

City of Ramsey
Agenda
City Council Work Session
Tuesday, October 2, 2012
Immediately following Special CC
Lake Itasca Room 7550 Sunwood Drive NW

- 1. Call to Order**
- 2. Topics for Discussion**
 1. Strategic Plan Update
- 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: 10/02/2012

By: Jo Thieling, Administrative Services

Title:

Strategic Plan Update

Background:

As Council is aware, a strategic planning session to discuss goals is held in January of each year. The session is attended by Council and Department Heads. Periodically, staff updates Council with progress in regard to the goals and time lines.

Attached for Council review is the list of goals that came out of the planning session. The second attachment is the Action Mapping plan for the goals. **Please note this attachment may take a couple of seconds to download. Once it is downloaded, right click inside the document and click on "rotate clockwise". In the "gray action bar", there is a "+" sign which you may want to click on to enlarge the text.** The third attachment is a working document, with the time lines, as well as Committee schedules in regard to the goals.

Observations:

Note: the attached report is not fully up-to-date, however, staff will provide an updated status report prior to the meeting.

Funding Source:

N/A

Council Action:

No formal action by the Council is necessary. This is to allow staff to update the Council on the status of the goals set in the beginning of 2012.

Attachments

[Strategic Goals for 2012](#)

[Action Mapping for Goals](#)

[Work Plan and Schedule](#)

Form Review

Inbox
Kurt Ulrich

Reviewed By
Kurt Ulrich

Date
09/27/2012 05:06 PM
Started On: 09/27/2012 01:24 PM

Form Started By: Jo Thieling

Final Approval Date: 09/27/2012

CITY COUNCIL STRATEGIC PLANNING

MARKETING

1. Increase effort to garner positive media/positive public relations efforts
2. City-wide marketing plan—existing and new resident and business, define story and objectives, review existing efforts and effectiveness of efforts from an outcome perspective
3. Identify stakeholders in the image and success of Ramsey

DEVELOPMENT

4. Review strategy for the sale of land in The COR
5. Pursue change to Met Council policy regarding RALF lease revenue—that it be shared with the City or the City gets to keep it if there is no plan to improve US10 or figure out a plan to convert those dollars to support funding Armstrong Interchange
6. Review Economic Development effort for business recruitment, expansion, retention-assess value of efforts (evaluate smoke stack chasing and grow your own)
7. Review City facilitation efforts to help businesses grown—assistance with identifying lending, funding, help through the process of expanding or developing a new business
8. Facilitate review of costs of operating a business: example provide information about how to reduce assessed value of a property, other operational expenses of businesses
9. Consider additional commercial nodes (167/47 and Armstrong/181)

TRANSPORTATION

10. Sunwood realignment project
11. Look for ways to increase capacity and improve traffic flow on 47 (review timing of lights at key intersections, lane stripping)
12. Road reconstruction initiative
13. Review signing and striping at US10/Armstrong and Bunker/Armstrong
14. Highway 47 alignment through Anoka
15. Review US10 median cuts/turning movements
16. Identify high priority trail connections to improve connectivity throughout the community
17. Review private street west of Hwy 47/Bunker—behind SA
18. Pedestrian overpass over US10—pursue funding for design and construction

HOUSING

19. Resident roundtable to understand concerns of mature neighborhoods for maintenance of housing stock, re-investment, stability, any neighborhood concerns
20. Recent increase rental properties for group/treatment living

BUDGET/FINANCE

21. Refinance RMC debt
22. Franchise fee for road reconstruction initiative
23. Explore business subsidy programs for development/investment (CMDC—tied new markets type program)
24. Comprehensive management review of services and cost of providing services to determine budget
25. Consider options for contracting services/functions
26. Reduce HRA and EDA levies
27. Review capital purchases to determine if they can be delayed and CIP for projects that we would move forward
28. Explore opportunities for additional revenue by renting out equipment, contracting staff
29. Continuous improvement to look for efficiencies, ways to reduce costs

POLICIES/PROGRAMS/SERVICES

30. Continue to review rate and fee schedule to consider reductions
31. Single line of accountability and quality control on public improvement/street projects
32. Review permits for siding windows, roofing—do we need to have them. Can we eliminate (smaller permits)?
33. Sustainability of programs and services
34. Consider use of recreational vehicle use on City streets/trails

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

CHAMPION

Strategies are listed based on council priority—top to bottom

	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY
MARKETING															
Increase effort to garner positive media/positive public relations efforts															
LEAD: Kurt U.	X	>	>	>											
Kurt/Dept. Hds															
Kurt U./Council						X									
Kurt U./Council										X					
Council/EDA			X	>	>	>									
City-wide marketing plan															
LEAD: Kurt U.	M	A	M	J	J	A	S	O <td>N</td> <td>D</td> <td>J</td> <td>F</td> <td>M</td> <td>A</td> <td>M</td>	N	D	J	F	M	A	M
Kurt U.						X									
Name							X								
Name									X						
Name											X	>			
Identify stakeholders in the image and success of Ramsey															
LEAD: Kurt U.	M	A	M	J	J	A	S	O <td>N</td> <td>D</td> <td>J</td> <td>F</td> <td>M</td> <td>A</td> <td>M</td>	N	D	J	F	M	A	M
Kurt/CC/EDA							X								
Pat B.							X								
Kurt U.								X							
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: BUDGET/FINANCE

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

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

Date		CC	Fin	Pers	PW	HRA	EDA	P&R	Plan
Jul-12	Review draft resolution requesting review of Minnesota Statutes 24 related to permitted residential uses (TG)	X							
	Review draft Zoning Code (TG)	X							
Jul-12	Discuss trail priority categories (MR)								X
	Review Consultant role in business retention effort (KU)						X		
	Review EDA role in business retention effort (KU)						X		
	Review different forms of correspondence to residents from project development through project completion (Public improvements) (ENG)				X				
	Discuss community promotion plan across all media (KU)						X		
	Discuss/Update 47 alignment through Anoka study - discuss participation				X				
	Discuss promotion of or update on pro-business efforts via various media						X		
	Review Dashboard					X			
Aug-12	2013 Budget	X							
	Discuss Format of Weekly Update (KU/JT)	X							
	Discuss format and request authorization for resident roundtable discussions re concerns of mature neighborhoods (maintenance/concerns) (TG)						X		
	Discuss Alcohol Policy at the Municipal Plaza (KU/JW) - Done - Ordinance amended	X							
	Review findings of permit review (siding/windows/roofing) and State Building Code requirements (TG/LG)	X							
	Update on trail priority categories and rank major/significant trail gaps and projects and review funding sources (MR)	X							
	Update Council on process/progress of pedestrian overpass over US 10 (funding/easements, etc.) (MR/ENG)	X							
	Review Animal Control (e.g. Cat License) (JW)	X							
	Discuss Housing Assistance Policy (TG)					X			

Aug-12	Review Center Street project Schedule				X
	Review Project Management Issues (e.g. 151st & 167th Projects)			X	
	Review Dashboard				X
	Discussion on Facility Use Policy (PB)	X			
Sep-12	Review City's Mission Statement (KU)	X			
	Discuss funding source categories for significant trails (MR)	X			
	Review business retention program (PB)	X			
	Consider additional commercial nodes (167/47 and Armstrong/181) - review scope of process (following Comp S/W Plan Update) (TG)				X
	Review list of key stakeholders in the image and success of Ramsey (KU)				X
	Review the inventory and rental rates of equipment and facilities	X			
	Review potential funding mechanisms for US 10 median cuts/turning movements			X	
	Review Rates and Fees (DL)		X		
	Discuss Chain of Command Policy (KU)		X		
	Review Dashboard				X
Oct-12	Discuss Mission, Values and Motto (KU)	X			
	Review post construction customer satisfaction survey (public improvements) (ENG)			X	
	Review City-wide Marketing Plan (KU)	X			
	Update on lease revenue options and issues re RALF Properties (KU)	X			
	Strategic Plan Update	X			
	Review Dashboard				X
12-Nov	Volunteer Recognition Program (MR)	X			
Nov-12	Review history of private street west of Highway #17/Bunker (behind SA) (ENG)			X	

Nov-12	Review policy and/or statutory requirements w/re to Met Council policy re RALF lease revenue (KU)	X		
	Review inventory and prioritize high priority programs and services (KU)	X		
	Review feedback from key stakeholders (image and success of Ramsey)	X		
	Update on exploration of partnerships for trail grants and funding (MR)	X		
	Lot Combination Policy (TG)	X		
	Review COR Dashboard			X
Dec-12	Review identified changes to City controlled business costs (from review of costs of operating a business) (KU)			X
	Review COR Dashboard			X
Jan-13	Discuss property owner interest in City control of street (Private street west of Hwy 47/Bunker - behind SA) (ENG)			X
	Conduct SWOT Analysis of highest priorities using 10-year planning horizon (re sustainability of programs and services) (KU)	X		
13-Jan	Review Potential Funding Mechanisms for US 10 Median Cuts/Turning Movements (KU)		X	
13-Jan	Discuss City-wide Marketing Plan	X		
13-Jan	Discuss Chain of Command Policy (KU)	X		
	Review COR Dashboard			X
Feb-13	Review COR Dashboard			X
Mar-13	Update Landfill Land Use Plan (TG)	X		
	167th & Highway #47 Water Services Extension Master Planning Strategic Action Plan Update	X		X
	Review COR Dashboard			X

Apr-13	Identify needs for long-term sustainability of high priority programs and services (KU)	X		
	Update on City-Wide Marketing Plan (plan to implement in January 2013)	X		
Apr-13	Review funding options - TH #47 - improve traffic flow (ENG)		X	
	Review or update on strategies to bridge trail development and explore complete street and bike friendly programs to supplement trail development and add value to existing transportation systems (MR/ENG/GR)			X
	Review COR Dashboard		X	
May-13	Incorporate identified needs into budget and strategic planning process (sustainability of programs and services) (KU)	X		
	Review COR Dashboard		X	
Jun-13	Review COR Dashboard		X	
Jul-13	Update on funding options (TH#47 - improve traffic flow (ENG)	X		
	Review COR Dashboard		X	
Aug-13	Strategic Action Plan Update	X		
	Review COR Dashboard		X	

CC Work Session

3. 1.

Meeting Date: 10/02/2012

By: Jo Thieling, Administrative Services

Title:

Review Future Work Session Topics/Calendar

Background:

Attached is a list of future work session topics.

Funding Source:

N/A

Council Action:

For Council review - no formal action necessary.

Attachments

Future Topics Calendar

Form Review

Inbox

Kurt Ulrich

Form Started By: Jo Thieling

Reviewed By

Kurt Ulrich

Date

09/27/2012 04:56 PM

Started On: 09/26/2012 11:52 AM

Final Approval Date: 09/27/2012

Please Note: This document is a Draft Working Document. Any and/or all items are subject to change. The Schedule listed is Tentative

**Future Topics – Tentative Calendar
2012**

Month	Date	<u>CC Work Session</u> Topics for Discussion
October		<ul style="list-style-type: none"> • Discuss Mission Values and Motto (KU) • Update on Lease Revenue Options and Issues re RALF Properties (KU) • Review the Inventory and Rental Rates of Equipment and Facilities (KU)
November		<ul style="list-style-type: none"> • Review Business Retention Program (PB) • Review Policy and/or Statutory Requirements w/re to Met Council Policy re RALF Lease Revenue (KU) • Review Inventory and Prioritize High Priority Programs and Services (KU) • Review Feedback from Key Stakeholders (Image and Success of Ramsey) (KU) • Update on Exploration of partnerships for Trail Grants and Funding (MR) • Lot Combination Policy (TG) • Volunteer Recognition Program (MR)
Month	Date	<u>HRA</u> Cases for Discussion
October	2	<ul style="list-style-type: none"> • 2013 HRA Budget Review (KU) • Review Strategy for Armstrong Interchange Funding 2013 – 2014 (KU)
October	9	<ul style="list-style-type: none"> • Review COR Dashboard (DLazan) • Approve Purchase of M&W Holdings Property on Armstrong (BG/DLaz) • Approve Sale of Lot 3, Block 1, COR ONE to M & W Holdings (BG/DLaz) • Approve Development Agreement for COR TWO (DLaz/TBray) • Approve Agreement related to the Plat of COR TWO (Sophia Ramsey) (TBray) • Approve Final Plat COR TWO (DLaz) • Approve Agreement and Declaration of Easements Covenants and Restrictions – COR TWO (DLaz/TBray) • Approve Declaration of Signage and Utility Easements – COR TWO (DLaz/TBray) • Approve Restrictive Covenants – McDonalds (DLaz)
October		<ul style="list-style-type: none"> • Discuss Format and Request authorization for Resident Roundtable Discussions re Concerns of Mature Neighborhoods (maintenance/concerns) (TG) • Discuss House Assistance Policy (TG) • Review Center Street Project Schedule
November		<ul style="list-style-type: none"> • Review COR Dashboard
Month	Date	<u>FINANCE</u> Cases for Discussion
October	9	<ul style="list-style-type: none"> • Review Rates and Fees (DL)
Month	Date	<u>PERSONNEL</u> Cases for Discussion
Month	Date	<u>PUBLIC WORKS</u> Cases for Discussion
October		<ul style="list-style-type: none"> • Review Project Management issues (e.g. 151st & 167th Projects) • Review Different Forms of Correspondence to Residents from Project

		<p>Development through Project Completion (Public Improvements) (Eng)</p> <ul style="list-style-type: none"> • Discuss/Update Highway #47 Alignment through Anoka Study – discuss participation • Stop Light Timing at Hwy 47 & Bunker/Sunfish and Hwy 10/Sunfish and Alpine (<i>may discuss triggers on right turn lane when shared with straight ahead – delay?</i>) Others? Also left turn signals vs yellow flashing left turn signals or yield on green to turn left – Bunker & Ramsey – Sunfish and Ramsey – others . . .(KU) • Reconfiguration of and Additional Lanes at 47 and Bunker (KU)
November		<ul style="list-style-type: none"> • Review History of Private Street West of Highway #47/Bunker (behind SA) (Eng)
October		<ul style="list-style-type: none"> • Review Post Construction Customer Satisfaction Survey (Public Improvements (Engineering)) • Review History of Private Street West of Highway #47/Bunker (behind SA) (Engineering) • Review Project Management Issues (e.g. 151st & 167th Projects)
Month	Date	<u>PARK & REC</u> Cases for Discussion
Month	Date	<u>PLANNING</u> Cases for Discussion
October		<ul style="list-style-type: none"> • Consider Additional Commercial Nodes (167/48 and Armstrong/181st) Review of Scope Process (Following Comp S/W Plan Update) (TG)
Month	Date	<u>EDA</u> Cases for Discussion
October		<ul style="list-style-type: none"> • Review List of Key Stakeholders in the Image and Success of Ramsey (KU)