

City of Ramsey
Agenda
City Council Work Session
Tuesday January 24, 2013
5:30 p.m.
Lake Itasca Room 7550 Sunwood Drive NW

1. **Call to Order**
2. **Topics for Discussion**
 1. Strategic Planning Work Session
3. **Future Topics for Discussion - *See Attached Calendar***
4. **Mayor/Council/Staff Input**
5. **Adjournment**

CC Work Session

2. 1.

Meeting Date: 01/24/2013

By: Jo Thieling, Administrative Services

Title:

Strategic Planning Work Session

Background:

Attached is the strategic planning agenda for this session prepared by facilitator Anita Duckor of Duckor & Associates. The breakdown of the agenda is as follows:

- Review and Approve Principles of Engagement - Lessons Learned - Planning Expectations
- Code of Conduct
- Guiding Principles
- Governance Structure - Committees - Commissions
- Next Steps

Funding Source:

N/A

Council Action:

This is a planning session - no formal action necessary.

Attachments

Agenda

Trust Hand Out

Planning Expectations

Principles of Engagement

Lessons Learned

Guiding Principles

Form Review

Form Started By: Jo Thieling

Started On: 01/18/2013

Final Approval Date: 01/10/2013

City of Ramsey
“A New Day...A New Beginning”

Thursday, January 24, 2013
Strategic Planning Workshop
5:30 – 8:30 PM
The COR Room at City Hall

Pre Assignment

1. Review Principles of Engagement, Lessons Learned from the past, and Planning Expectations. Be prepared to approve
2. Be prepared to develop a Code of Conduct
3. Be prepared to develop Guiding Principles
4. Be prepared to look at the current governance structure and identify changes, improvements, etc.
5. Read the City of Ramsey Key Achievements in 2012; come prepared to ask any questions

Agenda

Timeframe	Topic/Subject	Responsible Party
5:30 – 5:45 PM	<ul style="list-style-type: none">• Review and approve:<ul style="list-style-type: none">- Principles of Engagement- Lessons Learned- Planning Expectations	All
5:45 – 6:30 PM	<ul style="list-style-type: none">• Code of Conduct	Small Work Group
6:30 – 7:15 PM	<ul style="list-style-type: none">• Guiding Principles	Small Work Group
7:15 – 7:20 PM	<ul style="list-style-type: none">• Break	
7:20 – 8:20 PM	<ul style="list-style-type: none">• Governance Structure<ul style="list-style-type: none">- Committees- Commissions	Small Work Group
8:20 – 8:30 PM	<ul style="list-style-type: none">• Next Steps	Anita

Strategic Planning Workshop Outcomes

- Draft of a Code of Conduct
- Draft of Guiding Principles
- Identify governance structure options
- A shared understanding of the City's 2012 accomplishments



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TRUST

“Show a willingness to trust others, others will be more inclined to leave behind their doubts and apprehension.

To promote TRUST throughout the organization, be the first to:

- Disclose information about who you are and what you believe
- Admit mistakes
- Acknowledge the need for personal improvement
- Ask for feedback – positive and negative
- Listen attentively to what others are saying
- Invite interested parties to important meetings
- Share information that’s useful to others
- Openly acknowledge the contribution of others
- Show that you’re willing to change your mind when someone else comes up with a good idea
- Avoid talking negatively about others
- Say, “We can trust them,” and mean it!

Trustworthiness is in the eye of the beholder. This means that in order for others to call you “trustworthy” they must believe that you have their best interests at heart. It means that you don’t want to see them get hurt, be embarrassed, feel harassed, or suffer. You want them to succeed, to be healthy, happy, and prosperous.

And, because of this, people believe they can take the risks of putting themselves in a relationship with you, even if there are no rock-solid guarantees of positive outcomes.”

THE LEADERSHIP CHALLENGE
by James M. Kouzes and Barry Z. Posner

Modified and presented at January 15, 2013 Strategic Planning Workshop by Anita S. Duckor



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Planning Expectations/Outcomes

At the end of the Three-Year Strategic Action planning effort, we hope to accomplish the following:

Tangible Outcomes

- A uniform and agreed-to direction
- Well-defined goals that are obtainable, measurable, and within budget
- Clear expectations between staff and the City Council
- Clearly defined plan; what are we going to do, how are we going to do it, and for who
- Provide a level of service that is acceptable to the customer
- A process for maintaining the Three-Year Strategic Action plan
- Take care of staff (internal customers) in order to take care of external customers

Policy-making Implications

- Recognize the City’s resource limitations (financial and staffing capacity)

Communications

- Have clear and timely messages for residents

Edited by Anita S. Duckor



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Principles of Engagement

The City of Ramsey’s strategic planning group -- elected body (Mayor and six City Council members) and the staff (City Administrator, City Clerk, Civil Engineer, Development Services Manager, Finance Director, Fire Chief, Human Resources Manager, Police Chief, and Public Works Superintendent)

We commit to...

1. Coming prepared for each meeting; workshop materials distributed four days in advance
2. Actively participating in the discussion; don’t be afraid of playing the “devil advocate’s role” and agree to disagree
3. Staying on topic – using the Parking Lot as a place holder for ideas that are not on topic
4. Staying focused – avoiding the use of cell phones and computers; if necessary, step out of the room to take the call
5. Proactively listening to one another – no cross talking, no side bars
6. Speaking with the “I” voice
7. Honoring the full spectrum of perspectives
8. Asking clarifying questions when we don’t understand
9. Ensuring all voices are heard
10. Being part of the solution
11. Respecting one another’s time by being on time, coming prepared, and be willing to do the work
12. Driving decisions by achieving at least a 70 percent buy-in of the attendees

Each person will contribute one dollar in the “Penalty Box” for not adhering to one of the principles.

Edited by Anita S. Duckor

Duckor & Associates



January 16, 2013

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Lessons Learned from the past

The Strategic Planning Group identified the following “Lessons Learned” in relationship to the past:

Purpose

- None of us is bigger than the organization; we are here for the residents – they are at the top of the organization chart
- If it doesn't contribute to the vision, don't do it

Financial Impacts

- The City's negative image is far-reaching, hard to reverse, and has financial implications
- Lack of trust has a cost
- Lack of preparation has a cost
- Don't throw good money after bad money

Decision-Making

- Work toward consensus but understand that it isn't critical that you all agree
- Don't question the motivations behind the decisions because it undermines the trust and respect of one another

Personal Accountability

- Hold people accountable
- All voices must be heard
- Bring issues to meetings
- Don't take it personally
- Verify before crucify
- Don't get too comfortable because things will change

Communications

- Good communications both internally and externally that are timely and well-distributed will help minimize misunderstandings and mistrust
- One to one communication is best

Edited by Anita S. Duckor



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Guiding Principles – Example

FOR DISCUSSION ONLY

The elected officials, appointed commission members and staff will:

- Take personal ownership for the success of the City of Ramsey
- Avoid personal agenda and department turf protection
- Operate with clear roles, responsibilities, authority, and accountability
- Ensure accountability for performance
- Desire “Win-Win” strategic thinking and planning under which interests and objectives of the City, commissions, and departments are considered.
- Operate in a transparent environment
- Align budgets with goals

