

**City of Ramsey**  
**Agenda**  
**City Council Work Session**  
**Tuesday May 29, 2012**  
**Immediately Following Special City Council**  
**Lake Itasca Room 7550 Sunwood Drive NW**

- 1. Call to Order**
- 2. Topics for Discussion**
  1. Council Strategic Goals, Action Mapping
  2. Review Policies and Procedures Related to the City's Code Enforcement and Abatement Processes
  3. Continue Discussion of 2013 Budget
- 3. Future Topics for Discussion - *See Attached Calendar***
  1. Review Future Work Session Topics/Calendar
- 4. Mayor/Council/Staff Input**
- 5. Adjournment**

**CC Work Session**

**2. 1.**

**Meeting Date:** 05/29/2012

**Submitted For:** Patrick Brama

**By:** Patrick Brama, Administrative Services

**Title:**

Council Strategic Goals, Action Mapping

**Background:**

On an annual basis the City Council develops and prioritizes strategic goals. After a list of strategic goals is identified by the City Council, staff develops a set of bench marks, time-lines and assigns a lead staff person to each individual strategic goal. This process is known as a action mapping. The purpose of this case is to review the 2012 strategic goals action maps.

**Observations:**

Six separate strategic goals categories were developed by the City Council this spring; including transportation, policies/ programs, budget/ finance, development, housing, and marketing. Attached to this case are five documents, one for each strategic goal category. Each document contains action maps for each individual strategic goal.

As mentioned, action maps identify a set of bench marks, time-lines and assigned lead staff person for each individual strategic goal.

Upon adoption, these action maps will be used by City Staff both as a guide to carry out the 2012 City Council Strategic goals and as a tool to measure progress towards those goals.

**Recommendation:**

Direct staff to bring forward the proposed strategic goals action maps for adoption at the next City Council regular meeting.

**Funding Source:**

The strategic planning process is a regular job duty for both administration staff and department heads.

**Council Action:**

Bring forward the proposed strategic goals action maps to the next City Council regular meeting.

**Attachments**

Budget and Finance

Development

Housing

Marketing

Policies Programs Services

Transportation

**Form Review**

**Inbox**  
Kurt Ulrich

**Reviewed By**  
Kurt Ulrich

**Date**  
05/24/2012 05:33 PM  
Started On: 05/14/2012 08:43 AM

Form Started By: Patrick Brama

Final Approval Date: 05/24/2012

# 2012 STRATEGIC PLANNING: ACTION MAPPING



**CITY VISION STATEMENT:** Without compromising private property rights and the needs of future generations, Ramsey will evolve through citizen driven, collaborative processes that respect the balance and connectivity between its unique urban, rural and natural environments.

## STRATEGY CATEGORY: BUDGET/FINANCE

MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY
2012						2013								

**CHAMPION** **2012** **2013**

Strategies are listed based on council priority—top to bottom

BUDGET/FINANCE		M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
<b>Refinance RMC debt</b>		LEAD: Diana L.														
Step 1: Debt Structure Presented at Worksession	Diana Lund	X														
Step 2: Council Authorized bond Sale at Regular Council Meeting	Diana Lund	X														
Step 3: Bonds sold and Proceeds Received	Diana Lund			X	X											
<b>Research options for City Road Reconstruction Initiative (e.g. franchise fee, general fund, etc.)</b>		LEAD: Brian O.														
Step 1: City Council decision on funding package	Brian			X	X	X	X									
Step 2: Implementation of program	Brian							X	X	X	X	X	X	X	X	X
<b>Explore business subsidy prgm. for development/investment (CMDC –new markets type prgm.)</b>		LEAD: Aaron B.														
Step 1: Review current business subsidy program with EDA	Kurt/Patrick					X										
Step 2: Explore available business subsidy programs	Mulrooney							X								
Step 3: Modify current business subsidy program as necessary	EDA									X						
<b>Comprehensive management review of services &amp; cost of providing services to determine budget</b>		LEAD: Kurt U.														
Step 1: Complete Performance Measurement cost input	Dept. Heads	X														
Step 2: Complete discussion of 2013 Budget with City Council (Personnel)	Kurt/Diana					X										
Step 3: Analyze Performance Measurement data/add'l research	Patrick							X	X							
Step 4: Implement Kaizen improvements	Name								X	X	X					
Step 5: Complete implementation of 2013 budget adjustments												X				
<b>Consider options for contracting services/functions</b>		LEAD: Kurt U.														
Step 1: Complete 2012-2013 Strategic Action Plan	Dept. Heads				X											
Step 2: Complete discussion of 2013 Budget with City Council	Kurt/Diana					X										
Step 3: Identify contracting opportunities consistent with Action Plan and Budget objectives	Dept. Heads					X										
Step 4: Inventory existing and proposed 2013 contract opportunities	Dept. Heads						X									
Step 5: Prepare documents for competitive quotes/bids.	Dept. Heads							X								
Step 6: Receive and award contracts.	Kurt									X						
<b>Reduce HRA and EDA levies</b>		LEAD: Diana L.														
Step 1: 2013 Budget Worksessions	Diana Lund	X	X	X	X	X	X									
Step 2: Preliminary HRA/EDA Levies adopted	Diana Lund							X								
Step 3: Additional 2013 Budget Meetings Based on TNT notices	Diana Lund									X						
Step 4: Final EDA/HRA levy adopted	---										X					
<b>Review cap. purch. to determine if any can delayed &amp; CIP projects that should be moved forward</b>		LEAD: Diana L.														
Step 1: Capital Purchases-Examined as part of 2013 budget process	Dept. Heads			X	X											
Step 2: On-Going Review of current CIP projects in 2012-2016 CIP	Dept. Heads		X	X	X	X										
Step 3:Preparation of 2013-2017 CIP	Dept. Heads						X									
Step 4:2013-2017 CIP & 2013 Budget with Capital Purchases adopted in December	Diana Lund										X					
<b>Explore opportunities for additional revenue by renting out equipment, contracting staff</b>		LEAD: Kurt U.														
Step 1: Inventory all equipment and facilities for rent, staff resources that could be hired out	Patrick					X										
Step 2: Assign rental rates	Patrick							X								
Step 3: Publicize available equipment and facilities to appropriate market	Patrick/Amy								X							
<b>Continuous improvement to look for efficiencies, ways to reduce costs</b>		LEAD: Kurt U.														
Step 1: Attend Lean 101 and Kaizen Facilitator Training at Anoka Co.	Kurt	X														
Step 2: Complete Performance Measurement cost input	Dept. Heads	X														
Step 2: Complete discussion of 2013 Budget with City Council	Kurt/Diane						X									
Step 3: Identify a process for Kaizen analysis	Dept. Hds/staff							X								
Step 3: Conduct Kaizen event	Kurt								X							
Step 4: Celebrate Kaizen improvements	All										X					

# 2012 STRATEGIC PLANNING: ACTION MAPPING



**CITY VISION STATEMENT:** Without compromising private property rights and the needs of future generations, Ramsey will evolve through citizen driven, collaborative processes that respect the balance and connectivity between its unique urban, rural and natural environments.

## STRATEGY CATEGORY: DEVELOPMENT

MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY
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CHAMPION	2012	2013
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Strategies are listed based on council priority—top to bottom

DEVELOPMENT																
<b>Review strategy for sale of land in The COR at Ramsey (review exit strategies)</b>	LEAD: Darren L.	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Step 1: Review three primary disposition strategies from 2010 visioning	Darren L.				X											
Step 2: Evaluate progress in Phase II of disposition Plan (Development)	Darren L.					X	X	X								
Step 3: Re-Evaluate decision factors and market forces	Darren L.						X	X								
Step 4: Develop revised disposition strategy incorporating revisions	Darren L.							X	X							
<b>Pursue change to Met Council policy regarding RALF lease revenue</b>	LEAD: Kurt U.	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Step 1: Inventory current and potential lease revenue from RALF properties	Pat B.					X										
Step 2: Review lease revenue options and issues with Met Council staff	Kurt u.							X								
Step 3: Develop policy and/or statutory revisions	Kurt U.									X						
Step 4: Implement new policy or statute	Diana L.											X				
<b>Review ED efforts for business recruitment, expansion, retention-assess value of efforts</b>	LEAD: Kurt U.	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Step 1: Reaffirm EDA 2012 Work Plan priorities	Kurt U.		X													
Step 2: Review consultant role in business retention effort	Kurt U.				X											
Step 3: Review EDA role in business retention	Kurt U.					X										
Step 4: Develop and implement business retention program	Pat B.							X								
<b>Review city facilitation efforts to help businesses grow</b>	LEAD: Kurt U.	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Step 1: Meet with Anoka Area Chamber to discuss overlap	Kurt/Pat B.				X											
Step 2: Promote pro-business efforts via various media	Kurt						X									
Step 3: Conduct business round table discussions	Kurt/Council					X			X				X			X
Step 4: Implement other pro-business programs as identified	TBD						X			X				X		X
<b>Facilitate review of costs of operating a business</b>	LEAD: Kurt U.	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Step 1: Inventory business costs	Pat B.						X									
Step 2: Review business costs with EDA	Pat B.								X							
Step 3: Identify and implement changes to City controlled business costs	Kurt U.										X					
<b>Consider additional commercial nodes (167/47 and Armstrong/181)</b>	LEAD: Tim G	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Step 1: Review scope of process in Work Session following Comp S/W Plan Update	Tim G							x								
Step 2: Provide conceptual layouts of utilities	Consultant TBD								x							
Step 3: Process Comprehensive Plan amendments as necessary	Tim G.										X					



# 2012 STRATEGIC PLANNING: ACTION MAPPING



**CITY VISION STATEMENT:** Without compromising private property rights and the needs of future generations, Ramsey will evolve through citizen driven, collaborative processes that respect the balance and connectivity between its unique urban, rural and natural environments.

## STRATEGY CATEGORY: MARKETING

MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY
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CHAMPION	2012										2013			
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Strategies are listed based on council priority—top to bottom

MARKETING																
Increase effort to garner positive media/positive public relations efforts	LEAD: Kurt U.	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Step 1: Celebrate and publicize every positive event (e.g. rail station, groundbreaking, etc.)	Kurt/Dept. Hds	X	>	>	>											
Step 2: Review City Mission Statement	Kurt U./Council							X								
Step 3: Consider mission, values, and slogan	Kurt U./Council											X				
Step 4: Consider community promotion plan across all media	Council/EDA			X	>	>	>									

City-wide marketing plan																
	LEAD: Kurt U.	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Step 1: Consider surveys to determine image among key stakeholders (i.e., residents, business owners, developers)	Kurt U.						X									
Step 2: Determine target markets	Name							X								
Step 3: Develop plan to reach target markets	Name									X						
Step 4: Implement plan to reach target markets	Name											X	>			

Identify stakeholders in the image and success of Ramsey																
	LEAD: Kurt U.	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Step 1: Develop and review list of key stakeholders	Kurt/CC/EDA							X								
Step 2: Prepare contact list of key stakeholders	Pat B.							X								
Step 3: Conduct focus groups of key stakeholders	Kurt U.								X							
Step 4: Incorporate key stakeholder feedback into City marketing plan	Name									X						



# 2012 STRATEGIC PLANNING: ACTION MAPPING



**CITY VISION STATEMENT:** Without compromising private property rights and the needs of future generations, Ramsey will evolve through citizen driven, collaborative processes that respect the balance and connectivity between its unique urban, rural and natural environments.

## STRATEGY CATEGORY: TRANSPORTATION

Strategies are listed based on council priority—top to bottom

		MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY
<b>TRANSPORTATION</b>	<b>CHAMPION</b>	2012												2013		
<b>Sunwood Realignment project &amp; Armstrong/HWY 10 Interchange</b>	LEAD: Brian O.	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Step 1: Negotiation for Strip Land acquisition for Sunwood realignment	Brian				X											
Step 2: Negotiation for total takes necessary to complete Sunwood realignment	Darren/Bill		X	X	X	X										
Step 3: Complete final design of Sunwood realignment	Brian			X												
Step 4: Authorize Advertisement for bids for Sunwood realignment	Brian			X												
Step 5: Award contract after successful land acquisition	Brian				X											
Step 6: Complete construction	Brian					X	X	X	X	X						X
<b>Armstrong Blvd / TH 10</b>																
Step 1: Finalize environmental document for preliminary design	Brian/ ACHD	X	X	X	X	X	X									
Step 2: Identification of available funding sources – continue to pursue funding	Brian/ACHD			X	X	X	X	X	X	X	X	X	X	X	X	X
Step 3: Enter into Joint Powers Agreement for TED grant	Brian/ACHD		X													
Step 3: Officially map affected properties	Brian								X	X						
Step 4: Pursue acquisitions utilizing RALF(if available)	Brian										X	X	X	X	X	X
<b>Look for ways to increase capacity and improve traffic flow on 47</b>	LEAD: Brian O.	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Step 1: Meet with City of Anoka to discuss TH 47 / 116	Brian	X	X													
Step 2: Prepare RFP for Engineering services	Brian							X	X							
Step 3: Prepare Traffic Study with conceptual design and costs	Brian								X	X	X	X				
Step 4: Prepare Feasibility Study and identification of funding	Brian										X	X	X			
Step 5: Determine property owner participation / consensus for needed improvements	Brian												X	X	X	
Step 6: Prepare plans and specifications	Brian/MnDOT/ACHD/Anoka															>
Step 7: Pursue funding opportunities	Brian															>
Step 8: Construct needed improvements (if funding is available)	Brian															>
<b>Road reconstruction initiative</b>	LEAD: Brian O.	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Step 1: City Council decision re: funding package for the road reconstruction initiative	Brian			X	X	X	X									
Step 2: Implementation of program	Brian							X	X	X	X	X	X	X	X	X
<b>Review signing and striping at US10/Armstrong and Bunker/Armstrong</b>	LEAD: Brian O.	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Step 1: Incorporate restriping into Sunwood realignment plans	Brian		X													
Step 2: Receive approval from Anoka County Highway Department	Brian				X											
<b>Hwy 47 alignment through Anoka</b>	LEAD: Brian O.	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Step 1: Explain "Ramsey's issue" to MnDOT/Anoka County/Met Council	Brian	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Step 2: Request Anoka County to finish TH47 realignment study	Brian															
Step 3: Participate in completion of study if approved	Brian				X	X	X	X	X	X	X	X	X	X	X	X
<b>Review US10 median cuts/turning movements</b>	LEAD: Brian O.	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Step 1: Provide mapping and history of all median openings on Trunk Highway 10	Brian				X											
Step 2: Meet with MnDOT regarding plans their intentions	Brian					X	X									
Step 3: Separate and prioritize work on TH10 median improvements	Brian						X	X								
Step 4: Identification of potential funding mechanisms	Brian							X	X	X	X	X				
Step 5: Prepare plans and specifications	Brian								X	X	X	X	X			
Step 6: Approve Plans and specifications and advertise for bids	Brian											X	X	X		
Step 7: Construct improvements (if funding is available)	Brian														X	X
<b>Identify high priority trail connections to improve connectivity throughout the community</b>	LEAD: Mark R.	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Step 1: Develop trail priority categories, and rank major/significant trail gaps and projects	Mark				X	X										
Step 2: Receive Council ratification on trail priority methodology	Mark						X									
Step 3: Identify funding source categories for significant trails	Mark							X								
Step 4: Develop/Explore partnerships for trail grants and funding	Mark								X	X	X					
Step 5: Identify low cost and specific projects with Engineering (E.g. count down timers at signals) that improve connectivity and safety (integrate with street maintenance program)	Mark & Tim H									X	X					
Step 6: Organize 'Build-out' cost estimate for priority trails	Mark										X					
Step 7: Review strategies to 'bridge' trail development (if feasible) E.g. Sharrows (bike lanes on street) and explore Complete Street, and Bike Friendly programs to supplement trail development and add value to existing transportation system(s)	Mark & Brian O											X	X	X		
<b>Review private street west of Hwy 47/Bunker – behind SA</b>	LEAD: Brian O.	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Step 1: Review history with City Council	Brian									X	X					
Step 2: Determine property owner interest in City control of street	Brian											X	X			
Step 3: Initiate acquisitions	Brian												X	X	X	X
<b>Pedestrian overpass over US10 – pursue funding for design and construction</b>	LEAD: Mark R.	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Step 1: Apply and advocate for TOD grant for Mississippi Skyway design monies to address MnDot siting concerns and 'touchdown' location and space needs along and within Hwy #10	Mark & Tim G	X														
Step 2: Secure easement or ROW from Hope Fellowship as part of Riverdale extension	Tim H					X										
Step 3: Continue to promote and develop stakeholders in skyway project, including Nat'l Park Service, Met Council, Anoka Co Parks, and COR 'investors'	Mark				X	X	X									
Step 4: With QCTV, produce email-able promotion of the skyway to 'tell the story' of the project for funders, and to generate regional support and advocacy	Mark						X									
Step 5: Engage in the Alternative Transportation in Parks process to achieve score and ranking to participate in the Federal process for grant application	Mark							X	X							

**CC Work Session**

**2. 2.**

**Meeting Date:** 05/29/2012

**Submitted For:** Kurt Ulrich

**By:** Tim Gladhill, Community Development

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**Title:**

Review Policies and Procedures Related to the City's Code Enforcement and Abatement Processes

**Background:**

The City has recently experienced issues in regard to its policies and procedures related to the City's code enforcement and abatement processes. Staff will provide an overview of the current policies and procedures at the meeting. Staff will review inspection, notification, and follow up procedures and timelines. Based on certain data privacy issues, details of specific cases may not be available as part of the discussion.

**Recommendation:**

Based on discussion.

**Funding Source:**

Preparation of the topic report is being handled as part of regular staff duties.

**Council Action:**

Based on discussion.

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**Form Review**

<b>Inbox</b>	<b>Reviewed By</b>	<b>Date</b>
Kurt Ulrich	Amy Dietl	05/24/2012 04:41 PM
Tim Gladhill (Originator)	Amy Dietl	05/24/2012 04:52 PM
Kurt Ulrich	Kurt Ulrich	05/24/2012 05:52 PM
Form Started By: Tim Gladhill		Started On: 05/24/2012 03:37 PM
	Final Approval Date: 05/24/2012	

**CC Work Session**

**2.3.**

**Meeting Date:** 05/29/2012

**Submitted For:** Kurt Ulrich

**By:** Jo Thieling, Administrative Services

**Title:**

Continue Discussion of 2013 Budget

**Background:**

The 2013 budget was most recently discussed at a work session earlier this month on May 1. Following discussion, it was suggested the Council further review staff's recommendations and be prepared to address proposed staffing at a future meeting.

Individual Council Member concerns that were discussed included; the cumulative impact of multiple staff vacancies, the loss of redundancy, loss of backup staff, and the reduced ability to respond to unanticipated events, such as a major equipment failrue or storm damage.

The objective of this work session is to review any anticipated impacts resulting from proposed reductions, and to consider the appropraite level of staffing given Council expectations for current service delivery, and the achievement of long-term goals balanced against the desired level of taxes and fees.

**Funding Source:**

N/A

**Council Action:**

Consensus on tax impact, service delivery, and staffing direction to inform the 2013 budget process, with a preliminary levy to be established in September .

**Form Review**

**Inbox**

Kurt Ulrich

Form Started By: Jo Thieling

**Reviewed By**

Kurt Ulrich

**Date**

05/24/2012 06:19 PM

Started On: 05/24/2012 11:43 AM

Final Approval Date: 05/24/2012

**CC Work Session**

**3. 1.**

**Meeting Date:** 05/29/2012

**By:** Jo Thieling, Administrative Services

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**Title:**

Review Future Work Session Topics/Calendar

**Background:**

Attached is the list of future work session topics.

**Funding Source:**

N/A

**Council Action:**

No formal action necessary.

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**Attachments**

Future Topics/Calendar

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**Form Review**

<b>Inbox</b>	<b>Reviewed By</b>	<b>Date</b>
Kurt Ulrich	Kurt Ulrich	05/24/2012 05:58 PM
Jo Thieling (Originator)	Jo Thieling	05/24/2012 06:06 PM
Kurt Ulrich	Jo Thieling	05/24/2012 06:06 PM
Form Started By: Jo Thieling		Started On: 05/24/2012 05:08 PM
	Final Approval Date: 05/24/2012	

**Work Session Calendars  
2012**

<b>Month</b>	<b>Date</b>	<b>Topics for Discussion</b>
<b>June</b>	<b>5</b>	<ul style="list-style-type: none"> <li>• Consider City Land Acquisition Policy (PB)</li> <li>• Policy for the Disposition of Surplus City Owned Land (PB)</li> </ul>
Others on List – including Strategic Planning Items		<ul style="list-style-type: none"> <li>• Discuss Format of Weekly Update (KU/JT)</li> <li>• Lot Combination Policy (TG)</li> <li>• Discuss Noise Ordinance (JW)</li> <li>• Update Landfill Land Use Plan (Tim G)</li> <li>• Consider Amendments to Facility Use Program (Jo)</li> <li>• Discuss Leash Law (JW)</li> <li>• 167<sup>th</sup> &amp; 47 Water Services Extension/Master Planning</li> <li>• Review Pilot Programs (e.g. volunteer programs – low maintenance options)</li> <li>• Build on outdoors/sportsmen’s market (e.g. stock pond/lake)</li> <li>• Develop community center/indoor sports complex</li> <li>• Old Town Hall relocation</li> <li>• Strategic Action Plan Update</li> <li>• Seek grant funding for transportation projects and service delivery</li> <li>• Complete US 10/ County Road 83 interchange design – pursue funding</li> <li>• Establish position on TH #47 South of Bunker to Highway #10</li> </ul> <p><b><u>Public Works</u></b></p> <ul style="list-style-type: none"> <li>• Review plan for US Highway #10 pedestrian overpass and connection with Municipal Center Ramp</li> <li>• Review Project Management Issues (e.g. 151<sup>st</sup> &amp; 167<sup>th</sup> Projects)</li> </ul>
		<b>HRA</b>
<b>Month</b>	<b>Date</b>	<b>Topics for Discussion</b>
June	12	<ul style="list-style-type: none"> <li>• Review Exit Strategy for COR Development</li> <li>• Review Dashboard (<i>a regular agenda item for first regular meeting of month</i>)</li> </ul>
June		<ul style="list-style-type: none"> <li>• Funding for Sunwood Improvements</li> <li>• ICSC Report</li> </ul>
Future		<ul style="list-style-type: none"> <li>• Discuss Housing Assistance Policy (TG)</li> <li>• Review Center Street Project Schedule</li> </ul>