



### April 24 Meeting in Webster Groves

The next League meeting will be held at 7:30 pm on Thursday, April 24 at the Webster Groves City Hall, 4 East Lockwood Ave. (Directions: from I-170 or Highway 40/64, exit at Brentwood Blvd. southbound. This will change to Kirkham Road south of Manchester. Approximately one mile after crossing Manchester Rd. turn left at the traffic light at Elm Ave. Go to the 1st traffic light which is Lockwood and turn left. City Hall is on the corner. Park on the east side of the building. From I-44, take the Elm Avenue exit north approximately one mile to Lockwood and turn right.)

**Program:** Blair Forlaw, Director of Policy and Programming for East-West Gateway, will outline Gateway's latest report entitled "Where We Stand" and discuss efforts by Gateway to engage the region in efforts to address factors challenging the metropolitan area.

The main item of business will be the election of officers and board members for the 2003-2004 year. The report of the Nominating Committee and all other action items will be mailed to mayors, board chairmen and chief administrative officers one week prior to the meeting.

### Newly Elected Officials Seminar—April 30

The League will hold its Annual Seminar for Newly Elected Officials at 4:30 p.m. on Wednesday, April 30 at the Junior League of St. Louis, 10435 Clayton Rd, just west of Lindbergh. The cost is \$35, which includes materials and a buffet dinner.

We hope our new mayors, councilmembers, aldermen and trustees will join us for an informative introduction to municipal government presented by municipal attorney Kevin O'Keefe. Topics will include:

- Statutes governing municipalities
- Mayor and council powers
- Council procedures
- Authority of boards and commissions
- Legal issues/zoning decisions
- Open Meeting (Sunshine) Law
- Conflicts of interest and ethics.

While primarily for new officials, experienced officials looking for a refresher are invited as well. The reservation deadline is Friday, April 25. Invitations have been sent to all new officials.

### Congratulations to All Newly Elected and Re-Elected Municipal Officials!

#### State Auditor Staff to Discuss Setting Tax Rates

A new Missouri statute passed last year (HB 1150) requires those entities which levy property taxes to establish separate rates for different classes of property: residential, commercial, agricultural and personal. Because of the complexity of this new law that currently only applies to taxing entities in St. Louis County, we have invited a representative from State Auditor Claire McCaskill's office to meet with our members to discuss the setting of new rates.

Becky Webb, Tax Rate Supervisor, will present the session beginning at 3:00 p.m. on Tuesday, April 29 at the Creve Coeur Government Center in the lower level meeting room. The address is 300 North New Ballas Rd., between Olive Blvd. and Ladue Rd. Park at the north end of the building.

Although reservations are not necessary, we would like to have an estimate on the number attending. Please call the League office at 314-726-4747 or e-mail us at [staff@stlmuni.org](mailto:staff@stlmuni.org) to let us know if you will be able to attend.

#### Mayor Bira to Chair Nominating Committee

The League's Nominating Committee will be meeting in mid-April to recommend a slate of officers and board members for the 2003-2004 year. There will be at least one vacancy on the Board for an elected official and one for a past president. The Nominating Committee will be chaired by Mayor Virginia Bira of Vinita Park the League's Immediate Past President and will present its recommendations to the membership at the regular monthly meeting on April 24.

#### Mark Your Calendar

The League's Annual Installation Dinner will be held on Friday, May 30 at the Junior League. The Court-house Steps, whose performance was very well received last year, has updated their presentation and will once again provide the after-dinner entertainment. Registration materials will be sent to municipal clerks in April. Please join officials from throughout the County for an evening of fellowship and welcome your new Officers and Board members.

## Legislative Update

The State budget has passed the House and been sent to the Senate, where hearings will begin soon. Due to revenue declines and partisan differences, the budget has been mired in controversy and may dominate the second half of the session. A number of consent bills have been passed by both chambers and debate has begun on some other more controversial issues. The League continues to send out a weekly update by e-mail or fax. Currently e-mails are sent to chief administrative officers for distribution at city hall. However, if other officials are interested in receiving this update directly, please call the League office at 314-726-4747 and we will add you to the e-mail list.

### League Priorities

One of the main priorities for the League is the preservation of local sales tax revenue during hard times. **SB 11** (Kinder) would enact a sales tax holiday for state and local sales taxes on clothing under \$100, school supplies under \$50 and computers under \$2000 for one week-end in August in 2003 and 2004. It is being promoted by retailers across the State. Cities would be able to opt out of the holiday, but only during a very short time period in the summer. Retailers claim that shoppers from other states would come to Missouri to purchase items and would buy enough additional taxable items to create an overall revenue increase for the state and local governments, but Senate fiscal notes indicate that State and local governments will lose revenue. There is no provision in the committee substitute bill to reimburse local governments for lost revenue. The League strongly opposes this bill, particularly in times of tight budget for the state, counties and cities. The bill has passed the Senate and was heard in the House Tax Policy Committee on April 8. Contact your Representatives to urge opposition or at a minimum, cities should be given the opportunity to “opt in,” not “opt out.” Opt Out of the holiday means that a city would have about 2 weeks in July to pass an ordinance and inform the Department of Revenue that the local municipal sales taxes should continue to be collected. Opt In to the holiday means that a city could act to give up the tax if it so desired. If your city would like a sample resolution opposing this legislation, please contact the League office.

**HCS HB 517** (Lembke) would limit increases in property taxes for senior citizens living in their own homes. The bill would require the state to appropriate funds to cover losses to local governments. Historically, the state has never done so and with the state facing fiscal crisis, it seems unlikely that additional funds could be found to repay cities, counties, school districts, fire districts, etc. The bill passed the House on April 3.

**SB 342** (Dolan) establishes that any firefighter with cancer shall be presumed to have suffered the illness in the line of duty for calculating retirement benefits. It passed the Public Health Committee on March 5.

### Other Bills of Interest

**HCS HB 349** (Crawford) would authorize the carrying of concealed weapons if the applicant has completed the training program outlined in the bills. The bill passed the House on March 6 and has been assigned to the Senate General Laws Committee. The League opposes this legislation, which failed in a statewide vote, due to the increased likelihood of accidental shootings, particularly involving children.

**SB 36** (Goode) would change the opening day of election filing to 16 weeks before the April election to avoid conflicts with the Christmas holidays. It passed the Senate and was heard in the House Elections Committee on April 8.

**SB 142** (Goode) would allow villages over 200 population the same authority as 4th class cities to condemn property. It passed the Senate and was heard in the House Local Government Committee on April 10.

**SCS SB 414** (Steelman) regarding the Sunshine Law, passed the General Laws Committee on February 26. It would establish fines for any violation of the law of at least \$100 and up to \$500. In addition, the bill would limit costs for copying of documents to 10 cents per page, with no charge for research or labor so those desiring to submit frivolous requests can cause significant costs to taxpayers.

**SB 172** (Goode) would restrict most TIFs in the state, not just the region, to distressed areas. 75% of St. Louis County would be ineligible. The League opposes this bill as it would hamstring many local redevelopment efforts and cause Missouri companies to move out of state as we would be forced to compete with one arm tied behind our backs. It was heard in the Ways and Means Committee on February 25. Attempts may be made to amend these provisions onto other bills.

**SB 218** (Goode) would exclude condos in buildings with more than six units from the sewer lateral program unless each condo has one lateral per unit. The bill would also allow a public vote to raise the fee to \$50. It has passed the Senate and was heard in the House Local Government Committee on April 3.

**SB 230** (Bray) and **HB 483** (Byrd) would authorize multi-jurisdictional transportation development districts (TDDs). This has been proposed by cities along Manchester Road from Maplewood to Kirkwood to help fund major streetscape improvements and enhancements. It would authorize a sales tax in the district to pay for the improvements. SB 230 was heard on February 23 and HB 483 passed the House Transportation Committees on March 6. Other cities have now expressed interest in the bill.

**SB 232** (Steelman) and **HB 474** (Bivins) would authorize \$10 million in state stormwater bonds to fund stormwater control projects in metropolitan areas. Generally these funds are funneled through MSD. However, the Governor has proposed freezing such bond funds.

## Maryland Heights Adopts Skill-Based Pay Plan for Maintenance Employees

*The following article was provided by Matt Shatto, Assistant City Administrator in Maryland Heights.*

In 1999, the City of Maryland Heights embarked upon a process that would eventually craft a dynamic pay plan for maintenance employees by creating a greater sense of equity, a broader skill base, and more opportunity for advancement for each employee. This process began when the administration realized maintenance workers of the city were underpaid when compared to other jurisdictions, employees were not afforded much opportunity to move up due to the low turnover rate at the supervisory level, employees were not as broadly trained as the organization would have liked and morale of the workforce was slowly degenerating.

After the council decided change must occur, City Administrator Mark Levin suggested a skill-based pay program. This consists of paying for employees to learn new skills, such as surveying property or operating more complex equipment. Once tested for mastery of the new skill, the employee receives a salary increase.

A panel of five Public Works employees was assembled to investigate the idea of skill-based pay, determine how and if a skill-based pay program would be adapted within the structure and mission of the city, and then make a recommendation to the city administrator. After this initial group was formed and the first recommendation was made, the group was augmented and received valuable input and assistance from the maintenance employees from the Parks and Recreation Department.

Over the course of a year, this group worked to develop an initial plan. Once the panel prepared their program design, the final recommendation was passed to Crew Leaders. All maintenance employees reviewed the program and provided their comments. All affected employees had an opportunity to give their input and the program was presented to the administrator and eventually to the elected officials. An ordinance establishing a skill-based pay plan for maintenance employees was passed on October 23, 2000.

The process has been relatively smooth and has gained the support of employees. Each year the city budgets a specific amount of money for each employee to pay for his or her training. In 2003 that amount is \$400 each. Since the inception of the program, every maintenance employee has taken the opportunity to gain the skills and knowledge needed to advance. Thus, they have increased their annual salary by being paid for skills obtained.

The City of Maryland Heights believes this pay plan has allowed management to not only meet all of the goals set forth by the employees, but it has also given management the opportunity to keep and motivate current employees who may have underperformed or left.

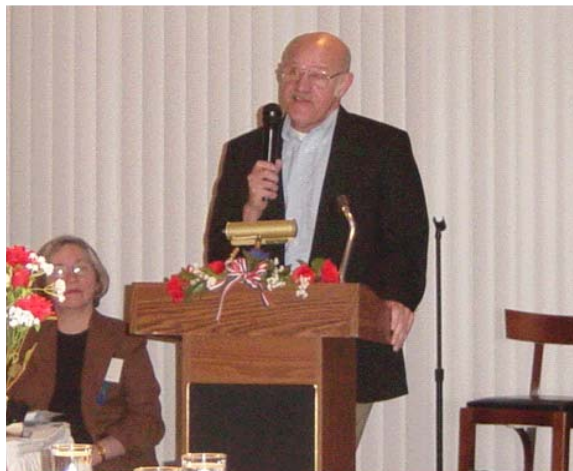
## March Meeting Synopsis

At the March League meeting, the membership passed two resolutions on topics related to municipal finance and regional trauma funding. The first resolution **opposed** legislation to establish a sales tax holiday for clothing, school supplies and computers under \$2000. The resolution notes that municipal budgets are feeling the crunch of a weakened national and local economy and proposals to try to stimulate additional spending among shoppers is very short-sighted and will likely be ineffective. The resolution calls for the legislature to defeat this measure or at a minimum, allow cities that desire to participate in the program to “opt in” to the tax holiday sought by retailers.

The second resolution urges state and federal officials to work to secure both short-term and long-term funding to allow DePaul Hospital to continue to operate its trauma center. If the center closes, trauma patients could inundate other area hospitals such as St. John’s, St. Anthony’s, St. Joseph’s in St. Charles, BJC and SLU and will force a limitation in services or possible closure of other trauma centers. A League task force, led by Florissant Mayor Robert Lowery, has been established to lobby state and federal officials to assist with this funding effort. (See related story.)

The meeting program focused on learning about personal leadership types. The members took a short self-evaluation which helped chart characteristics of each person’s style. The moderator then showed what some of these traits represent, what the strengths are, and where deficiencies could occur. (A related article discusses the overall goals and outcomes of the leadership training that was presented at the February and March meetings.)

We would like to thank Mayor Robert Lowery and the officials and staff for all of their efforts in hosting the League meeting at the Club House at the Olde Fleurissant Golf Course. The membership appreciated the opportunity to visit this unique site.



Missouri Municipal League Executive Director Gary Markenson updates the League membership on legislation of statewide interest. At left is County League President Gerry Welch.

## League Members Receive Leadership Training

At the Executive Board's Annual Planning Session last summer, the Board set several goals for the ensuing year. One of these was to offer leadership training programs to our member officials. Over the last two months, we have been fortunate to have program speakers who have provided the opportunity for a bit of self-analysis to determine effective leadership tools and types of leadership styles. This was done in an environment that showed how people with different personalities and leadership styles can work together. Officials present took advantage of the opportunity to interact with each other.

The first exercise at the February meeting asked the participants to select primary leadership tools from a list of common tools and kitchen items and to relate how the selected tools help represent tools leaders use to function. Many in the group chose such items as an adjustable wrench, a mixing bowl, a level, or a tape measure. These items signify that leaders must be able to adjust to changing situations but must also realize that a variety of actors and opinions, both internal and external, will be thrown into the mix as well. Leaders must try to get an exact and precise understanding of the situation and the decision that must be made.

The second exercise assigned each table a role playing opportunity to address a different situation that could be faced by local officials. These include wrestling with a budget shortfall, opportunities for economic development through condemnation, and dealing with negative press. Each group was instructed to use the tools selected previously to present a positive outcome for the scenario.

The facilitator, Jane Blickhan of MCL Consulting, noted several functions and behaviors of effective leaders. These include:

- Challenging the process by being proactive and willing to take risks, but also delegating to help others develop their capabilities.
- Inspiring a shared vision and setting a direction for the future and articulating that vision to subordinates and encouraging their participation.
- Enabling others to act by fostering collaboration and interaction.
- Modeling the way by demonstrating and by understanding concerns of others and inviting their input.
- Encouraging the heart by recognizing and celebrating individual accomplishments.

While the February meeting focused on leadership roles, the March session featured a program on how to define leadership styles through personality types. It was conducted by Lisa Manning, a certified facilitator in the Myers-Briggs Type Indicator. Everyone in attendance completed the indicator, which is a self-analysis questionnaire that helps outline personality preferences. The responses are then categorized to help define specific characteristics of the individual.

The four main groupings identified by the test have eight characteristics and are shown in opposing pairs. These are:

- Energizing = Extraversion (E) vs. Introversion (I);
- Perceiving = Sensing (S) vs. Intuition (N);
- Deciding = Thinking (T) vs. Feeling (F); and
- Living = Judging (J) vs. Perceiving (P).

While the latter three pairs are familiar terms, the extraversion and introversion descriptions focus not on a person's disposition; rather they describe a person's preference for drawing energy from internal or external sources.



Meeting facilitator Lisa Manning explains the Myers-Briggs Type Indicator at the March Membership meeting.

Upon completion of the indicator, each person had one of 16 possible combinations of the letters above. The accompanying booklet provided a written description of the various personality types that allowed the participants to see the characteristics of their leadership style. In addition, the booklet offered suggestions on how officials with different personality types can best interact with other types.

While all of the members that participated appeared to enjoy the programs, it also serves as a good opportunity for a bit of self-evaluation that our members, as community leaders, can utilize to improve their performance in the role of elected or appointed officials.



League members demonstrated many talents differences in approaches, based on personality types. The group pictured above opted to communicate their message as an upbeat song.

## Urban Core Reinvestment

The Urban Land Institute recently sponsored a half day symposium on investments in St. Louis City, East St. Louis, and older suburbs in St. Louis County. After an introduction by Mayor Francis Slay, Richard Ward of Development Strategies set the stage by providing an overview of development patterns in the region, highlighting key areas such as Downtown, Mid-town, Lambert Airport vicinity, Metro East and inner-ring suburbs.

He noted barriers, such as dispersed properties in varying degrees of decay that must be assembled before developers agree to invest. He pointed out a need for newer downtown office space and the need to deal with inflated downtown land values due to speculation and, sometimes, the use of incentives.

Many positive public improvements have or will be built that include: a new Metrolink line; major improvements to Forest Park; Washington Avenue and Delmar streetscapes; Lambert expansion; new stadium and ballpark village; and rebuilt parkways and interstates on both sides of the River. He also noted that private developments, many with public incentives, are creating new homes and lofts, hotels and office buildings.

Case studies then focused on four different projects. Mark Morley of Taylor Morley Homes proudly presented an outline of his company's new subdivision in Jennings called Alexandria Place. This traditional neighborhood design includes mixed uses, plenty of sidewalks, pocket parks and even a waterfall. Homes are selling briskly. The site is a former drive-in which avoided 3 major problems: 1) assembling land from many owners, 2) significant demolition, and 3) contamination. Single family homes and townhouses are priced in the \$90,000 to \$160,000 range. No subsidies are involved.

Across the street at the River Roads Shopping Center, the purchase price, demolition and cost of removing freon, mercury, lead and asbestos has required the use of Tax Increment Financing. Additional residential development is planned. Together these two developments will accommodate 432 single family homes and townhomes, 100 senior apartments, and 100,000 square feet of commercial space. The total development cost of the two projects is \$67 million..

Morley had high praise for the City of Jennings TIF Commission, the Jennings school district, the County Economic Council, and the many citizens who attended charettes, all of which convinced him that his investment would bear fruit.

Jim Koman of Koman Properties then described efforts to invest in East St. Louis. His State Street Shopping Center has attracted national and local chain stores to areas once witnessing flight. Most of the investment money is private, with about 20% involving TIF or empowerment zone designation. He is very satisfied with the response by shoppers and his return in investment and

expects to develop more property nearby. He is seeking quicker responses by the City, such as updating the zoning code, so he can have more assurances that the company's time and interest will not be wasted.

Ron Silverman, of Historic Restoration, is a recognized developer in warehouse districts in New Orleans. They entered the St. Louis market when renovating both the Renaissance Suites and Renaissance Grand Hotels, one next to the Convention Center and one across the street on Washington Avenue. He also guided the renewal of the Merchandise Mart Building into apartments at 10th and Washington, which is a seven story building with over 200 units.

Silverman quickly learned that there was a solid market for downtown residential housing. Retail space in the building works because many convention visitors also make purchases in the shops.

He complimented the City of St. Louis in its efforts to reduce red tape and keep the project schedule on track.

The final presenters were Steve Brown and Don Land of Balke, Brown and Associates. They presented an interesting historical review of the area just northwest of the football stadium. They then described significant challenges in acquiring the land, and the many unknown environmental clean up costs. Several underground utilities had to be removed, streets vacated, and buildings demolished. Public funds assisted with the brown-field remediation.

In the end, both cited the demand for new commercial/industrial buildings, centrally located, near the workforce, with great access to interstates and other clients. They had secured tenants before the buildings were complete. 350 jobs were retained or created, an environmental mess cleaned up, and a spirit of renewal was introduced into the neighborhood.

The morning ended with a series of round tables allowing the 400 plus attendees the opportunity to further investigate "investing in the core."

The testimonials made for a positive and infectious tone, demonstrating that there a much stronger market for residential and commercial development—and real money to be made by keen investors — willing to work on less traditional redevelopment, many times with public partners.

For more information about these and exciting development in the core of the region, please see the RCGA website at [www.stlrcga.org](http://www.stlrcga.org) and click on the "Investments in Progress" section.

The Urban Land Institute—St. Louis Chapter sponsors occasional seminars focusing on a variety of factors that affect growth and development in the region. For more information about ULI, see their website at [uli.org](http://uli.org). In addition, the St. Louis Chapter has its own website, [stlouis.uli.org](http://stlouis.uli.org) which lists upcoming programs and other events. (See notice on Page 6.)

## Lowery to Chair Trauma Center Task Force

President Gerry Welch has appointed Mayor Robert Lowery of Florissant as Chairman of a League Task Force which will work for both short-term and long-term funding solutions. The Task Force will seek to develop recommended funding alternatives and lobby county, state and federal officials and foundations for funding. The current crisis at DePaul could cause that unit to close in June.

Local officials are urged to contact state and federal legislators to seek trauma funding.

On March 14, emergency room doctors, hospital administrators, fire and ambulance officials and community leaders met to emphasize the increased length of ambulance rides, overloads at other hospitals, and lack of funding to cover ER costs that will lead to more closings. More importantly, all predicted worse outcomes for ER patients, including deaths due to long ambulance rides and ping-ponging patients trying to fund an open emergency room.

## Has Sprawl Hit the Wall? - ULI Program Offered

ULI St. Louis and the St. Louis Metro Section of The American Planners Association have joined to present an interesting program based on the study from The Brookings Institution on Missouri's Development Future. It will be held on Thursday, May 1 from 7:30 a.m. to 9:30 a.m. at the Sheraton West Port Lakeside Chalet. Prices are \$35 for ULI and APA Members; \$45 for Non Members; and \$25 for Students and Public Sector attendees. Prices go up \$10 at the door. Register

by calling 1-800-321-5011.....refer to Meeting No. 8136-0307. For additional information, call Ann Culp or Lewis Levey at 314/963-0610, extensions 104 and 205, respectively.

## County Revising Swimming Pool Ordinance/Code

Following recent drownings, mainly at hotel swimming pools, the St. Louis County Council is considering amendments to the County's swimming pool code. This code sets minimum standards for public pools, including municipal pools, throughout the County. When originally proposed last year, the amendments would have set lifeguard staffing requirements for all pools greater than 2000 square feet. A greater number of lifeguards would have been required for larger pools. It did not take into consideration attendance on cool days or during less busy times when the need for lifeguards drops. This proposal could have proved very costly for municipal facilities and subdivision and club pools and could have possibly led to pool closures.

The current proposal still would require a lifeguard for every pool over 2000 square feet. However, local governments do have the authority to enact standards that are more strict than those minimums established by the County code. In addition, the ordinance would establish an aquatic advisory board, with municipal representation. This inclusion was sought by the League. This committee will work with the Department of Health to develop revisions to the outdated pool regulations.

We appreciate the County's willingness to hold hearings on the bill and to seek input from all parties.

