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## **ACKNOWLEDGEMENT**

### **Strategic Planning Committee**

Sarah Strommen, Mayor  
Randy Backous, Councilmember at Large  
David Elvig, Councilmember Ward 1  
Mark Kuzma, Councilmember Ward 2  
John LeTourneau, Councilmember at Large  
Chris Riley, Councilmember Ward 4  
Jason Tossey, Councilmember Ward 3  
Kurt Ulrich, City Administrator  
Diana Lund, Finance Director  
Dean Kapler, Fire Chief  
Jim Way, Police Chief  
Colleen Lasher, Human Resources Manager  
Tim Gladhill, Development Services Manager  
Grant Riemer, Public Works Superintendent  
Len Linton, Civil Engineer II  
Jo Thieling, City Clerk

### **Graphic Design**

Patrick Brama, Assistant to the City Administrator

### **Production and Editing Services**

Kathy Schmitz, Pam Miller and Jo Thieling

### **Consulting Services**

Anita S. Duckor, President

Duckor & Associates



## EXECUTIVE SUMMARY

### BACKGROUND

Our complex and dynamic world creates new challenges for all types of organizations. The City of Ramsey is no exception. 2012 was a tumultuous year for the city – significant staff transitions and turnover, a highly contested city election, and a major development (The COR at Ramsey) that continues to be a drain on the city’s resources.

The City Council in January 2013 acknowledged that the city could benefit by developing a strategic direction that guides its decision-making in the coming years. The decision was motivated by the lack of trust between the elected officials and staff, the financial challenges, and the need for the city to become a proactive organization rather than a reactive one.

The City of Ramsey could not afford to continue governing and operating as it has – and it was imperative that the elected officials and staff develop an effective working relationship. The City of Ramsey, its community members, elected officials and staff, deserve “A New Beginning...A New Day.”

Tumultuous times create the opportunity to think conventionally or unconventionally. The planning partners (City of Ramsey elected officials and city departments, and the consulting firm) did both. Challenging times gave us the gift of opportunity to assess the City of Ramsey - candidly and thoroughly.

The City Council hired Duckor & Associates to help develop this Three - Year Strategic Action Plan. The key benefits of the comprehensive planning process were:

- Achieving a shared strategic framework
- Achieving a shared understanding of clear roles, responsibilities and deliverables for elected officials and staff
- Building trust among the elected officials and staff
- Achieving goal consensus that directs the City of Ramsey’s work efforts
- Articulating doable objectives
- Maximizing effective use of resources
- Energizing the team leadership and enhancing teamwork.



## PURPOSE

The underlying goal of Ramsey’s strategic planning effort was to create an open, transparent working environment among the elected officials and staff in order to restore the faith and confidence in the City of Ramsey, build an effective elected governing body, and help build staff morale.

The specific goals were to:

- Develop a shared working mission and vision;
- Develop a Three - Year Strategic Action Plan including measurements;
- Develop measurable goals and a tracking system that is monitored monthly;
- Develop clear roles, responsibilities and deliverables for elected officials, appointed commission members, and staff;
- Design a transparent governance structure for both elected officials and staff that includes: guiding and operating principles, code of conduct, conflict of interest policies, etc.;
- Determine current staff structure’s capacity to deliver high-quality services, and
- Develop a common understanding of what a vibrant, healthy community looks like.

The following plan establishes a solid foundation and framework to truly have “A New Day...A New Beginning” for the City of Ramsey.

There is a high degree of confidence that the plan will be successfully implemented because the planning process was highly interactive with the mayor, city council, and leadership team, including input from appointed commission members and staff. Candid and open discussions occurred in the workshops and staff meetings, which strategically helped shape the plan. Everyone had a voice in the planning process, which helps achieve buy-in of the plan.

## IMPLEMENTATION CHALLENGE

The Three - Year Strategic Action Plan is dependent on the level of funding that is approved by the City Council for 2014 and subsequent years. It is also dependent on the ‘political will’ of identifying and implementing new funding sources. The 2013 budget is not sustainable long-term – the current staffing level is stretched to the maximum, and no long-term financial solution is in place for meeting the road maintenance and reconstruction requirements.



## PLANNING PROCESS & METHODOLOGY

Undertakings of the Consultant:

### Internal Input and Reporting

- City Administrator identified the internal participants to be interviewed.
- Developed two interview instruments (elected officials and leadership team), which was approved by City Administrator.
- Sixteen interviews were conducted in person, each lasting approximately 60 minutes.
- Developed and submitted the Hopes and Dreams and SWOT Analysis – Interview Summary Reports (elected officials and leadership team.)

### Staff and Commission Members Input

- Developed two online surveys that were approved by City Administrator and Human Resources Manager.
- All staff members were invited to complete an online survey; 100 percent completed the surveys.
- All commission members were invited to complete an online survey; 74 percent commission members completed the surveys.
- Developed and distributed the Staff's Survey Summary Report at the all-staff meeting on April 24, 2013.
- Distributed the Commissions' Member Survey Summary Report.

### Pre Planning Effort

- Met with City Administrator and other appropriate staff members to review planning materials; met with the City Administrator throughout the planning process.

### Planning Workshops

- Conducted five strategic planning workshops with the Strategic Planning Committee members from January through April.
- For each workshop, consultant prepared agendas, included pre-meeting assignments, and identified meeting outcomes. The consultant, who facilitated whole group discussions and smaller group discussions with team electing a spokesperson to report on group's work, conducted workshops.

The consultant worked with the City Administrator's staff at staff meetings and one-on-one meetings throughout the planning timeframe.



It was critical to establish trust and determine how the Strategic Planning Committee could most effectively work together. The group built a solid foundation by establishing principles of engagement, identifying the 'Lessons Learned' from the past, and reviewing and discussing handouts provided by the consultant about the subject of trust, a glossary of planning terms and a city's success profile.

The workshop members developed and agreed-to the following principles of engagement:

We commit to...

1. Coming prepared for each meeting
2. Actively participating in the discussion
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
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

To move forward with our planning, we began by examining the past. The Strategic Planning Committee identified the following “Lessons Learned” of 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.

At the end of the Three - Year Strategic Action planning effort, the Strategic Planning Committee hoped 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 whom
- 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

- Create and implement clear and timely messages for residents

The Strategic Planning Committee vetted the Hopes and Dreams for the city and the SWOT Analysis (strengths, weaknesses, opportunities and threats) report that the consultant developed based on the one-on-one interviews. SWOT Analysis is a tool for discovering and learning that lays the foundation of a strategic plan. Please see Appendix A for the vetted City Council SWOT Analysis.

To ensure that the planning process would be driven by customer needs, committee members presented a list of their internal and external customers to the Strategic Planning Committee; the consultant developed a Constituencies/Customer list, please see Appendix B.



## **VISIONARY STRUCTURE**

In 2006, the City of Ramsey launched Ramsey3, an innovative grassroots initiative dedicated to imagining the future of Ramsey. This collaborative process provided the visionary framework for the city. The Strategic Planning Committee determined that it would be helpful to supplement the City's visions with a visionary structure that was focused on a three to five year period to address the pressing issues facing the city.

To address the lack of trust and ensure that the city operates in a transparent and open environment, the following documents were also developed: guiding principles, city's organization values, code of conduct, and roles and responsibilities for elected officials, appointed commission members, staff, and consultants.

### **Three-Year Working Mission Statement**

To work together to responsibly grow our community, and to provide quality, cost-effective, and efficient government services.

### **Three-Year Working Vision Statement**

*Achieve economic vitality with strategic infrastructure investments through market-driven growth.*



## OUR GUIDING PRINCIPLES

The elected officials, appointed commission members and staff will:

1. Ensure responsiveness to the public (residents, business owners, taxpayers) that fosters an atmosphere of communication within and outside the organization.
2. Ensure alignment of goals and resources.
3. Take personal ownership for the success of the City of Ramsey.
4. Operate with clear roles, responsibilities, authority, and accountability.
5. Operate in a transparent environment.
6. Strive for “win-win” strategic thinking and planning under which interests and objectives of the city, commissions, and departments are considered; avoid personal agendas and department and commission turf protection.
7. Take action based upon objective analysis of the facts.



## **OUR CITY'S ORGANIZATIONAL VALUES**

We commit to:

### **ETHICS AND INTEGRITY**

We believe that ethics and integrity are the foundation blocks of public trust and confidence and that all meaningful relationships are built on these values.

### **FISCAL RESPONSIBILITY**

We believe that fiscal responsibility and the prudent stewardship of public funds are essential for citizen confidence in government.

### **COOPERATION AND TEAMWORK**

We believe that the public is best served when elected officials, departments, commission members, and employees work cooperatively as a team in a trusting environment.

### **OPEN AND HONEST COMMUNICATIONS**

We believe that open and honest communication is essential for an informed and involved citizenry, to build trust, and to foster a positive working environment for employees.

### **EXCELLENCE AND QUALITY IN THE DELIVERY OF SERVICES**

We believe that service to the public is our reason for being and strive to deliver quality services in a highly professional and cost-effective manner.

### **TREATING PEOPLE WITH RESPECT AND FAIRNESS**

We believe that all people are to be treated with courtesy and respect and deserve the best service we can provide. Decisions are to be fair and based upon the interest of the whole community.

### **ADAPTABILITY AND CONTINUOUS LEARNING**

We believe that individuals need to be adaptable to changing environments and circumstances. Continuous learning, education and training of our elected and appointed officials and employees enables us to better recognize current opportunities, anticipate change, and prepare for the future.

The organization's Code of Conduct in Appendix C outlines the behavior we desire. Appendix D articulates the roles and responsibilities of the organization.



## **MOVING FORWARD: A NEW DAY...A NEW BEGINNING**

### **MISSION-DRIVEN BUILDING BLOCKS**

Mission-driven building blocks are what an organization needs to fulfill its vision. Mission-driven strategic imperatives are major areas of focus of an organization that move the organization toward its vision. The mission-driven strategic imperatives for the city are: financial stability, a connected community and a smart, citizen-focused government.

### **CAPACITY-DRIVEN BUILDING BLOCK**

Capacity-driven building blocks are what an organization needs to fulfill its mission. Capacity-driven strategic imperatives are major areas of focus of the organization that ensure the organization has the capacity to deliver its mission. The capacity-driven strategic imperative for the city is: an effective organization.

The following page describes the strategic imperatives and strategic initiatives for each type of building block.

Please see Appendix E for the detailed Three - Year Strategic Action Plan that includes the following by each strategic imperative: strategic initiative, department, tactics, initiation date, completion date, additional resources that are required but are not included in the 2013 budget, additional tools, responsible party and key outcome indicators/metrics.

To ensure that the Three - Year Strategic Action Plan was supported by the staff, department plans were developed or updated that include department's mission, responsible party, service offering description, primary external and internal customers and strategic partnerships with respective requirements, goals, measurements, and resources required. The following departments have updated plans: Administration, Community Development, Economic Development, Engineering, Finance, Fire, Human Resources, Police, and Public Works.



To move forward, the City will invest and build the following blocks, focusing on the four strategic imperatives and initiatives:

Mission-Driven Building Blocks	Strategic Imperative	Strategic Imperative Definition	Strategic Initiatives
	I. <b>Financial Stability</b>	Ensure strategic economic development that complements the City's desired quality of life and builds a stable tax base, all while maintaining a low tax levy.	<ul style="list-style-type: none"> <li>• Ensure financial stability</li> <li>• Optimize TIF to support infrastructure improvements</li> <li>• Increase economic growth</li> <li>• Maximize land use</li> <li>• Enhance infrastructure development to meet city's growth</li> </ul>
	II. <b>A Connected Community</b>	Ensure that the city is a connected city that is part of a comprehensive regional transportation system that enables all to easily navigate the community and attracts business development.	<ul style="list-style-type: none"> <li>• Enhance the state, county and city's transportation system</li> <li>• Enhance trail way system</li> </ul>
	III. <b>Smart, Citizen-Focused Government</b>	Continue the delivery of quality services to ensure the city will have safe and thriving neighborhoods and business districts, and a clean environment.	<ul style="list-style-type: none"> <li>• Ensure quality services based on customer requirements</li> <li>• Ensure a safe city</li> <li>• Expand shared services</li> <li>• Improve safety and quality of housing stock</li> <li>• Enhance recreational and cultural opportunities</li> <li>• Build and expand community connections</li> <li>• Enhance the election experience</li> </ul>
<b>Capacity-Driven Building Block</b>	IV. <b>An Effective Organization</b>	Maintain a highly functional staff, citizen volunteers, and elected officials and governance structure that meet the ever-changing, increasing needs of the organization.	<ul style="list-style-type: none"> <li>• Enhance governance structure</li> <li>• Enhance organizational structure</li> <li>• Create a high-performance work environment and workforce</li> <li>• Maximize consultants' accountability</li> <li>• Streamline internal processes</li> <li>• Enhance internal/external communications</li> </ul>

## BUDGET

The investment to implement the Three - Year Strategic Action Plan was estimated based on the following assumptions:

- The budget uses the 2013 General Fund Budget of \$10,293,837 as its baseline for moving forward.
- The current baseline for staff level is \$5,806,331 of personnel costs, including salaries benefits and health insurance.
- Additional staff recommended in the Plan includes 7.5 FTEs (5 in 2014, 2.5 in 2015 – two Police Officers, one Building Official to replace contracted services, one Office Assistant, one Engineering Technician III, half-time IT Technician, and two Public Works positions (one funded from the General Fund and one from Enterprise Funds.)
- Budget does not include adjustment for inflation or cost-of-living adjustments.
- Implementation of the 40-Year Road Construction Plan would cost approximately \$3 million a year.
- The budget suggests an increase of \$579,749 for staffing and \$1,916,500 for the first year of implementation of transportation improvements and escalates accordingly -- \$393,720 for staffing in 2014 and \$572,440 in 2015.

Identifying and securing other funding mechanisms/sources will help fund the Three-Year Strategic Action Plan. The timeframe for implementation will be determined by the City Council's approved budget for the following years: 2014, 2015, 2016.

Other potential funding mechanisms/sources include: selling city-owned properties, implementing a franchise fee or a dedicated transportation fee, or increasing property taxes.

It is critical that the city does NOT rely on one-time sources of money to fund on-going operations of the city.



## PERFORMANCE MEASUREMENT

In order to achieve the goals of the Three - Year Strategic Action Plan, it's critical to focus on results. The City of Ramsey will implement a Balanced Scorecard performance measurement tool that will help the mayor, City Council, and staff be focused on the critical areas of work that must be accomplished each year. The following Balanced Scorecard reflects full funding of the action plan. In addition, the newly designed Department Plans will include appropriate measurements for their respective departments. If the action plan is not fully funded, the goals and metrics will need to be reviewed and changed.

### Three-Year Working Mission Statement

To work together to responsibly grow our community, and to provide quality, cost-effective, and efficient government services

### 2013-2015 Balanced Scorecard

<b>Fiduciary Perspective</b> <i>"If we succeed, how will we look to our property owners?"</i>	<b>Customer/Stakeholder Perspective</b> <i>"To achieve our vision, how must we look to our customers?"</i>
<ul style="list-style-type: none"> <li>• Maintain the City's AA+ rating (ongoing)</li> <li>• Maintain a stable tax levy rate</li> <li>• Economic Development Director to initiate economic development efforts in 2013 (ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve a 70 percent or higher rating amongst residents' customer satisfaction for overall public services and safety in the community (ongoing)</li> <li>• Achieve 8 minutes, 36 seconds or better for average police response time (ongoing)</li> <li>• Achieve the ISO rating of 5 in serviced areas (ongoing)</li> <li>• Achieve 8 minutes, 39 seconds or better for average fire response time (ongoing)</li> <li>• Achieve city's ratings of 6.5 average of road conditions (ongoing)</li> <li>• Achieve a 70 percent or higher rating for business customer satisfaction with Economic Development and Police Business Services (ongoing)</li> </ul>
<b>Internal Perspective</b> <i>"To satisfy our customers, property owners, and mission, what business processes must we excel at?"</i>	<b>Learning and Growth Perspective</b> <i>"To achieve our vision, how must our people learn, communicate, and work together?"</i>
<ul style="list-style-type: none"> <li>• Achieve 70 percent or higher satisfaction rating of policy makers by providing timely, pertinent, comprehensive information with options and recommendations to policy-makers and staff by 2013 (ongoing)</li> <li>• Monitor Development Review timeline (ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve 100 percent of revised job descriptions, development plans, and develop a performance rating strategy for employees by December 2013</li> <li>• Achieve a 70 percent or higher rating among employees' satisfaction with Leadership Team (ongoing)</li> </ul>

**Definition:** "A Balanced Scorecard is a management system that can channel the energies, abilities, and specific knowledge held by people throughout the organization toward achieving long-term strategic goals (strategic initiatives.) It is also a measurement system. The Balanced Scorecard uses measures in four categories – financial performance, customer knowledge, internal business (organization) process and learning and growth – to align individual, organizational, and cross-departmental initiatives and to identify entirely new processes for meeting customer and shareholder (community) objectives." (Designed by Kaplan and Norton)



## **REPORTING PROCESS**

The City Administrator will report on the progress of the plan using the Balanced Scorecard at a City Council meeting every month. The progress report will also be shared with the staff. The City Administrator is the gatekeeper of the performance measurement of the Three - Year Strategic Action Plan. The Balanced Scorecard update should be on the last City Council meeting of each month.

If there are internal or external challenges in achieving the plan outcomes, the City Administrator will submit a course of action to address the problem or opportunity for the City Council to review and approve.

The City Administrator will hold each department head accountable for his/her contribution to the implementation of the plan. The Leadership Team will review progress toward goals and adjust course of action, if required, monthly.

## **ACCOUNTABILITY**

The agreed-to Balanced Scorecard goals and metrics will be part of the City Administrator and Leadership Team's performance evaluation each year.



## SUCCESS FACTORS

In order to successfully implement the Three - Year Strategic Action Plan, the following key success factors should be an on-going focus and should be monitored at all times:

- Presence of a strategic fit – with the three-year working mission and vision statements, and strategic imperatives;
- Consensus between policy makers and staff on strategic direction;
- Renewed focus on trust by adhering to the Code of Conduct, Guiding Principles and Organizational Values;
- Timely, concise and ‘on message’ communications, internally and externally;
- Well-designed key processes, well-developed policies and documented procedures;
- Smart budgeting for an era of limits; solid budgeting to sustain mission-driven growth, including shifting of resources to meet the Three-Year Working Vision;
- Proactive engagement and full participation at meetings so that all staff members are part of the solution;
- Well-thought-out strategies to address any external factors that impact the success of the organization: economic conditions, political and legal forces, technological trends, social and cultural forces, and regulatory actions.





## Appendix A

City Council's One-on One Interview Summary Report vetted by the City Council.

### Visionary Framework

#### Hopes and Dreams for the City Council

##### What we hope to do!

- To be selfless stewards of the people's city
- To serve the people with dignity and honor
- To promote the city, not to embarrass it
- To bring the Council and citizens together

##### How will we do it?

We will:

- Collaborate
- Be proactive
- Ask good questions
- Be results-oriented
- Be professional
- Be respectful
- Build back the trust
- Listen to all information, input and opinions
- Stand behind the City Council's decisions
- Do solid planning that narrows the City's focus on two to four items (strategic imperatives) that is most critical for the community in the next three years
- Build an organizational framework around the strategic imperatives that empowers the staff to do the work they need to do to deliver on the vision and the three year strategic action plan
- To rely on commissions' recommendations

#### Hopes and Dreams for the Commissions

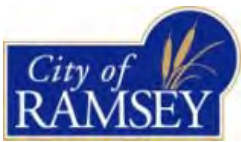
##### We have the following expectations:

- To give the City Council their honest and best-informed advice
- To do their homework, consider carefully and tell us what we need to hear, not what we want to hear
- To provide recommendations/actions to the City Council

##### How will the Commissions fulfill our expectations?

- Bring good outside ideas to the City
- Provide more detail
- Recommend action to the City Council





## Appendix A

### How will the commissions do it?

By being:

- Candid
- Responsible
- Diligent
- Inquisitive
- Engaged and ensuring that all voices are heard

### The City Council's Expectations of the Staff

We need the staff:

- To give the City Council their honest and best-informed advice
- To do their homework, consider carefully and tell us what we need to hear, not what we want to hear
- To utilize their expertise. Recommend actions that the council can rely on

How will staff deliver on our expectations?

- To take the direction of council, identify opportunities in a process matrix that offers four – five alternative solutions. Evaluate each solution that includes implications; SWOT style comparison and weight rank the alternatives. Select the top two - three ranked solutions. Support and present to Council the staff's professional recommendation.
- To stop pandering to politicians by doing their jobs effectively and efficiently

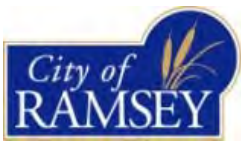
What does the staff need to be?

- Professional
- Proactive
- Diligent
- Inquisitive
- Candid

## SWOT ANALYSIS

Duckor & Associates





**Strengths (S in the SWOT)**

Human Capital

- Good and knowledgeable staff
- Great leadership under the newly-elected Mayor
- *Committed and dedicated City Council (consultant)*

Financial Capital

- Good financial position – AA+ credit rating

Development Opportunities

- City-wide opportunities for smart development
- Good soil conditions to build on

Infrastructure Assets

- Transportation: a direct link to urban transportation
- Train station

Physical Community Attributes

- Geography: a true mixture of urban and rural
- Natural resources; two rivers, one lake
- Location – gateway to the north; easy access to major corridors
- Parks and trail systems (green ways and corridors)

Community Profile

- City of Ramsey has one of the highest household per capita incomes (\$24,000) in the surrounding areas
- Game Fair at Armstrong Kennels (40,000 visitors over two weekends in August)
- *Links at Northfork and Rum River Hills golf courses (consultant)*

Other

- Outstanding sports organization
- Free markets, property rights, limited government and involvement



**Weaknesses (W in the SWOT)**

Current Environment

- Poor reputation - negative publicity
- Failed development
- Lack of representation at all levels of higher government
- Lack of good relations with the Anoka County Commissioners and state legislators
- Lack of staff capacity; how many positions are needed, who needs to be in those positions, and what positions are open
- Low staff morale is perceived
- Lack of information exchange
- Loss of institutional memory

Behavior

- Cronyism
- Inferiority complex (Jan Brady syndrome it has with Anoka and Elk River)
- Self negative northern metro mentality – ugly step child, known as the bullies from the other side of the tracks (beginning at the schools)
- Reputation
- Old habits that need to be changed
- Lack of trust
- Inability to bring factions together

Development Issues

- City acting as the developer
- Subsidies
- City-driven economic development
- Lack of identity
- Lack of an exit strategy for The COR
- The COR developer
- City Council and the HRA/EDA relationship
- Poor appearance on Highway 10; dangerous intersections on Highway 10

Finance

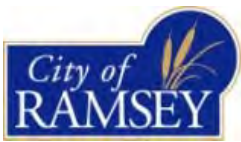
- Fund balances
- Lack of focus on the revenue side of the balance sheet – protect the tax base by identifying new sources of revenue

\* *Lack of a shared vision for the city, which helps shape decisions (Consultant)*

\* *Lack of a systematic process to evaluate development projects (Consultant)*

\* *Lack of a separate postal zip code (Consultant)*





**Opportunities (O in SWOT Analysis)**

Governance and Human Capital

- Maintain an efficient workforce that does its job without creating three supervisors to every employee
- Build a new City Council team

Planning and Development

- City of Ramsey has a wide open future with many options available
- Significant land to develop – The COR, industrial land, and business incubator
- Sell The COR
- Good infrastructure: roads, highways, trains (train station) and buses
- Looking at new ways of doing business
- Looking for new sources of information/services

Market Opportunities

- Capitalize on the outdoor business
- Livable city with parks, trails, amenities
- Recreational opportunities (rivers)

Communications

- Tell a new story; need communications and public relations



**Threats (T in SWOT Analysis)**

Governance and Human Capital

- A city with a top down, rather than a bottom up government
- Statism: the practice of doctrine of giving a centralized government control over economic development and policy
- Distrust with our citizens
- Lack of trust amongst staff and between City Council and staff
- Decimated staff – in capacity, retaining and attracting; not understanding what isn't being done
- Lack of a Conflict of Interest policy
- *Lack clear roles, responsibilities, and deliverables for the elected body, commissions, and staff (Consultant)*

Politics

- Internal politics
- Regional politics

Development

- Reputation in the development world
- Landform contract
- Lack of an exit strategy for The COR
- Land development within THE COR

Behavior

- Cronyism
- Fear mongering
- "Ramtucky" mentality

Finance

- Use of subsidies
- Declining reserve funds

Market

- Negative market exposure





**Interview Questions/Summary Response**

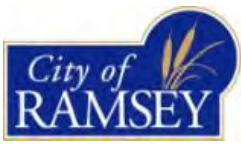
**Visionary**

- 1. How effective is the City's Vision  
Not effective -28%, somewhat effective – 28 % and very effective – 43%
  
- 9. How effective is the City's mission  
Not effective – 14%, somewhat effective-43%, effective – 28%, and very effective-14%

**Governance**

- 1. How effective was the City Council's leadership in the past five to ten years?  
Not effective – 86% and somewhat effective – 14%
  
- 2. How effective was the City Council in providing leadership and guidance to the commissions?  
Don't know – 14%, not effective – 58%, somewhat effective – 14% and very effective -14%
  
- 3. How effective was the Commission's structure?  
Not effective – 14%, somewhat effective – 14%, and effective – 72%
  
- 4. How effective was the Commission's leadership?  
Don't know – 14%, not effective – 14%, somewhat effective, and effective – 72%
  
- 5. How effectively did the City manage its assets?  
Not effective – 42%, somewhat effective 29%, and effective – 29%
  
- 6. How effectively did the City Council hold staff accountable for delivering the City's mission?  
Don't know – 14%, not effective – 57%, somewhat effective 14% and very effective – 14%
  
- 7. Does the community have faith and confidence in the governing body?  
No – 86%, somewhat – 14%
  
- 8. Does the community have faith and confidence in the Commissions?  
Don't know – 29% No – 14%, somewhat – 42%, and yes – 29%
  
- 9. Do the elected officials have faith and confidence in staff?  
No – 29%, somewhat – 43%, yes – 14%, and very much so – 14%
  
- 10. Do the commission members have faith and confidence in staff?  
Don't know – 29%, somewhat – 57%, and yes – 14%
  
- 11. How effectively did staff support the City Council's efforts?  
Somewhat – 43%, effective – 29%, and very effective – 9%(command and control)
  
- 12. How effectively did staff support the Commissions' efforts?  
Somewhat – 14%, effective – 57%, and very effective – 29%





**Appendix A**

**City of Ramsey Charter**

1. How does it support the City Administrator's leadership capabilities?

Don't know – 14%, no support – 57%, somewhat supports – 14%, and highly supportive – 14%

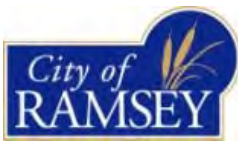
2. How does it impact the City Administrator's ability to truly direct, manage, and coach the staff?

Don't know – 14%, no impact – 14%, impacts – 14%, and highly impacts – 57% (negatively)

3. How does it impact the City Council's ability to function as a policy and directive governing entity vs. a management entity?

No impact – 14%, impacts – 29%, and highly impacts – 57% (negatively)



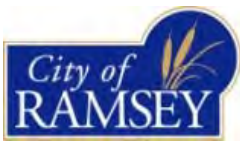


**APPENDIX B**

**The City of Ramsey/City Council/ Staff  
External Constituencies/Customers**

<b>Stakeholders</b>	<b>Strategic Partners</b>	<b>Customers</b>	<b>Consultants/Contractors/Vendors</b>
Taxpayers	Federal elected leaders Regulatory agencies - IRS - EPA - Army Corps of Engineers - US Census Bureau - National Parks Service (NPS) - Department of Labor and Industry (DLI)	Taxpayers  Residents (current and future)	Finance/Bonding Utilities (OPUS 21) Auditors Banking Services Insurance Services Legal Services Engineering Services Title Companies/Special Assessment Searches Software Searches: LOGIS
	Minnesota Legislature Regulatory agencies - State Auditor - Department of Revenue - DEED - DNR - MDH - MNDOT - MPCA - EQB - Other public safety agencies	Business owners/nonprofit organizations	
	Regional leaders/Met Council	Visitors to the city	
	Anoka County Commissioners	General public	
	Lower Rum River Watershed Management Organization (WMO)		
	North Metro Mayors Association		
	Neighboring cities – Elk River, Anoka, and other Hwy 10 towns	Transients	
	Builders/Contractors/Developers	Credit card users	
	Real estate brokers	Rental property/lessees	
	Utilities	Mutual/Auto Aid customers	
	Media/Official Newspaper		Media/newspapers
	QCTV		
	K-12 School Systems (Anoka/Elk River)		





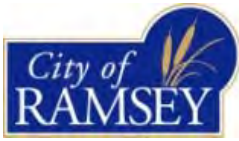
**APPENDIX B**

**The City of Ramsey/City Council/Staff  
Internal Constituencies/Customers**

Stakeholders	Strategic Partners	Customers	Consultants/Contractors/ Vendors
		City Administrator/City Department Heads/Managers and Supervisors City Employees	Legal Services  Strategic Planning Services
		Departments: - Administration - Finance - Community Development - Planning, Building & Zoning, - Environmental - Engineering - Public Safety: Police - Public Safety: Fire - Public Works: Parks/Streets/Utilities (sanitary sewer/water)	Planning Services  Engineering Services  Building Permit Services  GIS Services  Sweeping Services
		Boards and Commission members: Board of Adjustment Charter Commission Economic Development Authority (EDA) Environmental Policy Board (EPB) Housing Development Authority (HRA) Parks and Recreation Commission Planning Commission	
		Committees - Finance - Personnel - Public Works	

The list is not meant to be all-inclusive.





### **Code of Conduct**

We are dedicated to promoting values and integrity of local government and committed to governing efficiently and effectively. We hereby agree to conduct ourselves in accordance with the following Code of Conduct:

- The professional and personal conduct of all members of our organization must be above reproach and avoid the appearance of impropriety. We should refrain from abusive conduct, personal charges or verbal attacks upon the character or motives of members of the council, boards, commissions, staff or the public intended to disrupt and not further the city's business.
- We shall abide by applicable state laws, city ordinances and other doctrines relating to conduct of a public official, including, but not limited to: conflict of interest, data practices and the open meeting law.
- We shall maintain the confidentiality of information concerning property, personnel or legal affairs of the city. They shall neither disclose confidential information, without proper legal authorization, nor use such information to advance their personal or family financial or other private interests.
- No member of our organization shall use their official position to secure special privileges or exemptions for themselves or others.
- No member of our organization shall, except as specifically permitted by Minnesota statutes, accept or receive any gift of substance, whether in the form of money, services, loan, travel, entertainment, hospitality, promise or any other form under circumstances in which it could be reasonably expected to influence them in the performance of their official duties or intended as a reward for their official actions.
- Each member of our organization supports the maintenance of a positive and constructive work place environment for city staff, private citizens, property owners and businesses dealing with the city. We will recognize their individual roles and responsibilities as outlined above and as delineated in the city charter, city code and state statutes.
- We serve as a whole when representing the official policies and positions of the city. If speaking as an individual citizen, it is important to share that is the perspective being presented and not on behalf of the city.
- No member of our organization will testify in their capacity as a city official, before any other board, commission, administrative officer or agent of the federal government, the state of Minnesota or of any county or other municipal corporation, including cities, except as authorized by the city, or testifying in such capacity pursuant to a lawfully issued subpoena.

***Code of Conduct (Continued)***

- We will be open about potential conflicts of interest and follow applicable rules for disclosing and dealing with the conflict (such as refraining from voting on a particular issue) to avoid even the appearance of impropriety.
- We shall practice open, honest, and thorough communication that facilitates objective decision-making based upon an analysis of all facts.

***Conflict of Interest***

Generally, state law prohibits public officers from having a personal financial interest in a sale, lease, or contract they are authorized to make in their official capacity. A “public officer” would include a mayor, council member, appointed board member, or a member of staff.

An interested officer should disclose his or her interest at the earliest stage and abstain from voting or deliberating on any contract in which he or she has an interest. There are some exceptions to the general prohibition on contracting with city officials defined in state law. When the exceptions are used, generally the contract must be approved by unanimous vote of the council. To help determine if a conflict exists consider the:

- nature of the decision being made;
- nature of the financial interest;
- effect of the individual interest on the outcome of the decision by the council.

Another conflict of interest situation may occur when the official’s own personal interest is so distinct from the public interest that the member cannot be expected to represent the public interest fairly in deciding the matter. Some common areas are planning and zoning issues, public improvements, special assessments, licenses, land purchases and vacation of streets. Some other areas are church memberships, family associations and club memberships.

There are detailed procedures that must be followed to use any exception to the conflict of interest law. State statute and the city attorney should be consulted on procedures to follow.

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### ***Accountability***

- ***Personnel Policy/Labor Contracts***

Employees of the city shall be held accountable in accordance with procedures established by the City Personnel Policy and respective labor contracts.

- ***Public Apology***

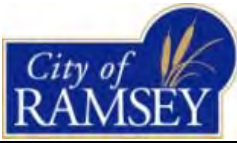
If appropriate, appointed officials may choose to make a public statement of apology for previous conduct.

- ***Censure of a Public Official***

Censure is the public reprimanding of a public official for inappropriate behavior. When the public official is censured, it serves merely as a condemnation and has no direct effect on the validity of the office, nor are there any other particular legal consequences. [Demeter's Manual](#) notes, "It is a reprimand, aimed at reformation of the person and prevention of further offending acts."

- ***Recall of Elected Officers***

The City of Ramsey charter does not permit the City Council to remove or recall an officer from office. The holder of any elective office may be removed at any time by registered voters under Ramsey City Charter, Chapter 5 Initiative, Referendum and Recall, available online at [www.cityoframsey.com](http://www.cityoframsey.com) – City Code.



## ***Roles and Responsibilities***

### **CITY COUNCIL:**

- Provide leadership, direction, and long-range planning for the City
- Determine policy for the City
- Hire and evaluate the performance of the City Administrator
- Act upon personnel recommendations of the City Administrator
- Adopt an annual budget for the City
- Represent, partner and work with the citizens of the City for the best interests of the City
- Inform residents of major issues facing the City
- Make appointments to advisory committees

### **INDIVIDUAL COUNCILMEMBERS:**

- Represent the citizens and be accessible to them
- Make leadership and policy decisions for the greater good of the City
- Be prepared for, and participate in, Council meetings
- Act professionally and listen respectfully to other Councilmembers, staff, and citizens
- Share information and communicate openly with the City Administrator, and other Councilmembers

### **MAYOR:**

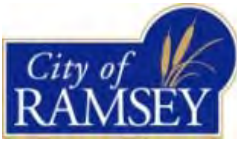
- Conduct orderly and effective City Council meetings
- Represent the City at public functions
- Provide Council leadership
- Facilitate discussions on agenda items and help resolve conflict among Councilmembers
- Sign the City's legal documents
- Also function as a Councilmember

### **BOARDS AND COMMISSIONS:**

- Provide leadership, direction, and long-range planning for the City
- Recommend policy for the City
- Represent, partner and work with the citizens of the City for the best interests of the City
- Inform residents of major issues facing the City
- Be prepared for, and participate in, meetings

### **CITY ADMINISTRATOR:**

- Prepare and provide information for the Council, to make policy recommendations based on the information, and implement adopted policies
- Provide timely and accurate information
- Recognize City needs and make recommendations to the Council for action
- Be a liaison between the Council and staff
- Provide leadership and foster a positive work environment for the City's employees
- Develop and administer the City's annual budget



- Develop and evaluate City employees
- Recommend the appointment of new City employees and discipline (when necessary)

**DEPARTMENT HEADS:**

- Provide leadership and goals for their departments
- Manage the day-to-day operations of their departments
- Recognize City needs and make recommendations to the City Administrator and Council for action
- Provide timely and accurate information
- Prepare the department's annual budget
- Communicate and cooperate with other entities in the City
- Keep the City Administrator, Council, public, and staff informed
- Foster a positive work environment for department employees
- Provide training and development opportunities for department employees
- Evaluate employee performance
- Recommend "new hires" to the City Administrator and City Council

**STAFF AND ALL POLICY MAKERS:**

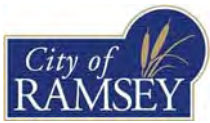
- Have a positive attitude towards their job and when dealing with the public
- Be team players
- Be fiscally responsible
- Be positive representatives and ambassadors of the City
- Have integrity and a strong work ethic
- Be adaptable
- Be receptive to, and participate in, training and development opportunities
- Be honest about workload limitations

**CONSULTANTS:**

- Be respectful of the process for conducting City business
- Be mindful one is hired to serve the entire City – not individual Councilmembers or staff members
- Act in an ethical and respectful manner as a representative of the City
- Communicate all actions and activities through the City Administrator
- Shall not actively support or endorse any candidate for local office (e.g. Mayor, Councilmember)
- Provide timely and accurate information

**CITIZENS:**

- Vote in City elections
- Provide fiscal support for City services and operations (i.e., pay taxes)
- Keep informed on issues that affect the City and to communicate their concerns to the City's officials in a respectful manner
- Be involved in community affairs
- Be positive contributors to the community



**Appendix E**

**Scenario: A New Day (Working Document)**



**Strategic Imperative I: Financial Stability**

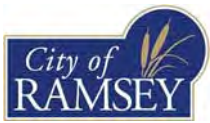
Ensure strategic economic development that complements the city’s desired quality of life and builds a stable tax base, all while maintaining a low tax levy.

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
Ensuring financial stability	Finance	Determine adequate balances  Develop policy that outlines fund balance minimums per fund  Examine sufficient balance of overall rainy day funds to avoid the need to borrow	7/2013	Ongoing	None	None	Diana Lund	<ul style="list-style-type: none"> <li>Retained bond rating of AA+</li> </ul>
	Finance	Calculate square footage cost basis for The COR	6/2013	7/2013	None	None	Diana Lund	<ul style="list-style-type: none"> <li>Recouped at least 100 percent of City’s net costs</li> </ul>
	City Administration/ Department Heads	Evaluate other revenue generating sources: franchise fees, increased permit fees, etc.	2013	2014	None	None	Leadership Team	<ul style="list-style-type: none"> <li>Implemented new revenue sources</li> </ul>
	City Administrator/Finance	Evaluate selling city-owned properties	2013	2014	None	None	Kurt Ulrich/Diana	<ul style="list-style-type: none"> <li>Source of one-time monies</li> </ul>
Optimizing TIF to support infrastructure improvements	Finance/ED	Conduct a comprehensive study to determine correct size of TIF 14	6/2013	8/2013	\$8,000 TIF 14		Diana Lund/ED	<ul style="list-style-type: none"> <li>Return 10 percent of TIF 14 taxable value to general tax base</li> </ul>
	Engineering/ED	Identify needed infrastructure improvements in TIF districts  Prioritize needs and establish timeline for completion of improvements	2013	2018	None	None	Bruce Westby/ED	<ul style="list-style-type: none"> <li>Completed infrastructure improvements in TIF districts</li> </ul>

**Strategic Imperative I: Financial Stability (Continued)**

Ensure strategic economic development that complements the city's desired quality of life and builds a stable tax base, all while maintaining a low tax levy.

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
<i>Increasing economic growth</i>	ED/Engineering	Develop a well-designed marketing and sales plan for city's development opportunities (commercial/industrial)  Develop/refine City promotional materials to attract economic growth e.g., Fact Sheets for marketable City-owned land	10/2013	4/2014	None	None	ED/Bruce Westby	<ul style="list-style-type: none"> <li>Launched a successful marketing plan that informs businesses, developers and real estate brokers that the City is Open For Business – It is a <i>New Day and a New Beginning</i></li> <li>Achieved X number of jobs, private capital investment, and sold X acres in 2015</li> </ul>
	Administration	Approve exit strategy for COR	4/2013	7/2013	None	None	Kurt Ulrich	<ul style="list-style-type: none"> <li>Selected course of action</li> </ul>
<i>Maximizing land use</i>	CD	Determine appropriate land uses and development opportunities for property including but not limited to the following: <ul style="list-style-type: none"> <li>➤ Industrial Park development</li> <li>➤ 167<sup>th</sup> commercial node</li> <li>➤ Sunfish Lake Blvd/ Sunwood Drive commercial node</li> <li>➤ Legacy/Hageman site</li> <li>➤ West of Armstrong area</li> <li>➤ Former municipal center</li> <li>➤ Pearson property south of 10</li> <li>➤ River's Bend site</li> <li>➤ 181<sup>st</sup> and Bagh/Armstrong Blvd</li> </ul>	2013	2013	Can accomplish if new staff is hired	None	Tim Gladhill	<ul style="list-style-type: none"> <li>Finalized development options</li> </ul>
	CD	Identify roadmap for future development	1/2015	12/2018	\$20,000 (General Funds)	None	Tim Gladhill	<ul style="list-style-type: none"> <li>Adopted Comprehensive Plan Update by City Council and approved by Metropolitan Council</li> </ul>
	CD	Secure funding to achieve land use vision and goals	1/ 2013	Ongoing	Can accomplish if new staff is hired	None	Tim Gladhill	<ul style="list-style-type: none"> <li>Secured at least one Community Development Block Grant (CDBG) grant annually</li> <li>Secured at least one Livable Communities Act (LCA) grant annually</li> </ul>



**Appendix E**

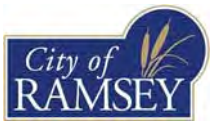
**Scenario: A New Day (Working Document)**



**Strategic Imperative I: Financial Stability (Continued)**

Ensure strategic economic development that complements the city’s desired quality of life and builds a stable tax base, all while maintaining a low tax levy.

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
<i>Enhancing infrastructure development to meet city's growth</i>	PW/Engineering	Secure Bury Carlson property for future PW site	2013	2013	None	None	PW/Engineering	<ul style="list-style-type: none"> <li>City Council dedicates this property for future PW site</li> </ul>
	PW/Engineering	Conduct preliminary space study and design for PW facility	2015	2016	\$20,000 (General Funds)		PW/Engineering	<ul style="list-style-type: none"> <li>Plan for new PW facility</li> </ul>
	PW/Engineering	Work for a regional solution for a water treatment plant	2013	2014	State and regional funding	Design of future treatment plant	PW/Engineering	<ul style="list-style-type: none"> <li>Commitment to a regional solution for long-term water supply</li> </ul>
	Engineering/Finance	Conduct a revised water study based on regional feasibility	2015	2015	\$12,500 (Enterprise Fund)	Consultant	Engineering	<ul style="list-style-type: none"> <li>Achieved a stable long-term water supply at reasonable rates</li> </ul>
	Fire/Finance	Determine cost and funding mechanism for new fire station (if station #2 is relocated)	4/2013	2014	\$2.5 M (CIP – General Obligation Bond)	Architectural Plan	Dean Kapler/Diana Lund	<ul style="list-style-type: none"> <li>Built new fire station</li> </ul>
	Engineering/CD	Work with Anoka County (Joint Powers Agreement) regarding Alternative Urban Area Review (AUAR) improvements	6/2013	12/2013	None	None	Bruce Westby	<ul style="list-style-type: none"> <li>Approved AUAR road improvement schedule</li> </ul>



**Appendix E**

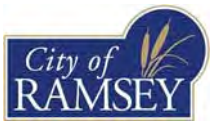
**Scenario: A New Day (Working Document)**



**Strategic Imperative II: A Connected Community**

Ensure that the city is a connected city that is part of a comprehensive regional transportation system that enables all citizens to easily navigate the community and attracts business development.

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
<i>Enhancing the State, County and City's transportation system</i>	CD/Engineering/Finance	Analyze Right-of-Way Acquisition Loan Fund (RALF) program  Work with MNDOT on status	2013	2013	None	None	Bruce Westby	<ul style="list-style-type: none"> <li>MNDOT continues RALF program</li> </ul>
	PW/Engineering	Develop and implement a long-term road maintenance plan/policy	2013	Ongoing	\$808,500 (General Fund)  \$2,191,500 annually (New revenue - use of other funding sources)  1 FTE Engineering Technician	None	Grant Riemer/Bruce Westby	<ul style="list-style-type: none"> <li>Approved maintenance policy</li> <li>Maintain street pavement rating to 7 to 10+</li> </ul>
	Finance/Engineering	Conduct analysis of funding for road construction and explore financing mechanisms  Update/amend Charter	4/2013	12/2013	Can accomplish if new staff is hired	None	Diana Lund/Bruce Westby	<ul style="list-style-type: none"> <li>Approved dedicated financing mechanism that supports improvements</li> </ul>
	City Administration/Engineering/Finance	Determine funding partners and city's contribution and source to construct Armstrong Interchange	2013	TBD	None	TBD	Kurt Ulrich	<ul style="list-style-type: none"> <li>Secure funding for Armstrong Interchange</li> </ul>
Enhancing trail way system	PW/Parks	Expand Mississippi River Trail (MRT)	2015	2017	Build alliance with Kelly Farm (Grant Funding)	Letters of support for legislators	Mark Riverblood	<ul style="list-style-type: none"> <li>Achieved grant funding</li> <li>Expanded MRT by 1.5 miles</li> </ul>



Appendix E

Scenario: A New Day (Working Document)



**Strategic Imperative III: Smart, Citizen-Focused Government**

Continue the delivery of quality services to ensure the city will have safe and thriving neighborhoods and business districts, and a clean environment.

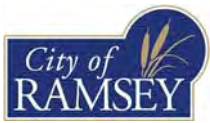
Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
<i>Ensuring quality services based on customer requirements</i>	City Administration	Develop a plan for increased citizen engagement by monitoring inquiries/utilities consumption	2013	Ongoing	Can accomplish if new staff is hired	Enhance CRM tool/website	Kurt Ulrich	<ul style="list-style-type: none"> <li>Achieved X percent increase in suggestions from citizens</li> </ul>
	PW	Purchase additional snow removal equipment	2013	2015	\$180,000 (CIP)		Grant Riemer	<ul style="list-style-type: none"> <li>Provided snow removal services within 8 hours</li> </ul>
	PW/Utilities	Upgrade and replace 1- ton pickup for daily operations and lift station maintenance  Expand staffing	2013  2014	2015  Ongoing	\$6,000 upgrade (Enterprise Funds) 1 FTE PW/Park Maintenance	Truck	Grant Riemer	<ul style="list-style-type: none"> <li>Maintain level of service</li> </ul>
	HR/Police	Review employment of the "Code Enforcement Intern"	2014	Ongoing	1 Seasonal Intern (General Funds)	None	Colleen Lasher/Jim Way	<ul style="list-style-type: none"> <li>Achieved reporting time within 14 days</li> </ul>
								<ul style="list-style-type: none"> <li></li> </ul>
<i>Ensuring a safe city</i>	Police	Place cameras at locations around city/parks	2014	2014 - ongoing	\$25,000 (General Funds)	Cameras	Jim Way	<ul style="list-style-type: none"> <li>10% decrease in number of vandalisms</li> </ul>
	Police	Conduct on-site visits/surveys of businesses	2013	2013	None	Survey	Jim Way/Police Staff	<ul style="list-style-type: none"> <li>Achieve 100 percent business participation in business outreach program</li> </ul>
	Police	Publish public notifications of crime	2013	Ongoing	None	None	Jim Way	<ul style="list-style-type: none"> <li>Enhanced awareness of citizens</li> </ul>
	Police	Restore Police Force	2014	2014	Add one FTE, Officer (General Funds)	None	Jim Way	<ul style="list-style-type: none"> <li>Expanded police coverage</li> </ul>
	Police	Expand Police Force by assigning an officer on the Drug Task Force	2015	Ongoing	Add one FTE, Officer (General Funds)	None	Jim Way	<ul style="list-style-type: none"> <li>Increased levels of drug arrests in community by X percent</li> </ul>
	Department Heads	Investigate the use of all employees as "Roger Ramsey" "community watchers"	2014	Ongoing	Can accomplish if new staff is hired	TBD/Badges	Department Heads	<ul style="list-style-type: none"> <li>Increased team approach to identifying issues and opportunities</li> </ul>

Three - Year Strategic Action Plan

**Strategic Imperative III: Smart, Citizen-Focused Government (Continued)**

Continue the delivery of quality services to ensure the city will have safe and thriving neighborhoods and business districts, and a clean environment.

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
<i>Expanding shared services</i>	Fire/City Administration/Finance	Conduct a detailed feasibility study of joining fire services across community lines	10/2011	2013	Participation by other communities	None	Dean Kapler/Kurt Ulrich	<ul style="list-style-type: none"> <li>Completed study with recommendation</li> </ul>
	Fire	Research opportunities for sharing costs for required training	2013	Ongoing	Participation by other communities	TBD	Dean Kapler	<ul style="list-style-type: none"> <li>Completed cost comparison with recommendation including quality of training rating</li> </ul>
<i>Improving safety and quality of housing stock</i>	CD	Adopt Housing Assistance Policy	3/2013	2013	None	None	Tim Gladhill	<ul style="list-style-type: none"> <li>Implemented Housing Assistance Policy</li> </ul>
	CD	Determine if Rental Licensing Program should be expanded	2014	2014	.5 FTE Building Inspection Intern/Technician (General Funds)	None	Tim Gladhill	<ul style="list-style-type: none"> <li>Adopted Rental Licensing Program Amendment – City Council</li> </ul>
<i>Enhancing recreational and cultural opportunities</i>	PW/Parks	Examine/study need for comprehensive community and recreational programming	2015	2017	Can accomplish if new staff is hired	None	Mark Riverblood	<ul style="list-style-type: none"> <li>Completed survey</li> </ul>
	PW/Parks	Build with Anoka Technical College/Hennepin College as an in-service work site for outdoor landscape programs	2014	Ongoing	.5 FTE Intern (General Funds)	None	Mark Riverblood	<ul style="list-style-type: none"> <li>Enhanced landscaping</li> </ul>
	PW/Parks	Examine/study to establish a nonprofit Friends of Ramsey Parks to raise private funds	2015	Ongoing	Can accomplish if new staff is hired	None	Mark Riverblood	<ul style="list-style-type: none"> <li>Achieved private fundraising to enhance City's parks</li> </ul>



**Appendix E**

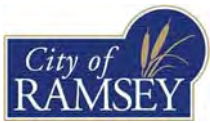
**Scenario: A New Day (Working Document)**



**Strategic Imperative III: Smart, Citizen-Focused Government (Continued)**

Continue the delivery of quality services to ensure the city will have safe and thriving neighborhoods and business districts, and a clean environment.

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
<i>Enhancing recreational and cultural opportunities</i>	CD	Identify potential for future indoor community/recreational center	1/2015	1/2018	Can accomplish if new staff is hired	None	Tim Gladhill	<ul style="list-style-type: none"> <li>Agreed to preferred business model (location and amenities) for future approval by City Council</li> </ul>
	PW/Parks	Develop a plan for Public Art at Northstar Rail Station	2013	2014	Can accomplish if new staff is hired	Engage artist to develop schematic design	PW/Parks	<ul style="list-style-type: none"> <li>Partner with Metro Transit (Met Council)</li> <li>Secured Legacy/other non-city funding</li> </ul>
	Finance/PW/Parks	Conduct a cost/benefit analysis of community programs	2013	2013	None	None	Diana Lund	<ul style="list-style-type: none"> <li>Allocation of dollars in line with Council's priorities</li> </ul>
<i>Building and expanding community connections</i>	City Administration	Evaluate and develop a "Get Healthy" program	2015	2015	Can accomplish if new staff is hired (Grant Funds)	Mailings	Kurt Ulrich	<ul style="list-style-type: none"> <li>Secured grant funding</li> <li>Achieved 1,000 citizens participating in program</li> </ul>
<i>Enhancing the election experience</i>	City Clerk	Utilize certified Election Judges for assistance with pre-election tasks and with in-person absentee voting	Date dependent on primary election	Ongoing	Can accomplish if new staff is hired	Election Budget	Jo Thieling	<ul style="list-style-type: none"> <li>Enhanced use of City's staffing time</li> <li>Provided updated election information by certified Election Judges</li> </ul>



**Appendix E**  
**Scenario: A New Day (Working Document)**



**Strategic Imperative IV: An Effective Organization**

Maintain a highly functional staff, citizen volunteers, and elected officials and governance structure that meet the ever-changing, increasing needs of the organization.

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
<i>Enhancing governance structure</i>	City Administration/ City Council/ Charter Commission	Modify the authority of the City Administrator	6/2013	12/2013	Council/Commissions Time	None	Kurt Ulrich/Colleen Lasher/Jo Thieling	<ul style="list-style-type: none"> <li>Centered responsibility and accountability of City's performance with one person</li> <li>Achieved significant savings by reducing the number of Personnel Committee meetings and Council agenda items</li> </ul>
	City Administration /City Council	Dissolve HRA	2013	2013	None	None	Kurt Ulrich/City Council	<ul style="list-style-type: none"> <li>Reduced redundancy, administrative work, and time</li> <li>Decreased stipend expenses by X percent</li> </ul>

**Strategic Imperative IV: An Effective Organization (Continued)**

Maintain a highly functional staff, citizen volunteers, and elected officials and governance structure that meet the increasingly ever-changing needs of the organization.

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
<i>Enhancing organizational structure</i>	City Administration	Review organizational structure for efficiency and effectiveness (reporting, grouping like work groups, etc.)	2014	2015	.5 FTE Administrative Intern  Can accomplish if new staff is hired	None	Kurt Ulrich/Colleen Lasher	<ul style="list-style-type: none"> <li>Develop a three year staffing projection</li> <li>Established highly-functioning and sustainable organizational structure</li> </ul>
	City Administration/Human Resources	Reclassification of jobs	2013	Ongoing	\$16,968 – 2014, \$28,863-2015 (General Fund)	None	Kurt Ulrich/Colleen Lasher	<ul style="list-style-type: none"> <li>Retained employees</li> </ul>
	Administrative Services/Department Heads	Update key human resource tools- job descriptions (basis for employee performance and pay strategy) and development plans  Update and distribute Personnel Policy; ensure Personnel Policy mirrors labor agreements	7/2013	2/2014	Can accomplish if new staff is hired	League of Minnesota Cities template  Job Description/development plan templates	Colleen Lasher/Department Heads	<ul style="list-style-type: none"> <li>100 percent updated job descriptions</li> <li>Updated Personnel Policy</li> <li>Enhanced clarity and transparency among staff</li> </ul>
	Administrative Services/Department Heads	Develop a cross-training, succession planning, 3 Deep strategy	2014	2014	Can accomplish if new staff is hired	TBD	Colleen Lasher/Department Heads	<ul style="list-style-type: none"> <li>A plan to increase bench strength</li> </ul>
	Administrative Services/Department Heads	Develop and implement a supervisor training program	2014	2014	\$5,000 Training (General Fund)	None	Colleen Lasher/Department Heads	<ul style="list-style-type: none"> <li>100% trained supervisors</li> </ul>
	Administrative Services/Department Heads	Evaluate performance management HRIS systems	12/2013	2/2014	Can accomplish if new staff is hired	Manager & Supervisor Training	Colleen Lasher/Department Heads	<ul style="list-style-type: none"> <li>Adopted up-to-date HR security and tracking</li> </ul>

**Strategic Imperative IV: An Effective Organization (Continued)**

Maintain a highly functional staff, citizen volunteers, and elected officials and governance structure that meet the ever-changing, increasing needs of the organization.

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
<i>Creating a high-performance work environment and workforce</i>	City Administration	Conduct meetings regarding the new strategic framework, strategic imperatives, and goals (All Staff and All Commissions)	5/2013	7/2013	None	None	Kurt Ulrich	<ul style="list-style-type: none"> <li>Achieve buy-in of Three-Year Strategic Action Plan</li> </ul>
	City Administration	Publish and promote the approved Three - Year Strategic Action Plan	5/2013	Ongoing	None	None	Kurt Ulrich	<ul style="list-style-type: none"> <li>Informed community</li> </ul>
	City Administration	Write newsletter/blog focused on new strategic direction (e.g., Kurt's Korner)	2014	Six times annually	Can accomplish if new staff is hired	None	Kurt Ulrich	<ul style="list-style-type: none"> <li>Enhanced contact six times a year</li> </ul>
	City Administration	Establish and hold accountable department heads for agreed-to measureable goals	6/2013	Annually	None	None	Kurt Ulrich	<ul style="list-style-type: none"> <li>Conducted performance reviews based on achieving department goals</li> </ul>
	City Administration	Enhance engagement with staff by -implementing revised management/staff "Koffee with Kurt" - conducting regular department meetings - resume informal all staff quarterly meetings (2 appreciation meetings/2 regular meetings	2014	Depending on type of meeting	None	None	Kurt Ulrich	<ul style="list-style-type: none"> <li>Increased X percent of employee participation</li> <li>Increased visibility of City Administrator/Leadership Team</li> <li>Enhanced trust</li> <li>Achieved "buy-i</li> </ul>

**Strategic Imperative IV: An Effective Organization (Continued)**

Maintain a highly functional staff, citizen volunteers, and elected officials and governance structure that meet the increasingly ever-changing needs of the organization.

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
<i>Creating a high-performance work environment and workforce (cont'd)</i>	City Administration	Design and implement a "Team Awards" program	2015	Annually	Can accomplish if new staff is hired	Awards	Kurt Ulrich	<ul style="list-style-type: none"> <li>Rewarded X number of teams annually</li> </ul>
	City Administration	Conduct an annual employee survey; analyze results from previous years	12/2013	Annually	None	Survey	Kurt Ulrich	<ul style="list-style-type: none"> <li>Achieved 100 percent participation rate</li> </ul>
	Human Resources/City Clerk	Provide overall administrative services  Provide back up for two key areas of work  Supports City Council requests and outreach	2014	Ongoing	1 FTE Administrative Assistant	None	Colleen Lasher/Jo Thieling	<ul style="list-style-type: none"> <li>Services being provided at the appropriate job level</li> </ul>
	Finance	Provide application and Desk Top support	2014	Ongoing	.5 FTE IT Tech	None	Diana Lund	<ul style="list-style-type: none"> <li>Timely IT support</li> </ul>
	Department Heads	Evaluate the selection, management, and performance of 'outsourcing' key functions	2014	2014	Can accomplish if new staff is hired	None	Colleen Lasher/Department Heads	<ul style="list-style-type: none"> <li>Efficient use of staffing strategies</li> </ul>
	City Administration/Department Heads	Develop and implement a regular citizen survey	2014	Ongoing	\$7,500 professional survey study	Balanced Scorecard	Kurt Ulrich	<ul style="list-style-type: none"> <li>Collect metric feedback for approved Balanced Scorecard</li> </ul>
<i>Maximizing consultants' accountability</i>	Department Heads	Fully vet proposals for services  Review and approve work product prior to authorizing payment  Conduct a 'lessons learned' session after each major contract	2013	Ongoing	Can accomplish if new staff is hired	None	Department	<ul style="list-style-type: none"> <li>Reduced or eliminated change orders on consultants contracts/ construction contracts</li> <li>Implemented Lessons Learned</li> </ul>

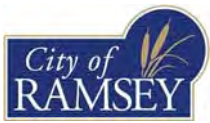
**Three - Year Strategic Action Plan**

**Strategic Imperative IV: An Effective Organization (Continued)**

Maintain a highly functional staff, citizen volunteers, and elected officials and governance structure that meet the ever-changing, increasing needs of the organization.

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
<i>Streamlining internal processes</i>	ED/CD	Design a seamless development process	6/2013	2014	.50 FTE Planning Intern (General Funds)	TBD	ED/Tim Gladhill	<ul style="list-style-type: none"> <li>Implemented a seamless development process driven by customer requirements</li> </ul>
	CD	Streamline a centralized permitting center Implement ePermit system and file system library procedure	1/2013	2014	1 FTE Building Official (\$2,000 net costs from General Funds) (General Funds) (Costs are offset by current contractor \$)	Software	Tim Gladhill	<ul style="list-style-type: none"> <li>Implemented a highly efficient/effective permitting process with metrics</li> </ul>
	Department Heads	Train staff on process design/redesign of work processes	2015	2015	\$10,000/Consultant	Process Design Handbook	Kurt Ulrich	<ul style="list-style-type: none"> <li>Acquired internal knowledge and ability to redesign work processes</li> </ul>
	CD/City Clerk/Fire/Police	Study and develop a centralized licensing center	2015	2015	Can accomplish if new staff is hired	TBD	Tim Gladhill/Jo Thieling	<ul style="list-style-type: none"> <li>Implemented a highly efficient/effective licensing process with metrics</li> </ul>
	Department Heads	Maximize meeting effectiveness by developing an agenda template that includes purpose, timeframes, responsible parties, and outcomes	4/2013	Ongoing	None	Meeting Template	Kurt Ulrich/Department Heads	<ul style="list-style-type: none"> <li>Conducted highly effective and efficient meetings</li> </ul>
	Department Heads	Increase safety operations by reviewing safety policies and resuming Safety Committee meetings  Resume Labor Management Committee meetings twice a year	6/2013	Ongoing	None	None	Colleen Lasher	<ul style="list-style-type: none"> <li>Streamlined safety policies</li> <li>Decreased work accidents by X percent</li> </ul>
	Administrative Services/City Clerk/HR	Determine Personnel Committee related work processes that need to be redesigned	6/2013	12/2013	None	None	Jo Thieling Colleen Lasher	<ul style="list-style-type: none"> <li>Enhanced HR processes</li> <li>Achieved time savings of Mayor/City Council</li> <li>Achieved X percent of cost savings</li> </ul>

**Three - Year Strategic Action Plan**



**Appendix E**  
**Scenario: A New Day (Working Document)**



**Strategic Imperative IV: An Effective Organization (Continued)**

Maintain a highly functional staff, citizen volunteers, and elected officials and governance structure that meet the ever-changing, increasing needs of the organization.

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
<i>Enhancing internal/external communications</i>	City Administration/City Clerk/Administrative Services	Employ communications services	2014	Ongoing	\$50,000 contract or 1 FTE (General Funds)	Study	Kurt Ulrich/Colleen Lasher/Jo Thieling	<ul style="list-style-type: none"> <li>Enhanced internal/external communications</li> </ul>
	City Administration/Department Heads	Develop a communications plan ensuring key messages and information is aligned with city's strategic framework	2014	Ongoing	Can accomplish if staff is hired or work is contracted	None	Kurt Ulrich/Colleen Lasher/Jo Thieling	<ul style="list-style-type: none"> <li>Highly informed community</li> </ul>