager. The city manager oversees administrative duties for the city while the mayor and council focus on policy making and governance.

**Mayor & Council:** policy and legislative

**City Manager:** administration and operations

# PLANS & REPORTS

The City has developed long-term strategic, infrastructure and financial plans that guide the City's work. These are reviewed and updated every year. These are in addition to the Comprehensive Plan required by the Metropolitan Council.

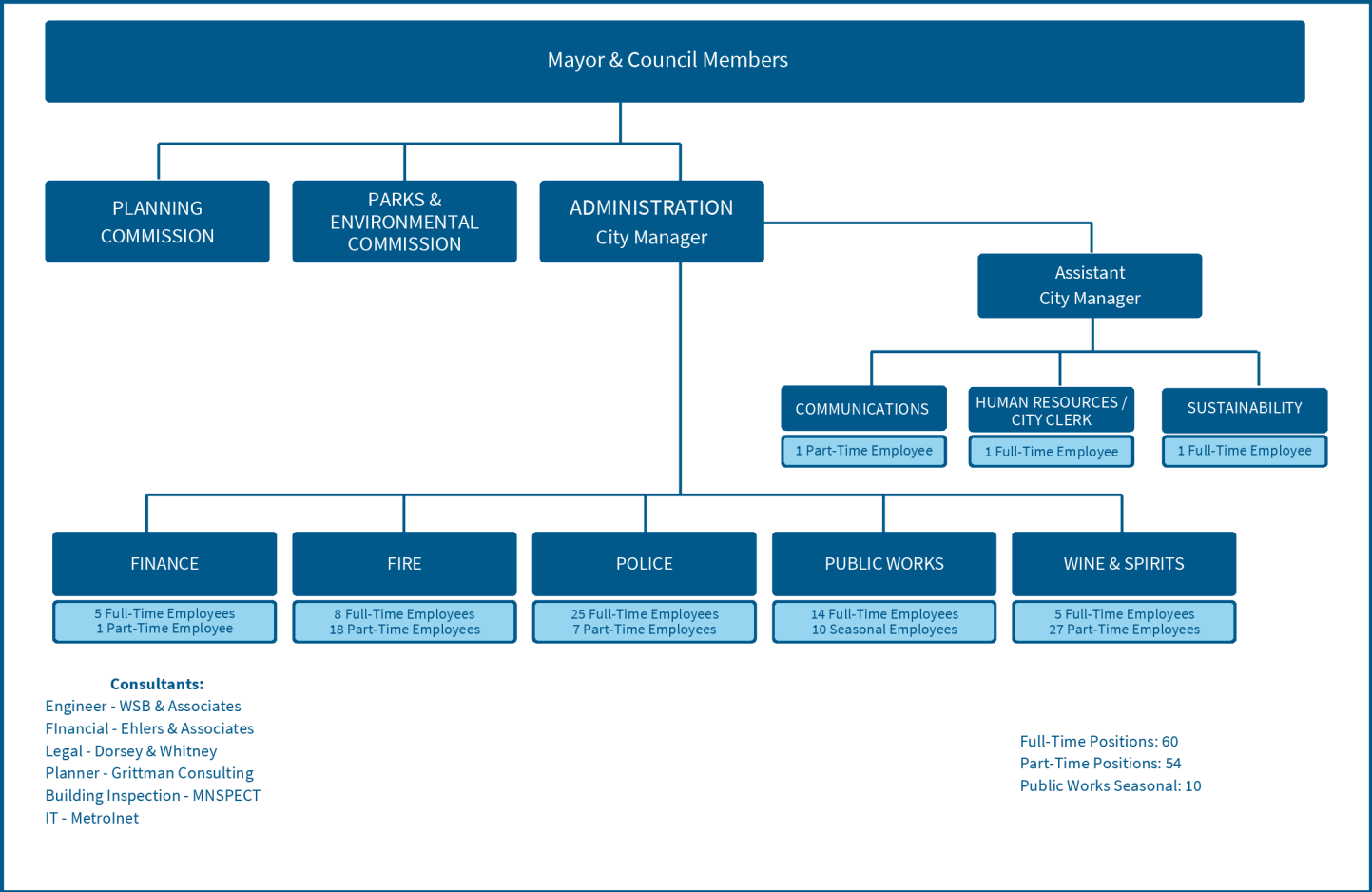
The City also produces annual reports for each department and the City Council and receives a Comprehensive Annual Financial Report from an auditing firm contracted by, and reporting to, the City Council.



# CITY DEPARTMENTS



## ORGANIZATIONAL CHART | 2024





# ADMINISTRATION



**CHARLIE YUNKER**

City Manager

The Administration Department administers city government within the guidelines of state law and policies established by the City Council. The City Manager supervises the Administration, City Clerk, Finance, Police, Fire, Public Works and Liquor Departments in addition to the consulting planning, legal, and engineering services.



**STEVE GRITTMAN**

City Planner

The City contracts with Grittmann Consulting to provide all planning related work for the city to be more efficient with the services provided to residents and be conscious of planning expenditures. The planner reviews land use and development applications, works with residents on a variety of home improvement projects, and advises on long range planning for the City.



**ASHLEY MORELLO**

Assistant City Manager

Collaborates with City Manager to develop and recommend overall operating policies, procedures, and protocols consistent with existing governance structure. This position serves a variety of functions related to planning, zoning review, code enforcement, and economic development as well as provides planning, direction and leadership in the areas of Communications, City Clerk, Human Resources, and Sustainability.



**JENNIFER DOYLE**

Human Resources & City Clerk

The Human Resources Manager & City Clerk is responsible for the human resources function in the City. This position administers all benefit programs and serves as a resource for staff needs. The position supports the City Manager, and performs City Clerk functions including serving as the point of contact for elections administered by Ramsey County.



**BARB TUOMINEN**

Communications Coordinator

The Communications Coordinator works in conjunction with the Assistant to the City Manager to handle messaging, produce the quarterly newsletter, and support all departments in their communications and outreach efforts.



**MINETTE SAULOG**

Sustainability Coordinator

The Sustainability Coordinator is responsible for integrating City sustainability and resiliency efforts including but not limited to comprehensive planning, climate plan implementation and public education.

# FINANCE



**DEBORAH MALONEY**

Finance Director

## **Mission Statement**

Ensure that City resources and assets are managed effectively to provide residents with the City services desired and to sustain the City's infrastructure for current and future residents.

## **Responsibilities:**

- Budget Preparation and Administration
- Manages Annual Audit
- Accounts Payable and Receivable
- Debt Management/Bond Issuance
- Utility Billing
- Fixed Asset Oversight
- Investments
- Payroll
- Licenses & Permits

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# POLICE



**JEFF SPIESS**

Police Chief



## **Safety Through Service**

The St. Anthony Police Department takes pride in our high quality service. "Safety Through Service" is our motto. Our emphasis is on arresting offenders, preventing crime, solving problems, and increasing the overall quality of life for those we serve.

In addition to providing police services for the City of St. Anthony, we provide services to the city of Lauderdale.

- 20 full-time Police Officers
- 16 volunteer Reserve Officers
- One full-time Community Service Officer





**IZZY DIAZ**

Fire Chief



## **Demand the Best**

The St. Anthony Fire Department is committed to excellent service to our community. We demand the best from ourselves and others while minimizing the loss of life, loss of property, and environmental damage from the adverse effects of fires, medical emergencies, and hazardous conditions.

The Fire Department is responsible for the House Code, Code Enforcement and Emergency Management.

- Seven full-time Firefighters – 24 hours a day
- 27 Paid-On-Call Firefighters
- Responds to all medical and fire calls

# PUBLIC WORKS



**JEREMY GUMKE**

Public Works Director

## **Livable and Sustainable**

The Public Works Department's mission is to deliver superior design, construction, operation and maintenance of the City's infrastructure. From quality roads to clean water, and by continually improving our efficiency and effectiveness, we strive for a more livable and sustainable village.

- 14 full-time employees
- Five Divisions
  - Building Maintenance
  - Parks Division
  - Streets Division
  - Vehicle Maintenance
  - Water/Sewer Division

# PARKS



The City Parks Division maintains a total of six primary parks (Emerald, Central, Tower, Salo, Silver Point, and Trillium). In addition, the Parks Division maintains the City's ice skating rinks, which are open from about December through February, weather dependent.

# ENGINEERING



JUSTIN MESSNER

WSB



The City Engineer is WSB & Associates. They have served in this capacity with the City since 1996.

The role of the City Engineer is to:

- Prepare feasibility studies
- Make recommendations on infrastructure needs
- Prepare construction plans and specifications
- Solicit bids
- Prepare assessments
- Manage construction and contracts

Current priorities include:

- Street and Utility Reconstruction Program
- Flood reduction
- Sustainability efforts

# LIQUOR OPERATIONS



**MIKE LARSON**

Operations Manager



## **Mission Statement:**

Our goal at St. Anthony Village Wine and Spirits is to actively prevent the sale of federal, state, county and locally regulated consumables to minors and intoxicated persons, while simultaneously generating revenue for the community.

The Liquor Operation contributes their profits back to the City's General Fund.

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# CITY COUNCIL & HOUSING AND REDEVELOPMENT AUTHORITY (HRA)





# ESSENTIAL TRAINING FOR NEW COUNCILMEMBERS



[lmc.org/topics/city-council](https://lmc.org/topics/city-council)  
[lmc.org/learning-events](https://lmc.org/learning-events)

## FOUNDATIONAL PROGRAM

Newly elected officials will discover the nuts and bolts of city leadership during this blended-learning program.

Topics covered during the Foundational Program include:

- Basics of the Open Meeting Law
- Common financial situations and theories of public finance
- Effective communication skills for elected leaders
- Best practices for city advocacy

## ADVANCED PROGRAM

Experienced officials will develop vital skills to help them navigate tough times and build trust.

Topics covered during the Advanced Program include:

- Communicating during a crisis
- Best practices when working with the media
- Effective negotiation and problem-solving skills

## LAND USE

Work to establish a high quality of life in your city through land use regulations such as comprehensive planning, subdivision of land, zoning for different uses, accommodating special needs with zoning variances or conditional use permits, and working with environmental regulations.

<https://www.lmc.org/topics/land-use/>

# ANNUAL GOAL SETTING WORK SESSION

## BE IN THE MOMENT

The City of Saint Anthony focuses on developing the capacity of leaders to function effectively as a team, share mutual respect, and understand roles and responsibilities. The City Council and staff share a great sense of pride in working together for the best interests of the citizens of the community.

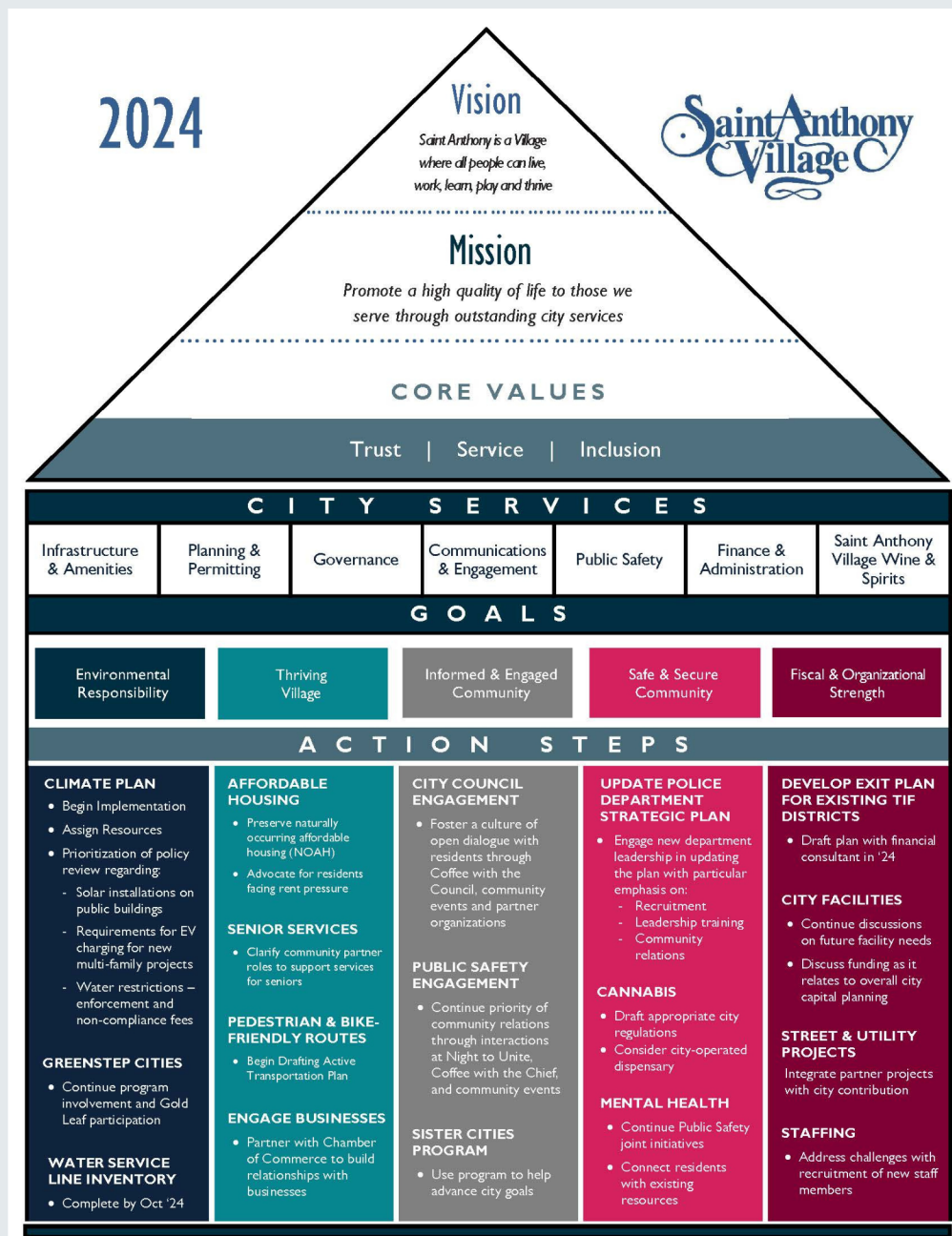
The work sessions are recognized for positive, healthy and productive discussions. Each individual opinion is respected and all ideas are welcome.





# THE PYRAMID

- Captures short & long-term goals
- Allows for creativity & innovation
- The Mayor, Council, City Manager, Department Heads and City Engineer review the ideas generated from the Long Term Vision/Priorities discussion.
- The Action Steps are updated each year



# GOVERNMENTAL AUTHORITY

## **CITY'S AUTHORITY**

- Authority to act must be found expressly in Minnesota law or be inferred from such law
- City's authority may be pre-empted by state or federal law

## **COUNCILMEMBER'S AUTHORITY**

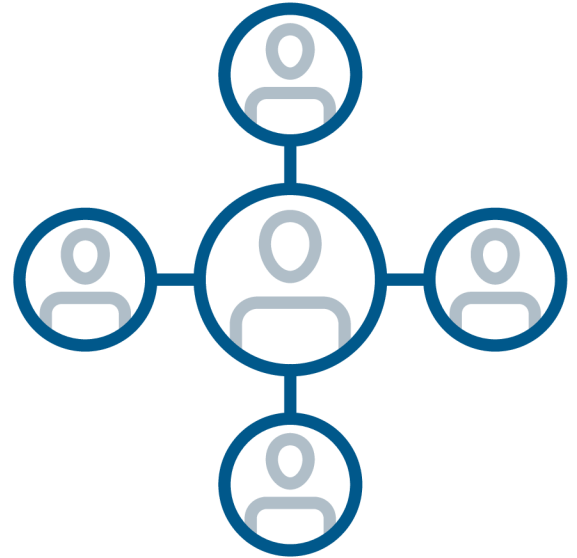
- Council must approve contracts and other significant actions of the City by a vote of the Council as a whole

## **ROLE OF THE MAYOR**

- Official head of city
- Signs official documents
- Presides over and preserves order at council meetings
- Votes as member of council
- Represents all residents
- Chair of the Housing Redevelopment Authority (HRA)

## **ROLE OF A COUNCILMEMBER**

- Community leadership at-large: represent all residents with on-going channel to community
- Votes as member of council
- Legislating for city
- Stewards of city assets
- Member of the Housing Redevelopment Authority (HRA)



# MEETINGS

## NOTICE REQUIREMENTS

- Notice must be provided three days in advance and posted to the public
  - The city must also mail or deliver notice to each person who has filed a written request for notice of special meetings with the city, also three days in advance of the meeting
- 

## REGULAR CITY COUNCIL MEETINGS

- As established on the regular meeting schedule
  - 2nd and 4th Tuesday of each month, City Hall, 7:00 p.m.
  - Schedule of regular meetings must be kept on file at City Hall
  - If the Council changes its regular meeting date, three days posted notice must be given
- 

## CITY COUNCIL WORK SESSIONS

- Three days posted notice
- Notice must include specific topics
- No formal action may be taken

## SPECIAL MEETINGS

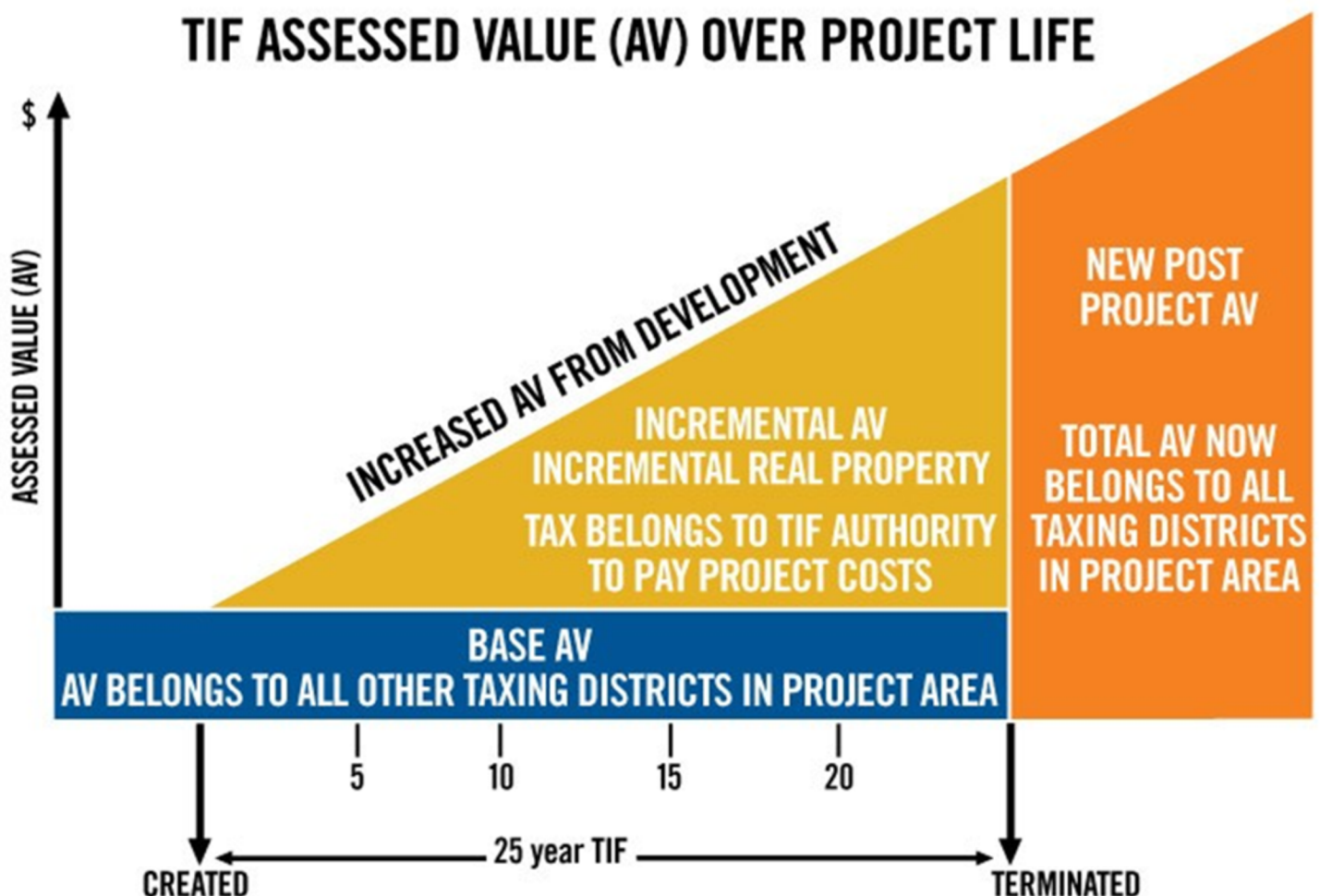
- Any meeting of the Council other than a regular meeting
  - May be called by the Mayor, or by any two members of the Council
  - Called by filing a written statement with the City Clerk or City Manager
  - Council may transact business within its powers at a special meeting
  - Only business for which notice has been given may be discussed.
  - Open meeting law rules apply to special meetings
- 

## EMERGENCY MEETINGS

- Special meetings called by the Council due to circumstances that, in its judgment, require immediate council consideration
- A minimum of one day's notice to the Council must be given. Notice must include a specific description of the subject
- Good faith effort to notify any who have filed a request for notice
- Posted and published notice is not necessary

# HOUSING & REDEVELOPMENT AUTHORITY (HRA)

The City Council serves as the Housing and Redevelopment Authority (HRA) for St. Anthony Village. The HRA meets the second and fourth Tuesday of each month as needed following a regularly scheduled Council Meeting. The HRA meets to consider and take action on economic development, housing and redevelopment issues presented to them.



# COUNCIL LIAISON ROLES

Each City Council member is assigned to a group of boards/organizations in order to be a resource to and establish good working relationships with those entities. A Council Liaison shall be responsible for communicating and participating with the group as appropriate, and report attendance and activities as warranted to the City Council. Board positions may include additional duties such as voting on decisions.

## **Role Expectations Include:**

- Connect with the Chair or President of the affiliated organizations to introduce yourself
- Inquire about their meeting schedule
- Attend the meetings and, if you cannot attend, request an alternate council member attend in your place
- Share a brief report during your Council report at the next City Council meeting.
- Listen to a recording of the Planning Commission and Parks and Environmental Commission discussion following each meeting.

## **VOTING BOARD MEMBER AFFILIATIONS**

- League of Minnesota Cities (LMC)
- Mississippi Watershed Management Organization (MWMO)
- Ramsey County League of Local Governments (RCLLG)
- Regional Council of Mayors (RCM)
- North Suburban Communications Commission (NSCC)
- St. Anthony Chamber of Commerce Liaison
- St. Anthony Community Services Advisory Board
- North Suburban Access Corporation (NSAC)
- Northeast Youth and Family Services
- U.S. Army Restoration Advisory Board

## **LIAISON AFFILIATIONS**

- City Auditor Liaison
- St. Anthony Historical Society
- St. Anthony Sister City
- St. Anthony Village Kiwanis
- St. Anthony Village Fest

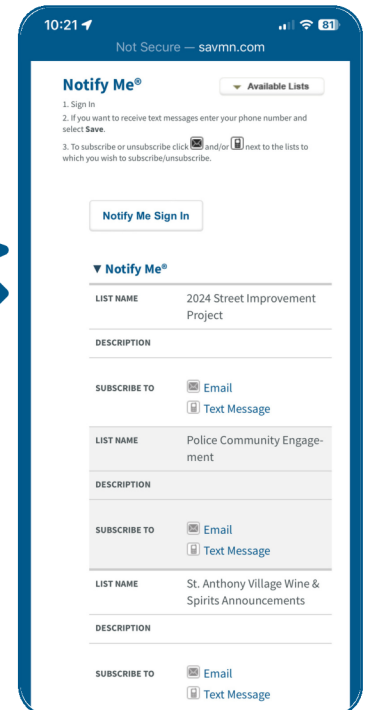
## **POINT OF CONTACT ROLES**

- St. Anthony Planning Commission Liaison
- St. Anthony Parks & Environmental Commission Liaison

# STAY CONNECTED

## Sign up to receive city notifications:

1. Visit [savmn.com](https://savmn.com)
2. Click YELLOW notifications icon.
3. From Notify Me page, sign in or create an account
4. Click the icons for text or email next to each category you want to receive news and notices. You will see a green check mark.
5. You will receive an email confirmation for each category you select.



## BE INFORMED -

- What's Happening in St. Anthony
- Street Projects
- Police Department
- Fire Department
- Public Hearing Notices
- Calendar & Events
- City Council
- Commission Meetings
- Public Works
- Jobs
- News & Updates Blogs
- Alert Center
- Snow Plow Alerts
- Wine & Spirits Store Announcements



## Follow Us on Social Media

Get Connected for  
Our Latest  
News & Updates



@CityofSAV



@stanthonyvillagemn



@St. Anthony Police



@stanthonypolice



@St. Anthony Village Fire Department



@stanthonyfire



St. Anthony Village Wine and Spirits



Information about City Services,  
Codes, Permits, News, Events and More

[savmn.com](https://savmn.com)



# LAWS AND POLICIES FOR COUNCILMEMBERS







# CITY EMAIL POLICIES

## Only Use

- City-issued email address only for City business
- Do not “Reply All”
- Public nature of e-mail
- Retention of e-mail
- Public right to inspection



# MOTIONS, RESOLUTIONS, AND ORDINANCES

## **Ordinance**

The highest and most authoritative form of action a City may implement. An ordinance is adopted and intended to be a permanent law, although it can be repealed.

## **Resolution**

Less formal than an ordinance and does not have same enforcement provisions as an Ordinance. Resolutions are approved and used for administrative or executive matters, or for statements of policy.

## **Motion**

Used to provide acknowledgements or for giving direction.

## **Public Hearings**

City publishes notices regarding public hearings that will be held on a variety of topics. Council meetings are available for public comment.

# GIFT LAW

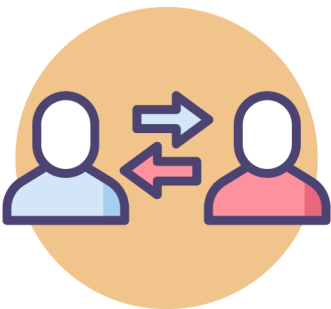
Elected and local officials, including employees, may not receive a gift from any “interested” person. An interested person is one who has a direct financial interest in a decision that a local official is authorized to make.

## Exceptions

- Campaign contributions
- Food or beverage at a meeting where a person is presenting
- Other exceptions (that mostly relate to items with insignificant value)



# CONFLICT OF INTEREST



A conflict of interest occurs when an individual has a real or perceived personal interest (direct or indirect) in a Council decision (or another decision made in his or her official capacity).

## Three categories of potential conflicts:

- Contractual
- Incompatible offices
- Self-interest in non-contractual matters

# CONTRACTUAL CONFLICTS

## **What is it?**

A personal financial interest in a contract with the City

## **Rule**

Prohibited unless a statutory exception exists

## **Purpose**

Protects public money

## **Exceptions**

- Designating a bank or newspaper
- Contracting for goods or services that are not competitively bid
- Several other minor exceptions

## **Procedure if a contractual contract exception exists**

- Disclose interest and abstain from discussions
- Abstain from vote
- Council must approve contract by unanimous vote
- Additional requirements for most exceptions

## **Penalties**

- Bad press
- Contract void
- Gross misdemeanor (\$3,000/one year prison)

# NON-CONTRACTUAL, SELF-INTEREST CONFLICTS

## **What is it?**

A personal financial interest in a non-contractual decision

## **Rule**

Self interest conflicts are prohibited, but the application of the rule is very fact specific

## **Procedure**

- City Manager will contact City attorney for analysis
- Disclose interest and abstain from discussions
- Abstain from vote

## **Penalties**

- Bad press
- Council decision can be reversed
- Personal liability

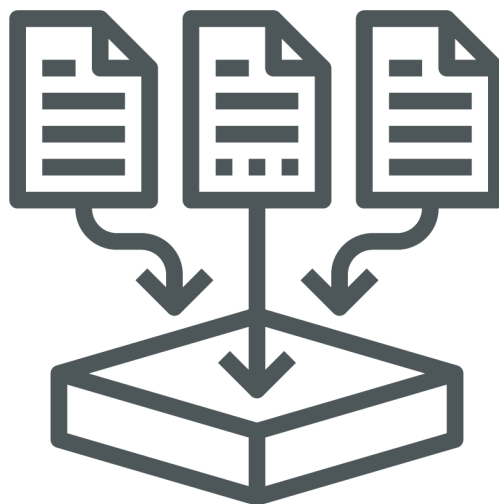
# DATA PRACTICES ACT

## What is it?

“Government data” means all data collected, created, received, maintained or disseminated by state or local government, regardless of its physical form, storage media, or conditions of use. Paper documents, email, CD-ROMs, videotape, and computer files are all forms of “government data.”

## Rules

- Councilmembers receive information that is Public, Non-Public, Confidential, and Private
- Staff will try to inform you of the type of information you are receiving
- Correspondence and email may contain private or confidential data
- Limited personnel data is public
- Public has limited access to government data based on data’s classification
- An individual who is the subject of data has limited access to data regarding him/herself
- Councilmembers are not delegated by the City with the authority to determine how data is characterized or respond to data practices act requests
- All requests for data should be directed to the City Manager



# COMPLAINTS

## What do you do when you receive a complaint?

Councilmember should:

- Obtain name, address, contact info
- Obtain details about concern
- Acknowledge concern but do not share personal opinion or offer solutions
- Notify City Manager of complaint
- City Manager responds or forwards to appropriate department for follow up as necessary
- Department Head or City Manager will follow up with resident and/or City Council as appropriate



# CRISIS COMMUNICATIONS

## Crisis Management

- Impact on health, safety, or general welfare of residents
- Impact on service delivery
- Legal liability
- Impact on credibility
- Impact on image



## Crisis Communication Team

- City Manager
- Mayor
- Police Chief
- Fire Chief
- Finance Director
- Public Works Director
- Liquor Operations Manager
- Legal
- PIO (Could be designated to a person above)
- Communications Coordinator





# SERVANT LEADERSHIP





# SERVANT LEADERSHIP MINDSET

St. Anthony City Council is committed to governing with a servant leadership mindset. Based on ten core competencies, a servant leadership mindset ensures the Council will lead with values, adhere to its vision, and act on decisions to achieve equitable outcomes. Each Councilmember strives to ensure our behaviors meet high ethical standards, our interactions with our constituents are respectful, our engagement seeks to listen to diverse perspectives, our processes and decisions are transparent, and our policymaking utilizes an equity lens.



This information is provided by the League of Minnesota Cities.

# VALUES

## **Integrity and Ethics**

*Acting with integrity, honesty, and fairness. Actively demonstrating the values and mission of your city.*

Examples as an elected official include:

- Complying with laws, policies, and rules (e.g. the gift law)
- Fostering ethical behavior among your elected peers and city staff
- Avoiding conflicts of interest
- Demonstrating a commitment to democracy and fair process

## **Communication**

*Sharing information and fostering the exchange of ideas with fellow elected officials, city staff, and the public.*

Examples as an elected official include:

- Being an effective listener
- Maintaining composure in crisis or other highly charged situations
- Using different communication tools to engage stakeholders in the community
- Modeling good social media use
- Communicating reliable information; not misleading the public
- Seeking out and listening to broad perspectives

## **Community Engagement**

*Reaching out to the community to involve them in local government in meaningful and sustainable ways.*

Examples as an elected official include:

- Building relationships with different community leaders, including those representing underserved or underrepresented groups
- Modeling civility
- Welcoming diversity in viewpoints and opinion
- Modeling good social media use

## **Equity and Inclusion**

*Working to create an environment that is respectful, open, and welcoming to diverse ideas, backgrounds, and talents. Working to create equitable policies and practices.*

Examples as an elected official include:

- Taking action to demonstrate a commitment to inclusion and equity in your city
- Reviewing policies for fair and equitable outcomes
- Building an inclusive workforce that represents the community
- Ensuring city services are accessible and welcoming to all community members
- Intentionally seeking authentic input into city policies from a wide range of voices and backgrounds

# VISION

## **Strategic Planning and Decision Making**

*Developing a vision; identifying priorities and resources required to achieve that vision. Examining all factors affecting an issue and taking informed action.*

Examples as an elected official include:

- Listening to and considering a variety of perspectives in order to make decisions
- Ability to develop long-term plans
- Encouraging creativity of ideas
- Building trust and consensus; investing in relationships and understanding of core values

## **Policymaking**

*Working with others to create and implement policies that achieve common goals and advance the mission of your city.*

Examples as an elected official include:

- Listening to diverse perspectives and building consensus
- Energizing a group for taking action
- Identifying priorities
- Harnessing relationships to bring about positive results.
- Seeing the big picture

## **Managing Risk**

*Understanding legal requirements and complying with applicable laws. Mitigating risky situations.*

Examples as an elected official include:

- Following open and transparent public process with decision-making
- Fairness in application of ordinances and policies
- Upholding the values of the city and acting as a role model for integrity



# ACTION

## Personnel Management

*Consistently implementing employee policies and fair practices. Motivating employees to fulfill their potential.*

Examples as an elected official include:

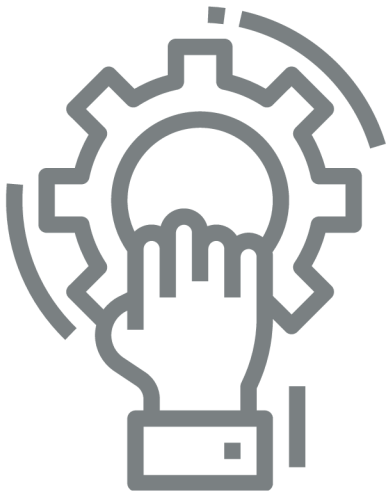
- Investing in employee's professional development and encouraging a growth mindset
- Helping employees see how their roles and responsibilities connect to the city's overall mission
- Modeling the values of the city
- Implementing succession planning

## Financial Literacy

*Financial decision-making and accountability. Preparing a budget that reflects the values and vision of the community.*

Examples as an elected official include:

- Creating an environment in which financial transparency is valued
- Analyzing trends that will affect the budget
- Being a good steward of the public's resources
- Preparing your city to meet future needs



## Meeting Facilitation

*Running effective meetings.*

Examples as an elected official include:

- Following Robert's Rules of Order
- Modeling collaboration and cooperation
- Engaging stakeholders in productive discussions

# SERVANT LEADERSHIP RESOURCES

Official  
Conflict of  
Interest Memo



Resources for  
Newly Elected City  
Officials



Minnesota  
Mayors  
Handbook



Driving  
Diversity &  
Inclusion



Racial  
Equity  
Toolkit



Government  
Alliance on Race &  
Equity (GARE).



City of St.  
Anthony  
Strategic Plan



5 Ways  
Cities Can  
Use Data



Meetings of  
City Councils  
Memo







# EXPECTATIONS FOR COUNCIL MEMBERS





# PROFESSIONAL DEVELOPMENT & ATTENDANCE

## Expectations for Professional Development in 2024

### City Council Leadership Development

Wednesday, January 17: 12:30 to 4 p.m. in the Council Chambers

### City Goal Setting Sessions

Wednesday-Friday, January 17-19, 2024: 9 a.m. to 12 p.m. in the Council Chambers

### 2024 Minnesota Public Finance Seminar

Thursday & Friday, February 1-2 in Edina

### League of Minnesota Cities Elected Leaders Institute

Friday & Saturday, February 9-10 in Plymouth

### League of Minnesota Cities: City Day at the Capitol

Thursday, March 7

### League of Minnesota Cities Annual Conference

Wednesday, June 26-Friday, June 28 in Rochester

Recommended professional development for council members who have not served on planning commission:

Land Use Rules and Guidelines

## Expectations for Attendance at Council Meetings

City Council members are expected to attend all work sessions and council meetings on the second and fourth Tuesday of each month. If you will be absent from a work session or meeting, please communicate your absence in advance through a text or email to Charlie Yunker.

# COMMON TRAITS

## Expectations of Councilmembers

While there are many differences in Councilmembers, there are many common traits in their approach to governing that seem to strongly influence their success as leaders. These traits include the following:

### Successful Councilmembers have an attitude of humility.

All Councilmembers can be justifiably proud that they have been elected—it is a significant accomplishment and a reflection of the trust that others have that they will be ethical and competent representatives. However, truly successful Councilmembers are also humble; they realize that they are no smarter than before their election, that there is much to learn, and that much is expected of them.

### Successful Councilmembers reject an attitude of entitlement.

Effective Councilmembers expect to give more than they receive. They recognize that their position is not one of entitlement, but rather one of responsibility to their constituents, council colleagues, and staff and — equally important — to the office they hold and will eventually pass on to others.

### Successful Councilmembers are willing to learn.

To have an open mind means to appreciate the value that comes from having one's opinions and ideas challenged. Successful councilmembers listen, respect diverse opinions, and realize that the correct decisions might be different than they initially believed.

### Successful Councilmembers recognize the difference between being responsive and responsible.

The mayor may be the most visible representative of city government in the community and Councilmembers may spend a great deal of their time simply listening to the concerns of their constituents — who are often also their neighbors, friends, coworkers, and customers.

- Being a responsive councilmember means listening to the concerns and demonstrating an understanding of the concern.
- Being a responsible councilmember means sharing the concern with the city manager who can follow up with the community member regarding the concern.

However, it is important to recognize that the public's interest is often different than a particular constituent's desires and needs.

- Successful Councilmembers know that while it is sometimes appropriate to respond to the needs of individual constituents, in other instances they must act for the betterment of the whole community, even when some residents may not like it.
- It is essential to evaluate each decision against both principles, and have the courage to act appropriately.

# COMMON TRAITS

## Successful Councilmembers value partnership and teamwork.

Effective governments are no more than effective teams. When the mayor, city councilmembers, and staff view each other as resources and partners, they are more likely to be able to meet their community's needs, no matter how difficult. However, when the city's elected officials look for scapegoats and blame staff or each other it chills innovation and risk taking, leads to low morale and turnover, and ultimately to failure.

- Both elected and appointed officials must be held accountable even though mistakes will occur.
- Effective Councilmembers spend their energy on learning from mistakes and how to avoid them in the future, and not on finding someone to blame.
- If there is a significant issue, it will be addressed by Council leadership and the City Manager.

## *Keys to team-building success*

Many observers of government have linked city success with the ability of the mayor and council to work together as a team. Both inside meetings and during one-to-one.

- Working collaboratively to establish visions, goals, and priorities. When priorities and policies are set collaboratively they often have greater stakeholder buy-in.

## Successful Councilmembers gather their facts before making decisions.

Some issues that arise do require immediate action, even when all the facts or opinions have not been collected. However, successful Councilmembers recognize that these rare situations are the exception rather than the rule.

- Councilmembers and city councils may at times feel enormous pressure from constituents to act immediately in response to a crisis or new event. Taking the time to plan a thoughtful, concerted response may not always be a popular decision. Nevertheless, it is important to recognize that, even in a crisis, better decisions invariably result when there is opportunity and effort to gather crucial information and thoroughly discuss alternatives.

# MODEL OF GOVERNANCE

## Weak-mayor-council

Under the weak mayor-council form of local government, administrative as well as legislative authority is the ultimate responsibility of the council as a whole. The weak mayor-council form of local government is by far the most common form of local government in Minnesota.

- The mayor's powers in the weak mayor-council system are no greater than those of other members of the council, except that the mayor is the presiding officer at council meetings and has a few other legal and ceremonial responsibilities.
- The mayor has no extraordinary power to individually make administrative decisions for the city.



# COUNCIL OPERATIONAL PLAN

St. Anthony City Council is committed to governing with a servant leadership mindset.

Based on ten core competencies, a servant leadership mindset ensures the Council will lead with values, adhere to its vision, and act on decisions to achieve equitable outcomes. Each Council member strives to ensure our behaviors meet high ethical standards, our interactions with our constituents are respectful, our engagement seeks to listen to diverse perspectives, our processes and decisions are transparent, and our policymaking utilizes an equity lens.

*“When you change your operating system, you change culture,” - Jan Jenson.*

Your paragraph text

OUR VALUES	OUR PRACTICES	HOW WE GOVERN
<ul style="list-style-type: none"><li>• Integrity and Ethics</li><li>• Equity and Inclusion</li><li>• Respect</li><li>• Humility</li><li>• Trust</li></ul>	<ul style="list-style-type: none"><li>• Transparency</li><li>• Civility</li><li>• Communication</li><li>• Community Engagement</li></ul>	<b><i>Future-Focused</i></b> <ul style="list-style-type: none"><li>• Strategic Planning</li><li>• Alignment with Mission and Vision</li><li>• Policymaking</li><li>• Data-Informed Decision Making</li></ul>

# EFFECTIVE LEADERSHIP

<a href="#"><u>Competencies for Effective Elected Leaders</u></a>	<b>Mindset and Behaviors</b>	<b>Action Item to Consider</b>	<b>Source</b>
<a href="#"><u>Leading with Values: Integrity and Ethics</u></a>	<p>Examples of integrity and ethics as an elected official include:</p> <ul style="list-style-type: none"> <li>• Complying with laws, policies, and rules (e.g. the gift law).</li> <li>• Fostering ethical behavior among your elected peers and city staff.</li> <li>• Avoiding conflicts of interest.</li> <li>• Demonstrating a commitment to democracy and fair process.</li> </ul>	Adopt Rules or Code of Conduct	<p><a href="#"><u>Official Conflict of Interest</u></a> (page 28)</p> <p><a href="#"><u>League of Minnesota Cities Minnesota Mayor Handbook</u></a> (page 31-35, Sample on page 77)</p>
<a href="#"><u>Leading with Values: Communication</u></a>	<p>Examples of communication as an elected official include:</p> <ul style="list-style-type: none"> <li>• Being an effective listener.</li> <li>• Maintaining composure in crisis or other highly-charged situations.</li> <li>• Using different communication tools to engage stakeholders in the community.</li> <li>• Modeling good social media use.</li> <li>• Communicating reliable information; not misleading the public.</li> <li>• Seeking out and listening to broad perspectives.</li> </ul>	<p>Adopt Values Statement</p> <p><a href="#"><u>Draft Sample Statement of Values</u></a></p>	<p><a href="#"><u>League of Minnesota Cities Minnesota Mayor Handbook</u></a> (page 35)</p> <p><a href="#"><u>Draft Sample Statement of Values</u></a></p>
<a href="#"><u>Leading with Values: Community Engagement</u></a>	<p>Examples of community engagement as an elected official include:</p> <ul style="list-style-type: none"> <li>• Building relationships with different community leaders, including those representing underserved or underrepresented groups.</li> <li>• Modeling civility.</li> <li>• Welcoming diversity in viewpoints and opinion.</li> <li>• Modeling good social media use.</li> </ul>	<p>Adopt Values Statement</p> <p><a href="#"><u>Draft Sample Statement of Values</u></a></p>	<p><a href="#"><u>League of Minnesota Cities Minnesota Mayor Handbook</u></a> (page 28-29)</p>

<p><a href="#"><u>Leading with Values: Equity and Inclusion</u></a></p>	<p>Examples of equity and inclusion as an elected official include:</p> <ul style="list-style-type: none"> <li>• Taking action to demonstrate a commitment to inclusion and equity in your city.</li> <li>• Reviewing policies for fair and equitable outcomes.</li> <li>• Building an inclusive workforce that represents the community.</li> <li>• Ensuring city services are accessible and welcoming to all community members.</li> <li>• Intentionally seeking authentic input into city policies from a wide range of voices and backgrounds.</li> <li>• Key actions for cities to consider in addressing racial inequities</li> <li>• Explore the demographic history, including the racial history, and current demographics of the community.</li> <li>• Normalize the topic of race through hosting facilitated conversations among city staff, elected leaders, and in the community (e.g. book or film and discussion events).</li> <li>• Identify local partners/community groups to engage in conversation about the experiences of people of color in the community.</li> <li>• Collect and analyze data on city services by race (e.g. geographic data on where park improvements have been made or where trees have been planted by the city).</li> <li>• Organize training for staff and elected officials focused on developing shared terminology and concepts of race and race equity (e.g. implicit and explicit bias).</li> <li>• Identify staff and elected officials for an internal equity team; consider who is passionate for and interested in the work.</li> </ul> <p>Include employees and other officials of color.</p>	<p>Adopt Equity, Diversity and Inclusion Plan</p>	<p><a href="#"><u>Driving Diversity and Inclusion through Governance</u></a></p> <p><a href="#"><u>Race Equity Toolkit: An Opportunity to Operationalize Equity</u></a></p> <p>Professional Development for Council:</p> <p><a href="#"><u>Government Alliance for Race and Equity</u></a></p> <p><a href="#"><u>NLC Race, Equity and Leadership Training</u></a></p>
<p><a href="#"><u>Leading with Vision: Strategic Planning and Decision Making</u></a></p>	<p>Examples of strategic planning and decision-making as an elected official include:</p> <ul style="list-style-type: none"> <li>• Listening to and considering a variety of perspectives in order to make decisions.</li> <li>• Ability to develop long-term plans.</li> <li>• Encouraging creativity of ideas.</li> <li>• Building trust and consensus; investing in relationships and understanding of core values.</li> </ul>		<p><a href="#"><u>League of Minnesota Cities Minnesota Mayor Handbook</u></a> (page 30-31)</p>

<a href="#"><u>Leading with Vision: Policymaking</u></a>	<p>Examples of policymaking as an elected official include:</p> <ul style="list-style-type: none"> <li>• Listening to diverse perspectives and building consensus.</li> <li>• Energizing a group for taking action.</li> <li>• Identifying priorities.</li> <li>• Harnessing relationships to bring about positive results.</li> <li>• Seeing the big picture.</li> </ul>	Adopt strategies and standards of excellence for data-driven local (page 36-38) government	<a href="#"><u>League of Minnesota Cities Minnesota Mayor Handbook</u></a>  <a href="#"><u>Ways Cities can Use Data</u></a>
<a href="#"><u>Leading with Vision: Managing Risk</u></a>	<p>Examples of managing risk as an elected official include:</p> <ul style="list-style-type: none"> <li>• Following open and transparent public process with decision-making.</li> <li>• Fairness in application of ordinances and policies.</li> <li>• Upholding the values of the city and acting as a role model for integrity.</li> </ul>		<a href="#"><u>League of Minnesota Cities Liability handbook</u></a>
<a href="#"><u>Leading with Action: Meeting Facilitation</u></a>	<p>Examples of meeting facilitation as an elected official include:</p> <ul style="list-style-type: none"> <li>• Following Robert's Rules of Order.</li> <li>• Modeling collaboration and cooperation.</li> <li>• Engaging stakeholders in productive discussions.</li> </ul>	A resolution of standing rules for conducting city council meetings is adopted every January.	<a href="#"><u>League of Minnesota Cities Meetings of City Councils</u></a>
<a href="#"><u>Leading with Action: Financial Literacy</u></a>	<p>Examples of financial literacy as an elected official include:</p> <ul style="list-style-type: none"> <li>• Creating an environment in which financial transparency is valued.</li> <li>• Analyzing trends that will affect the budget.</li> <li>• Being a good steward of the public's resources.</li> <li>• Preparing your city to meet future needs.</li> </ul>		<a href="#"><u>League of Minnesota Cities Handbook for Minnesota Cities (Chapters 19-25)</u></a>
<a href="#"><u>Leading with Action: Personnel Management</u></a>	<p>Personnel management as an elected official include:</p> <ul style="list-style-type: none"> <li>• Investing in employee's professional development/encouraging a growth mindset.</li> <li>• Helping employees see how their roles, responsibilities connect to the city's overall mission.</li> <li>• Modeling the values of the city.</li> <li>• Implementing succession planning.</li> </ul>	<p>Adopt Values Statement</p> <p><a href="#"><u>Draft Sample Statement of Values</u></a></p>	<a href="#"><u>League of Minnesota Cities Minnesota Mayor Handbook</u></a> (page 40-41)

# STATEMENT OF VALUES

## Expectations of Councilmembers to Model Values and Civility

### As a representative of the City,

1. I serve the public interest.
2. I fulfill the duties and responsibilities of holding public office.
3. I am ethical.
4. I am professional.
5. I am fiscally responsible.
6. I am conscientious.
7. I communicate effectively.
8. I am collaborative.
9. I am forward thinking.
10. I am respectful and model civility.

### 1. I serve the public interest. In practice, this value means that:

- a. I provide courteous, equitable, and prompt service to everyone.
- b. I am attuned to and care about the needs and issues of citizens, public officials, and city workers.
- c. I am interested, engaged, and responsive in my interactions with constituents.
- d. I recognize and support the public's right to know the public's business.

### 2. I fulfill the duties and responsibilities of holding public office. In practice, this value means that:

- a. I observe the highest standards of integrity in my official acts and undertake my responsibilities for the benefit of the greater public good.
- b. I faithfully discharge the duties of my office regardless of my personal considerations or partisan agenda, recognizing that the public interest is my primary concern.
- c. I uphold the Constitution of the United States and the Constitution of the state of Minnesota and carry out impartially the laws of the nation, state, and municipality and thus foster respect for all government.
- d. I comply with both the letter and the spirit of the laws and policies affecting operations of the city.
- e. I recognize my obligation to implement the adopted goals and objectives of the city in good faith, regardless of my personal views.
- f. I conduct myself in both my official and personal actions in a manner that is above reproach.
- g. I do not use my position to secure for myself or others special privileges or exemptions that are different from those available to the general public.
- h. I understand and abide by the respective roles and responsibilities of elected and appointed officials and city staff and will not undermine them in their work.
- i. I am independent, impartial, and fair in my judgment and actions.

# STATEMENT OF VALUES

## 3. I am ethical. In practice, this value means that:

- a. I am trustworthy, acting with the utmost integrity and moral courage.
- b. I am truthful, do what I say I will do, and am reliable.
- c. I am accountable for my actions and behavior and accept responsibility for my decisions.
- d. I make impartial, non-partisan decisions, free of influence from unlawful gifts, narrow political interests, and financial and other personal interests that impair my independence of judgment or action.
- e. I am fair, distributing benefits and burdens according to consistent and equitable criteria.
- f. I oppose all forms of harassment and unlawful discrimination.
- g. I extend equal opportunities and due process to all parties in matters under consideration.
- h. I show respect for confidences and confidential information.
- i. I avoid giving the appearance of impropriety and of using my position for personal gain.

## 4. I am professional. In practice, this value means that:

- a. I apply my knowledge and expertise to my assigned activities and to the interpersonal relationships that are part of my job in a consistent, confident, competent, and productive manner.
- b. I approach my job and work-related relationships with a positive attitude, contributing to a supportive, respectful, and non-threatening work environment.
- c. I keep my professional knowledge and skills current and growing.
- d. I am respectful of all city staff, officials, volunteers, and others who participate in the city's government.

## 5. I am fiscally responsible. In practice, this value means that:

- a. I make decisions after prudent consideration of their financial impact, taking into account the long-term financial needs of the city, especially its financial stability.
- b. I demonstrate concern for the proper use of city assets (e.g., personnel, time, property, equipment, funds), follow established procedures, and do not use public resources for personal gain.
- c. I make decisions that seek to preserve the financial capacity of the city to provide programs and services for city residents.
- d. I provide full disclosure of any potential financial or other private conflict of interest. I abstain from participating in the discussion and vote on these matters.
- e. I prevent misuse of public funds by establishing, maintaining, and following strong fiscal and management controls.
- f. I report any misuse of public funds of which I am aware.

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## 6. I am conscientious. In practice, this value means that:

- a. I act in an efficient manner, making decisions and recommendations based upon research and facts, taking into consideration short- and long-term goals.
- b. I follow through in a responsible way, keeping others informed, and responding in a timely fashion.
- c. I am respectful of established city processes and guidelines.
- d. I prioritize my duties so that the work of the city may move forward.
- e. I prepare for all meetings by reviewing any materials provided ahead of time. When I have materials to contribute, I make sure all others involved have ample time to review these materials prior to the meeting.

## 7. I communicate effectively. In practice, this value means that:

- a. I convey the city's care for and commitment to its citizens.
- b. I communicate in various ways that I am approachable, open-minded, and willing to participate in dialogue.
- c. I engage in effective two-way communication by listening carefully, asking questions, and responding appropriately, which adds value to conversations.
- d. I do not interfere with the orderly conduct of meetings by interrupting others or making personal comments not germane to the business at hand.
- e. I follow up on inquiries in a timely manner.
- f. I encourage and facilitate citizen involvement in policy decision-making.
- g. I am respectful in disagreements and contribute constructively to discussions on the issue.

## 8. I am collaborative. In practice, this value means that:

- a. I act in a cooperative manner with groups and other individuals, working together in a spirit of tolerance and understanding to accomplish common goals.
- b. I share information with others in a timely manner so that, together, we can make informed decisions.
- c. I work toward consensus building and gain value from diverse opinions.
- d. I accomplish the goals and responsibilities of my individual position, while respecting my role as a member of a team.



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## 9. I am forward thinking. In practice, this value means that:

- a. I promote intelligent, proactive, and thoughtful innovation in order to advance the city's policy agenda and provide city services while considering the broader regional, statewide, national, and international implications of the city's decisions and issues.
- b. I maintain consistent standards, but am also sensitive to the need for compromise, creative problem solving, and making improvements when appropriate.
- c. I am open to new ideas and processes, adopting them as they conserve resources and provide efficient and effective service.
- d. I consider the potential long-term consequences and implications of my actions and inactions.

## 10. I am respectful and model civility. In practice, these values mean that:

- a. I support opportunities for civil discourse and discussion in the community and at City Hall.
- b. I serve the residents of the St. Anthony Village who place a high value on respect and civility in their lives.
- c. I understand that these characteristics are essential to any healthy community.
- d. I realize an atmosphere of incivility and disrespect can have a damaging effect on the proceedings, on the quality of debate, and on the practice of democracy itself.
- e. I recognize the city council sometimes addresses controversial issues about which people often feel passionately, which at times leads to uncivil behavior.
- f. I will practice the nine tools of civility to provide increased opportunities for civil discourse in order to find positive resolutions to the issues that face our city, including:
  - a) Pay attention      d) Do not gossip      g) Apologize
  - b) Listen              e) Show respect      h) Give constructive criticism
  - c) Be inclusive      f) Be agreeable      i) Take responsibility.

Presiding officers should model and enforce decorum. The mayor is in a unique position, as the presiding officer at city council meetings, to model meeting decorum, civility, and respect.

- The mayor should conduct meetings in a manner that encourages open discussion of issues and honest differences of opinion, without the use of personal attacks, name calling or scapegoating.
- Civility and decorum, perhaps more than any other factor—both inside meetings and outside – is the key to building successful relationships with council.

# STATEMENT OF VALUES

## Codes of conduct

### [Minn. Stat. § 410.20.](#)

Recall of public officials is not possible in statutory cities. In addition, there is no authority in state statute to provide for removal of a councilmember by vote of the council or through application of a city-based ethics policy. There is also no authority to levy fines for violations. As a result, city codes of conduct for elected officials are generally enforced through censure. Censure is a formal resolution of council stating that a councilmember has violated the city's ethical rules and expressing disapproval of his or her actions.

## [League of Minnesota Cities and National League of Cities resources:](#)

### [Core Competencies in Local Government](#)

### [League of Minnesota Cities Handbook for Minnesota Cities](#)

### [League of Minnesota Cities Minnesota Mayor Handbook](#)

### [Elected Officials and Council Structure and Role](#)

### [League of Minnesota Cities Meetings of City Councils](#)

### [League of Minnesota Cities Meetings, Motions, Resolutions, Ordinances](#)

### [Good Start to Good Governance](#)

### [Official Conflict of Interest](#)

### [Sample Resolution from Duluth City Council](#)

### [Race Equity Toolkit: An Opportunity to Operationalize Equity](#)

### [5 Ways Cities Can Use Data to Become More Efficient and Effective](#)

### [Draft Sample Statement of Values](#) (adapted from [League of Minnesota Cities Minnesota Mayor Handbook](#) pages 73-76)

## [Articles/Reference Documents](#)

### [Driving Diversity and Inclusion through Governance](#)

### [Director Onboarding and the Foundations of Respect](#)

### [Organizational Culture and Leadership](#)

### [Defining Culture and Organizational Culture](#)



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