

1. Agenda And Packet

Documents:

[MAY 17, 2021 WORK SESSION AGENDA.PDF](#)

[MAY 17, 2021 WORK SESSION PACKET.PDF](#)

City of Excelsior
Notice of City Council Work Session
of the Excelsior City Council

NOTICE IS HEREBY GIVEN that the City Council of the City of Excelsior will hold its Work Session on Monday, May 17, 2021 at 5:30 P.M. via a telephonic and/or electronic meeting. The agenda for the meeting is attached hereto.

In accordance with the requirements of Minn. Stat. Section 13D.021, the Mayor, the city manager, and the city attorney have determined that an in-person meeting is not practical or prudent because of the "COVID-19 Health Pandemic" emergency declared under Chapter 12 of the Minnesota Statutes. Due to the measures necessary to contain and mitigate the impacts of the Pandemic Emergency, it has been determined that attendance at the regular meeting location by members of the public is not feasible and that the physical presence at the regular meeting location by at least one member of the body, chief legal counsel or chief administrative officer is not feasible. Therefore, all staff and City Council members will be participating by telephone or other electronic means.

Members of the public may attend the work session by joining via Zoom either online or by telephone at:

Join Zoom Meeting

<https://us02web.zoom.us/j/86253345788>

Meeting ID: 862 5334 5788

Dial by your location

+1 301 715 8592 US

+1 312 626 6799 US (Chicago)

Meeting ID: 862 5334 5788

City of Excelsior
City Council Work Session

Agenda

Monday, May 17, 2021

5:30 P.M.

(Please Note: Times Listed Are Approximate)

1. Call to Order/Roll Call
2. Agenda Approval
3. Full-Time Administrative Assistant Request
4. Adjournment

Note: The purpose of a Work Session is for the Council to discuss matters informally and in greater detail than is allowed at formal Council meetings. All meetings of the Council including Work Sessions will be open to the public. While the privilege of participating in these discussions is generally limited to the Council, staff, and consultants, the Mayor may open a discussion from the floor.

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MEMORANDUM

Item: 4 – Full-Time Administrative Assistant Request

Date: May 17, 2021

From: Kristi Luger, City Manager

Action: Provide direction on the request

Summary

At the March 1st work session, I requested authorization to change the previously approved part-time administrative assistant position to a full-time position. In addition to this request, I am also requesting authorization to hire a seasonal position to scan documents into the Laserfiche program.

Administrative Assistant Position

With the finance officer and planning director positions both vacant, it's a good time to think about how the City should be staffed in the future. To get a sense of how Excelsior is staffed compared to other cities, I looked at the organizational charts of Carver, Circle Pines, Osseo, Victoria, and Wayzata. As illustrated in the summary table below (the full analysis is in the packet), the number of staff is not directly related to population; it's based more on the community's resources and priorities.

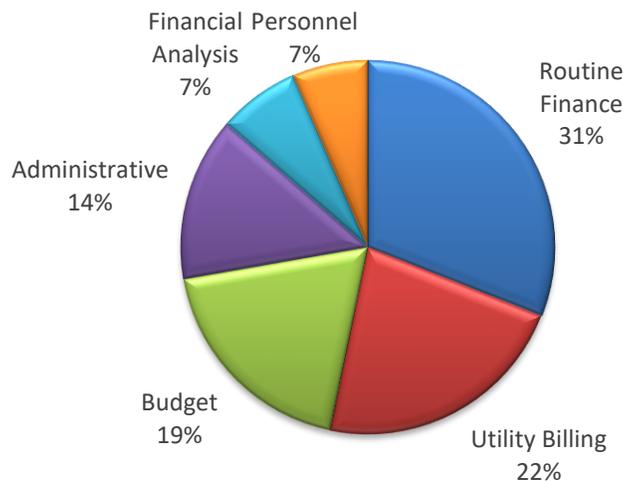
City and Population	Excelsior	Osseo	Wayzata	Carver	Circle Pines	Victoria
	2,345	2,757	4,561	4,771	4,958	9,383
Total PW Staff (FT)	6	3	17	8	10	12
Total Admin Staff	4.5	5	10	4.5	7	10
Total Staff	10.5	8	27	12.5	17	22

While Excelsior's population has remained the same, the complexity of our operations has grown over the years and the number of administrative staff has remained the same. The table below summarizes some of the tasks that have increased in the finance department over the last five years:

Task	5 Years Ago	3 Years Ago	Now
Leases (Buildings, Charter Boats, Water Tower)	7 leases	7 leases	13 leases
Payroll & Benefit Administration	10 employees	11 employees	12 employees
Bonds	2 bonds	3 bonds	4 bonds
Charitable Gambling	1 premise	1 premise	2 premises
Special Assessments	1 area	3 areas	4 areas

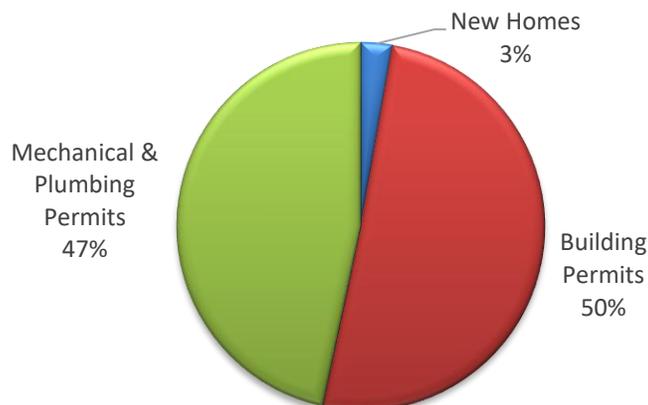
Task - Continued	5 Years Ago	3 Years Ago	Now
Special Taxes (SABLID & Sales Tax)	1 tax	2 taxes	2 taxes
Tax Increment Financing	2 districts	3 districts	2 districts

In addition to these relatively complex items increasing, the finance officer is expected to complete most of the finance-related work for the City except for accounts payable/receivable, which is handled by the office clerk. The office clerk also assists with the audit, payroll, and utility billing. I asked the previous finance officer to put together a list of how she spent her time; this analysis is summarized in the chart below:



The City needs our finance officer to use their expertise on financial analysis and budget, not spend almost a quarter of their time on utility billing, which does not require a high level of expertise.

I asked the previous planning director to put together a similar analysis of how she spent her time, but she could not complete the full analysis before she left. For this position, I looked at the number of permits processed since this is one of their main areas of responsibility. In 2020, the planning director processed 91 building permits (5 of them were for new homes) and 84 mechanical and plumbing permits, which is illustrated in the chart below:



Having a full-time administrative assistant will also help me determine if additional staffing is needed in the future. If the routine administrative tasks are offloaded from all the department heads and they are still unable to proactively work on projects, I will have a better sense of what additional resources are needed (either through consulting or in-house staff). I am particularly concerned about the workload placed on the community development director and the public works superintendent and have been monitoring these departments closely.

There are also some other efficiencies that I have been considering to further free up staff time.

Some of those ideas include:

- Contract with a third-party to complete payroll – \$2,900 per year
- Contract with a third-party for utility billing – staff has not obtained a price quote for this item
- Purchase new utility billing and/or financial software – loose estimate of \$100,000

Budget Considerations

The 2021 general budget included \$50,000 in wages for part-time employees. In retrospect, these wages should not have been completely allocated to the general fund; a percent of the wages should have been allocated to the enterprise funds. This oversight will be corrected in the 2022 budget. The following is a summary of the 2021 revenue and expenditures related to the part-time positions:

	2021 Budgeted Revenue/Expenditures
Greenwood Contract	\$12,750 (Revenue used to offset part-time wages)
Part-Time Employees	\$50,000
Office Clerk	\$32,000
Remaining Part-Time Budget	\$18,000 (\$32,000 subtracted from \$50,000)
Proposed Full-Time Employee	\$25,500 (Hiring mid-year, annual expense is \$56,500)
Additional Funding Requested	\$7,500

Staff estimates that an additional \$7,500 will be needed in 2021 to fund the full-time administrative assistant position. This amount could be funded by the general fund and/or the enterprise funds. The table on the next page shows the potential impact to the 2022 budget using the finance officer’s salary allocation, which is 40% to the general fund and 60% to the enterprise funds.

	General Fund	Enterprise Funds	Total
Office Clerk	\$13,200	\$19,800	\$33,000
Full-Time Admin Assistant	\$34,800	\$23,200	\$58,000
Total	\$48,000	\$43,000	\$91,000
2021 Budget	\$50,000	\$0	\$50,000
2022 Budget	\$48,000	\$43,000	\$91,000
Difference	+\$2,000	\$43,000	\$41,000

With the 2021 oversight regarding salary allocation, the full-time administrative assistant position could have no impact to property taxes but may slightly impact utility rates. Using the finance officer's salary allocation, the following is the impact to the enterprise funds:

Fund – % Allocation	2022 Impact	Fund – % Allocation	2022 Impact
Water – 14%	\$6,020	Recycling – 4%	\$1,720
Sewer – 14%	\$6,020	Streetlights – 2%	\$860
Solid Waste – 4%	\$1,720	Docks – 12%	\$5,160
Surface Water – 8%	\$3,440	Parking Lot Maint – 2%	\$860

Seasonal Position

The City paid \$3,816 this year for the Laserfiche license, which is currently not being used. Laserfiche is a program that allows staff and the public to view and search all documents that are scanned into the system. The software is currently not utilized because staff has not had time to scan documents into the program. I would like to hire someone for the summer to scan documents so that the program can be utilized. The proposed pay for this position is \$12-\$15 per hour for a total maximum cost of approximately \$8,000 (based on 40 hours per week for 12 weeks, which is unlikely). Since this position would be scanning documents that encompass all departments, I am proposing that half of this position be funded by the general fund and half of it equally split amongst the enterprise funds.

Options

1. Keep the administrative assistant position as part-time and revisit during the 2022 budget with or without the seasonal position.
2. Change the part-time administrative assistant position to a full-time position with or without the seasonal position.
3. Provide staff with alternative direction.

Recommendation

Change the part-time administrative assistant position to a full-time position to ensure that all department heads get the administrative support they need and hire a seasonal position to ensure the City is utilizing its Laserfiche license.

Next Steps

Staff will start the hiring process for a permanent administrative assistant position and the seasonal position.

Attachments

- Organizational Chart Analysis
- Excelsior's Organizational Chart

		Excelsior	Osseo	Wayzata	Carver	Circle Pines	Victoria
		2,345	2,757	4,561	4,771	4,958	9,383
Admin	City Manager	1	1	1	1	1	1
	Assistant (to) City Manager			1		1	1
	City Clerk	1	1	1	1		1
	Deputy Clerk				1		
	Communications			1			1
	Administrative Assistant		1	2	0.5	1.5	
	Community Coordinator		1				
	Total Admin Staff	2	4	6	3.5	3.5	4
Finance	Finance Director	1				1	1
	Accountant	0.5	1	1		1.5	1
	Utility Billing Clerk					1	
	HR (Coordinator or Specialist)			1			1
	Total Finance Staff	1.5	1	2	0	3.5	3
Planning	Director	1		1	1		1
	Assistant Planner			1			
	Planning/Code Enforcement						1
	Permit Technician						1
	Total Planning Staff	1	0	2	1	0	3
Public Works	Director		1	1	1		1
	Superintendent	1		1	1	1	
	Generic (Tech, Maintenance)		2		5.5		8
	Park & Recreation Director			1		1	1
	Facilities			1			1
	Parks	2		4		2	
	Streets	1		4			
	Utilities	2		4		6	
	Administrative Assistant			1	1		1
	Seasonal or Part-Time	1	1	16	7	5	2
	Total Public Works Staff	7	4	33	15.5	15	14
	Total Administration Staff	4.5	5	10	4.5	7	10
	Total Staff	11.5	9	43	20	22	24



Organizational Chart

