

# City of Ramsey Three-Year Strategic Action Plan Report

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September 19, 2013

Charter Commission Presentation By:

Mayor Sarah Strommen

City Administrator Kurt Ulrich

# Agenda

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- Purpose & Planning Process
- Accomplishments/Outcomes
- Three-Year Strategic Action Plan
  - Visionary Structure
  - Building Blocks
  - Budget, Measurement, and Reporting
- Success Factors



# Purpose and Planning Process

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- Build an organizational plan based upon the community's vision and mission established by the Comprehensive Plan, Ramsey3 process
- Underlying Goal
  - To create an open, transparent working environment among the elected officials and staff
- Established Strategic Planning Committee
- Requested input from: City Council, Leadership Team, staff and appointed commission members (one-on-one interviews and surveys)

# Accomplishments/Outcomes

- City Council/Leadership Team SWOT Analysis
- Guiding Principles
- City's Organizational Values
- Strategic Action Plan
- Energizing the Leadership Team and enhancing teamwork
- “How to Conduct Effective Meetings” document
- Updated Job Descriptions for supervisors



# Strategic Action Plan: Visionary Structure

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- Three-Year Working Mission Statement:
  - To work together to responsibly grow our community, and to provide quality, cost-effective, and efficient governmental services.
- Three-Year Working Vision Statement:
  - Achieve economic vitality with strategic infrastructure investments through market-driven growth.

# Strategic Action Plan: Building Blocks

- Mission-Driven Building Blocks
  - Financial Stability
  - A Connected Community
  - Smart, Citizen-Focused Government
- Capacity-Driven Building Block
  - An Effective Organization



# Strategic Imperatives

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- 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.
- 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.
- 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.
- 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.

# Action Plan

(example)

## Strategic Imperative I: Financial Stability

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>

# Roles and Responsibilities

• <b>City Council</b>	• <b>Boards &amp; Commissions:</b>	• <b>Mayor</b>	• <b>City Administrator</b>	• <b>Department Heads</b>	• <b>Staff and All Policy Makers</b>
<ul style="list-style-type: none"> <li>• Provide leadership, direction, and long-range planning for the City</li> <li>• Determine policy for the City</li> <li>• Hire and evaluate the performance of the City Administrator</li> <li>• Act upon personnel recommendations of the City Administrator</li> <li>• Adopt an annual budget for the City</li> <li>• Represent, partner and work with the citizens of the City for the best interests of the City</li> <li>• Inform residents of major issues facing the City</li> <li>• Make appointments to advisory committees</li> </ul>	<ul style="list-style-type: none"> <li>• Provide leadership, direction, and long-range planning for the City</li> <li>• Recommend policy for the City</li> <li>• Represent, partner and work with the citizens of the City for the best interests of the City</li> <li>• Inform residents of major issues facing the City</li> <li>• Be prepared for, and participate in, meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct orderly and effective City Council meetings</li> <li>• Represent the City at public functions</li> <li>• Provide Council leadership</li> <li>• Facilitate discussions on agenda items and help resolve conflict among Councilmembers</li> <li>• Sign the City's legal documents</li> <li>• Also function as a Councilmember</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare and provide information for the Council, to make policy recommendations based on the information, and implement adopted policies</li> <li>• Provide timely and accurate information</li> <li>• Recognize City needs and make recommendations to the Council for action</li> <li>• Be a liaison between the Council and staff</li> <li>• Provide leadership and foster a positive work environment for the City's employees</li> <li>• Develop and administer the City's annual budget</li> <li>• Develop and evaluate City employees</li> <li>• Recommend the appointment of new City employees and discipline (when necessary)</li> </ul>	<ul style="list-style-type: none"> <li>• Provide leadership and goals for their departments</li> <li>• Manage the day-to-day operations of their departments</li> <li>• Recognize City needs and make recommendations to the City Administrator and Council for action</li> <li>• Provide timely and accurate information</li> <li>• Prepare the department's annual budget</li> <li>• Communicate and cooperate with other entities in the City</li> <li>• Keep the city Administrator, Council, public and staff informed</li> <li>• Foster a positive work environment for department employees</li> <li>• Provide training and development opportunities for department employees</li> <li>• Evaluate employee performances</li> <li>• Recommend "new hires" to the City Administrator and City Council</li> </ul>	<ul style="list-style-type: none"> <li>• Have a positive attitude towards their job and when dealing with the public</li> <li>• Be team players</li> <li>• Be fiscally responsible</li> <li>• Be positive representatives and ambassadors of the City</li> <li>• Have integrity and a strong work ethic</li> <li>• Be adaptable</li> <li>• Be receptive to, and participate in, training and development opportunities</li> <li>• Be honest about workload limitations</li> </ul>

# Boards and Commissions

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- Roles and Responsibilities
  - 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

# Strategic Action Plan: Budget, Measurement and Reporting



- Identify and secure other funding mechanism/sources to help fund the implementation of the Three to Five Year Strategic Action Plan
- Develop, implement and manage a 2013-2015 Balanced Scorecard:
  - Fiduciary
  - Customer/Stakeholder
  - Internal
  - Learning and growth
- Establish a reporting process

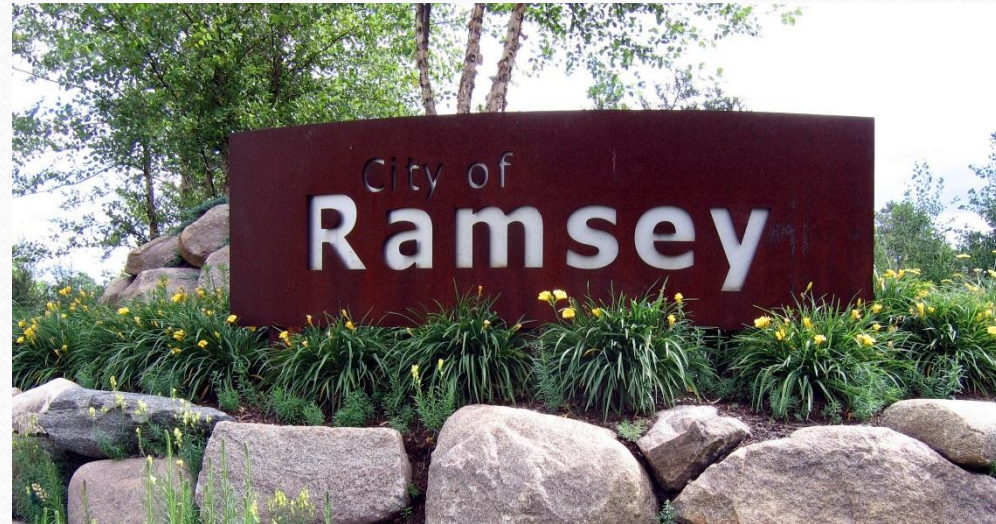
# 2013-2015 Balanced Scorecard

<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>

# Success Factors

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- Strategic fit between the organizational vision and resource allocation
- Consensus between policy makers and staff on strategic direction
- Renewed focus on trust
- Timely, concise and 'on message' communications
- Well-designed processes, policies and procedures
- Smart budgeting
- Proactive engagement and full participation
- Strategies to address any external factors



Thank You!

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**A NEW**

**DAY...**

**BEGINNING...**

