

City of Ramsey
Agenda
Charter Commission
Thursday, September 19, 2013

6:30 p.m.
Council Chambers, 7550 Sunwood Drive NW

- 1. Call to Order**
- 2. Citizen Input**
- 3. Approve Agenda**
- 4. Approve Minutes**
 1. Approve Charter Commission Meeting Minutes Dated April 19, 2012
- 5. Commission Business**
 1. Elect Chair and Vice Chair for 2013
 2. Introduce New Charter Commission Member and Update Commission on Status of Vacancies
 3. Receive Presentation of City's Strategic Plan
 4. Approve Summary Letter to the Judge
 5. Update on Topics for Discussion
- 6. Commission/Staff Input**
- 7. Adjournment**

Charter Commission

4. 1.

Meeting Date: 09/19/2013

By: Jo Thieling, Administrative Services

Information

Title:

Approve Charter Commission Meeting Minutes Dated April 19, 2012

Background:

Attached is the set of meeting minutes from April 19, 2012 for Commission review and approval.

Funding Source:

N/A

Council Action:

Motion to approve April 19, 2012 Charter Commission Meeting Minutes.

Attachments

04192012 Charter Minutes

Form Review

Form Started By: Jo Thieling

Started On: 09/13/2013

Final Approval Date: 03/19/2012

**CHARTER COMMISSION
CITY OF RAMSEY
ANOKA COUNTY
STATE OF MINNESOTA**

The Charter Commission conducted a regular meeting on Thursday, April 19, 2012, at the Ramsey Municipal Center, 7550 Sunwood Drive NW, Ramsey, Minnesota.

Members Present: Chairperson Joseph Field
 Commissioner Susan E. Anderson
 Commissioner Jim Bendtsen
 Commissioner Ben Deemer
 Commissioner John Niederhaus
 Commissioner Harry Niska (arrived 7:40 p.m.)
 Commissioner Marilyn (Moe) Shea
 Commissioner Cindy Sherman

Members Absent: Commissioner Chad Sivertson

Also Present: City Administrator Kurtis G. Ulrich
 City Attorney William Goodrich

CALL TO ORDER

Chairperson Field called the regular meeting of the Charter Commission to order at 7:00 p.m. He introduced new member John Niederhaus.

CITIZEN INPUT

None.

APPROVE AGENDA

Motion by Commissioner Sherman, seconded by Commissioner Deemer to approve the agenda as presented.

Motion carried. All present voted in favor.

APPROVE MINUTES

Motion by Commissioner Deemer, seconded by Commissioner Shea to approve the meeting minutes dated March 26, 2012.

Motion carried. Voting Yes: Chairperson Field, Commissioners Deemer, Shea and Anderson. Voting No: None. Abstain: Commissioners Bendtsen, Niederhaus and Sherman as they were not present at the March 26 meeting. Absent: Commissioners Niska and Sivertson.

COMMISSION BUSINESS

5.1 Review Ordinance Revising Chapter 8 of the Charter regarding Special Assessment Petitions

City Attorney Goodrich reviewed the ordinance revising the language in Chapter 8 dealing with special assessment petitions.

Commissioner Sherman stated that even if only 10 percent of a neighborhood petitions for an improvement, if the City Council approves it by a 4/5ths vote, it can go forward anyway.

Mr. Goodrich replied that is correct.

Commissioner Sherman stated that the purpose of the 50 percent is to give the Council a greater feeling for the project before they order it.

Mr. Goodrich stated that is correct. Because of our Charter, if you get a 35 percent petition in, then 35 percent can veto it so it's dead for another year. A feasibility study costs money and 35 percent can veto the project and the City has already spent the money. Fifty percent puts the threshold up.

Commissioner Sherman agreed it is greater security but not a guarantee to which Mr. Goodrich replied that is right. There are a lot of things that have to happen.

Commissioner Anderson asked about the rationale for exempting certain people.

Mr. Goodrich responded that no one is exempt – if you are a property owner you are assessed. Business owners are not exempt either.

Commissioner Deemer commented that it's intended in 8.4.3 – greater than one acre in size.

Commissioner Anderson expressed concern about 8.4.4 – about exempted property owners.

Commissioner Deemer added that State Statutes does not have that in it. This is for the petition against it. Anyone can sign the initiating petition – but to oppose it is what that language is for.

Commissioner Deemer talked about a property that was owned by five different people – they would have the overwhelming vote.

Chairperson Field talked about adding a provision. He inquired if 8.4.3 is the form 8.4.2 to which Mr. Goodrich replied yes – it was added. 8.4.2 was never included because it was State Statute but now we are adding it in.

Commissioner Bendtsen asked how benefitted property owners are determined.

Mr. Goodrich stated that the process is pretty “loose” for the petition. In favor of – the petition comes in and we count property owners on the stretch of property but it’s very strict who gets assessed because the City cannot assess properties for more than what it gets benefitted by. He talked about assessments hearings, etc. to make sure there are no challenges once the improvement is done. If the benefit is not proved, it comes out of the City’s General Fund. He talked about equal basis for property owners.

Discussion ensued regarding the types of streets that can be assessed.

City Administrator Ulrich stated that generally benefitting properties are those that have frontage.

Chairperson Field stated that when the Charter Commission met last month, we had discussion about language for an ordinance and he noted that has been submitted with the case and he agreed with the suggested placement of the language.

Mr. Goodrich stated it’s better to do this in ordinance form because State Statutes says the Charter recommends an ordinance to the City Council and the City Council has to have a public hearing within a month of the recommendation. Then it has to pass unanimously because we are by-passing initiative and referendum but people have 90 days to petition against the ordinance. Mr. Goodrich explained that if the chapter sections change, it would call for us to make a change to the Charter.

Chairperson Field stated this appears to be a cost savings practicality issue and more of a community consensus. With 50 percent, it’s conceivable that you could get 50 percent in favor and later you could get 50 percent or more that would oppose it. He wanted to make sure it will not prohibit a counter-petition.

City Attorney Goodrich replied that it just has to match – it is an automatic done deal if it is greater than the petition against.

Colin McGlone, 15890 St. Andrews Lane NW, Ramsey, stated that he serves on the City Council and the Public Works Committee and expressed that this subject is near and dear to his heart. He wondered if Section 8.4.3 excluding commercial properties is statutory.

Mr. Goodrich responded no, but that did not change.

Mr. McGlone declared he owns a commercial property on Jarvis Street in Elk River, across the street from Ramsey. His property is zoned industrial but if it was all one City – say we have residential across the road – the way he reads it is he would not have a say and he would pay more than anyone on that strip. Is it really that big a deal. He is wondering what’s the logic to exclude business owners from having a say in what they get assessed for.

Chairperson Field commented that this was amended in 2006.

Commissioner Deemer talked about if you are a business owner in Ramsey, you already have improvements – so you would be petitioning against an improvement that’s already occurred. He mentioned vacant land would be by sheer volume.

Commissioner Niska arrived – 7:40 p.m.

Commissioner Sherman stated this is not just for new – it applies for reconstruction as well.

Mr. Goodrich affirmed it is for any public improvement that will be assessed.

Chairperson Field stated that we are having a discussion on a section that the Attorney is not presenting an amendment on; however, Mr. McGlone wants to know why the exclusion for commercial. As a procedural matter, is that considered within the preview of our meeting tonight.

Mr. Goodrich responded that we would not do this tonight. You would ask for draft language to be brought back. You could table this and ask for language to be brought back all at once.

Chairperson Field stated it’s an interesting point. It would be interesting to look at the minutes from 2006.

Mr. McGlone stated examples he got were one farmer has one PID – so one vote. The homeowner would have the upper hand. He did not see a reason to exclude the business owners.

City Administrator Ulrich stated that because the petition is by owners of 50 percent of the frontage, someone who had a lot of frontage would rule it that. Petitions are based on frontage but not the number of parcels.

Mr. McGlone stated that some of the frustration we get on the City Council side has to do with predominately petitions that come forward at 35 percent, we have to order a feasibility study and that’s costly. There is a definite cost to the counter-petition process. If we could get a 50 percent petitions process, it is not as likely the project would be defeated. He gave the Andrie Street petition as an example of a lot of money spent and the project not going through.

Commissioner Sherman asked if it is possible to charge a fee with a petition so they would have to pay for the cost of the feasibility study.

City Attorney Goodrich was not sure.

Chairperson Field stated that he feels there would be a question on that. An administrative fee may be understandable but a sizeable fee takes away their rights of the Charter. He mentioned eliminating the petition against a project.

Commissioner Niska stated that two years ago, we were asked the question if we would eliminate the entire petition against. We did not feel you would get very far taking that away.

Commissioner Bendtsen declared that this is a great first step to raise the percentage. He did not agree with charging a fee.

Chairperson Field felt that if the language was changed so it brings the percentage up to 50 percent, that would be a good deterrent.

Commissioner Deemer stated that if we added any more than just 50 percent, we would have to have another meeting to review different language. He suggested we keep it really simple and send it to the City Council and they vote 100 percent and we don't see it again.

Motion by Commissioner Deemer, seconded by Commissioner Niska to approve the ordinance language amending City Charter Section 8.4 and recommend adoption of such an ordinance to the City Council, pending their unanimous approval of this ordinance or to return it to the Charter with suggested changes for a future work session.

Motion carried. Voting Yes: Chairperson Field, Commissioners Deemer, Niska, Anderson, Bendtsen, Niederhaus, Shea and Sherman. Voting No: None. Absent: Commissioner Sivertson.

5.2 Update on Topics for Discussion

Motion by Commissioner Deemer, seconded by Commissioner Anderson to request an ordinance be drafted to delete 2.3.3 inclusively as it's no longer relative to our Charter.

Further discussion: Commissioner Deemer noted that all the time frames have passed since this was put in the Charter. We have gone from five members to seven on the Council and also gone to the Ward system. Chairperson Field inquired if we would lose staggered terms if we deleted that section and he wondered if that would be an historical issue. City Administrator Ulrich suggested it be pieced out. We would like to give people an opportunity to speak on it. You could bring it back to the next meeting. Commissioner Anderson stated she is not sure it should be taken out of the Charter as it is part of the history and she felt it had value. Commissioner Bendtsen asked is 2.3.3 the only way people are elected in Ramsey. If so, then it should not be taken out. Mr. Goodrich responded that if we get rid of this completely, there is no history. It could be called something different – we would have to look at it. Commissioner Niska stated he did not understand the reason to delete it – it's helpful to set a baseline. However, it does say “thereafter and commencing with the City wide election in 2006 . . . It sets the order of terms of each member so you could derive from that when each term is up. You could also tie them to the election of the governor and the election of the president. Wards 2 and 4 are the same year as the Presidential election and Wards 1 and 3 are the same election year as the Governor. That's one way to get a transition schedule. City Attorney Goodrich maintained that leaving it in does give a baseline to figure it out. Commissioner Niska stated that one of the reasons we brought this up was to clarify language in Section 2.5 on vacancies and residency with regard to Wards. You had to be a resident of the ward but with qualifications in 2.2.1. He talked about serving the remainder of a term. Sections 2.2.1 and 2.5 and understand the intent is if you are no longer a resident in the City and no longer in the ward, you are to lose your qualifications to hold that seat and he thinks the current language does that but it could be made more clear. Commissioner

Deemer cautioned that he was not so sure we should “toy” with any of this anymore. Commissioner Sherman asked if the motion and second should be withdrawn.

Commissioner Deemer withdrew his motion. Commissioner Anderson withdrew her second.

Motion by Commissioner Niska, seconded by Commissioner Sherman, that the City Attorney draft an ordinance amending 2.5 to clarify the clause referring to non-residency in the City to have language including non-residency in the ward.

Motion carried. Voting Yes: Chairperson Field, Commissioners Niska, Sherman, Anderson, Bendtsen, Niederhaus, Niska, and Shea. Voting No: None. Absent: Commissioner Sivertson.

Motion by Commissioner Niska, seconded by Commissioner Bendtsen, that we draft an ordinance to delete 2.3.3 and rewrite the last sentence of 2.3.1 to make it easier to understand what years different wards are elected without really having to do the math.

Further discussion: City Attorney Goodrich stated he will go to the State Statutes and see how they set up the governor’s term, etc. and plug that in here.

Motion carried. Voting Yes: Chairperson Field, Commissioners Niska, Bendtsen, Anderson, Deemer, Niederhaus, Shea and Sherman. Voting No: None. Absent: Commissioner Sivertson.

City Attorney Goodrich stated that Section 4.5.5 was discussed years ago. It talks about such a remote event. He is not sure why the Charter wants to even review it again. Maybe we need to look at the date of the Primary election.

Chairperson Field noted that it goes from 4.5.5 to 4.5.6 – but it’s not broken out.

Mr. Goodrich recommended the Commission members read 4.5 dealing with vacancies and we could have a learning session on it and maybe brainstorm to make it clearer.

Discussion ensued about how this is only about when someone resigns. Mr. Goodrich reminded the Commission that the possibility of this happening is so remote but we should probably look at it anyway. We just did this two years ago. Maybe there are some different things to look at.

Chairperson Field stated that he was looking at this 4.5.4 in the event of a tie vote – the Mayor shall make the appointment from the candidates involved.

Commissioner Deemer noted it is a case of who breaks the tie.

Commissioner Niska asked if in Section 4.5.1, do we want to extend that time period to offer a primary election. He talked about the percentage of how many votes a candidate could win by. Do we want to change it so there’s time for a primary election.

Mr. Goodrich offered that we could review all of this. It seems there should be a primary.

Commissioner Sherman stated she likes the idea of making the language simpler.

Chairperson Field suggested maybe having a subcommittee as a working committee to work on this language.

Commissioner Deemer commented that the Planning Commission spent four years reconfiguring Chapter 9 of the City's Code. It takes time.

Commissioner Anderson suggested maybe studying the language and then having a brainstorm.

Motion by Commissioner Anderson, seconded by Commissioner Deemer to postpone any action, work on ideas, bring them back to a meeting to brainstorm.

Motion carried. Voting Yes: Chairperson Field, Commissioners Anderson, Deemer, Bendtsen, Niederhaus, Niska, Shea and Sherman. Voting No: None. Absent: Commissioner Sivertson.

Another item for review was the suggestion by a resident to redo the Charter into an article format like the Constitution.

Commissioner Sherman asked if it makes a difference.

Chairperson Field stated that he looked at the model Charter he was given by the resident and it does have articles and a preamble but it is substantially the same.

Mr. Goodrich offered that the resident should be informed that the Charter Commission is working to make the language in the Charter more clear and easier to understand. We are incrementally doing as the resident suggested.

Commissioner Niska commented that the model charter shows articles where we have chapters.

Mr. Goodrich offered that he sees Mr. Surma frequently and he would talk to him about what the Charter Commission is trying to accomplish.

Chairperson Field asked if Mr. Surma could point to a certain section of our Charter. We do not want to lose legal implications and protections.

Commissioner Deemer asked if we could ask Mr. Goodrich to draft a letter to Mr. Surma saying that we are trying to make this more understandable but feel we do not find it necessary to change the format to do that.

Commissioner Niska suggesting adding that we would welcome specific examples.

Commissioner Bendtsen agreed that specific examples could be warranted.

Chairperson Field stated that Mr. Surma could provide the Commission with a specific section and we would provide a response.

Commissioner Niederhaus stated that Mr. Surma seems very serious about his suggestions and he felt he deserved the courtesy of knowing what the Charter is doing. Let him know we seriously considered his matter. We are sensitive to it but we would like to see more specific sections that he would like to see fall under this process. We are concerned at this point about jeopardizing legal protection.

Commissioner Bendtsen stated assuming you would find something worth changing, what do you have to do and how much time would it take.

Chairperson Field stated that maybe staff should check to see if any other city has ever undertaken such a project.

Commissioner Sherman asked if there was any limit of what we can do by ordinance.

City Attorney Goodrich replied that we probably could not change the whole Charter but we can definitely make amendments.

Chairperson Field stated that if we had statutory support for that it could be put in the letter as well. If we are precluded from doing that.

Motion by Commissioner Niska, seconded by Commissioner Deemer to direct the City Attorney to draft a letter to Mr. Surma explaining what the Charter is doing.

Motion carried. All present voted in favor.

Another topic of discussion had been reviewing the City's newsletter options.

Commissioner Anderson reported she has seen ads about being able to mail articles that you can have sent to every door.

City Administrator Ulrich stated that we currently utilize bulk mailings for the *Ramsey Resident*. We have looked into some other mailing options. We are about as good as we can get with the US Postal service delivery. We are also tied to six issues per year. At the last meeting, the consensus was to stick with the number of issues listed in the Charter. That was something we wanted to consider for budget reasons. We can look at other ways of delivery. He suggested an option of full issues four times a year and a one page newsletter twice a year. We do have some administrative ways to try to interpret that so it does not cost as much.

Commissioner Bendtsen inquired how often it is mailed and what does it cost.

Discussion ensued relating to the cost but that advertising helped to offset that.

Commissioner Niska expressed his feeling is that he would be fine with giving more flexibility with the number of issues. He feels it serves an important function and complete saturation is

necessary but he is not sure if it is completely necessary to have it six times a year. He feels it should be left at the discretion of the City Council and City staff.

Commissioner Bendtsen stated that he would not be in favor of eliminating paper and using strictly email. He continuously refers back to the newsletter and it is nice having it in paper form.

Commissioner Deemer questioned if the grade of paper could be changed to somewhere in between what we used to have and what we have now that would save some costs to which Mr. Ulrich responded there likely is. He explained that we went with glossy and the better grade because of the advertisers. There are a variety of paper qualities.

Commissioner Sherman suggested that maybe four times a year and something in the utility bills is a nice compromise.

Commissioner Niederhaus calculated that it costs about \$30,000 per year to put the newsletter out to everyone six times.

Mr. Ulrich added that the total savings for two less issues is about \$8,035, which includes printing, staff time and postage.

Commissioner Deemer stated that the City Council is in charge of the money and the City so he would like to see the City Council tell the Charter Commission what they want do and we can do it and added he would like it kept at six issues.

Chairperson Field thought the City Council was really looking more for scaling back.

Mr. Ulrich stated this came up as part of the budget discussion and it was noted that the Charter did not allow us to go to less than six issues.

Motion by Commissioner Bendtsen, seconded by Commissioner Sherman, to drop it down to four times a year and to have that brought back as an ordinance to amend the Charter.

Further discussion: Chairperson Field stated that if you went with a mailer in the utility bills, it could still be kept at six issues, but it would be a one page newsletter a couple times a year. It does not specify how many pages it has to be. Commissioner Anderson stated that the subject of the US Post Office being used. She wondered what alternatives have been talked about. Mr. Ulrich replied that during the Charter Commission's last discussion of this, we talked about the electronic medium as well as other papers. It was determined that it should not be sent out with *The Shopper* as that would be less of a standard and not as consistent or put it as a stuffer in the *Shopper*. Commissioner Niederhaus stated that in reviewing the information supplied, it appears the printing is almost two-thirds of the cost so he suggested getting quotes for printing to see if it could be done cheaper. He didn't really think the cost of mailing was the problem. City Administrator Ulrich responded that staff routinely bids out the newsletter to get the best price. Staff could look at different grades of paper as well as less colored pages. Commissioner Niederhaus suggested maybe the high school has a print shop and they could do our newsletter as

one of their projects. He added that he likes the current style of the Newsletter and feels that it leads to more people reading it. It does a lot to draw readers. Councilmember McGlone stated that the goal of the City Council was to be able to have something to add shelf life and truly convey information we are trying to get out to the people. He added he gets tremendous feedback from residents on how good it looks. He stated that they brought something from the \$48,000 range down to \$30,000. He thought it could maybe go down to four issues and if the economy gets better, we can always add more issues again. He thought giving flexibility with regard to delivery and not only using the US postal service was a good option as well. Commissioner Deemer stated that the postal requirements state that you cannot use the mailboxes without postage – so maybe we should put a one cent stamp on the newsletter and go to a private delivery.

Motion carried. Voting Yes: Chairperson Field, Commissioners Bendtsen, Sherman, Anderson, Niederhaus, Niska and Shea. Voting No: Commissioner Deemer – as he wants to keep it at six issues. Absent: Commissioner Sivertson.

Commission Input:

Discussion ensued relating to the next Charter meeting. It was suggested that a meeting be tentatively scheduled for the third Thursday in September.

ADJOURNMENT

Motion by Commissioner Bendtsen, seconded by Commissioner Sherman to adjourn the meeting.

Motion carried. All present voted in favor.

The regular meeting of the Charter Commission adjourned at 9:10 p.m.

Respectfully submitted,

Jo Ann M. Thieling
City Clerk

William K. Goodrich
City Attorney

Minutes taken and transcribed by Jo Thieling, City Clerk

Charter Commission

5. 1.

Meeting Date: 09/19/2013

By: Jo Thieling, Administrative Services

Information

Title:

Elect Chair and Vice Chair for 2013

Background:

Each year the Charter Commission elects a Chair and Vice Chair to preside over the meetings. Since this is the first meeting of the year, the Commission should elect their officers.

Funding Source:

N/A

Council Action:

Motion to elect Commissioner _____ to serve as Chair fro the Charter Commission for year 2013.

and

Motion to elect Commissioner _____ to serve as Vice Chair for the Charter Commission for year 2013.

Form Review

Form Started By: Jo Thieling

Started On: 09/13/2013

Final Approval Date: 03/19/2012

Charter Commission

5. 2.

Meeting Date: 09/19/2013

By: Jo Thieling, Administrative Services

Information

Title:

Introduce New Charter Commission Member and Update Commission on Status of Vacancies

Background:

This case is to welcome our newest Charter Commission Member Eric Zaetsch.

Mr. Zaetsch is replacing Cindy Sherman whose term expired December 31, 2012. Mr. Zaetsch has been appointed to a term of four years - term to expire December 31, 2016.

We currently have one vacancy on our Commission. It is for a four year term - set to expire December 31, 2016.

Following are the current members and terms:

- Susan Anderson - term to expire 12/31/2013
- Jim Bendtsen - term to expire 12/31/2016
- Ben Deemer - term to expire 12/31/2013
- Joe Field - term to expire 12/31/2016
- John Niederhaus - term to expire 12/31/2013
- Harry Niska - term to expire 12/31/2014
- Chad Sivertson - term to expire 12/31/2013
- Eric Zaetsch - term to expire 12/31/2016
- Vacancy - term to expire 12/31/2016

Recommendation:

Staff is recommending if Commissioners Anderson, Deemer, Niederhaus and Siverts desire to be reappointed, they send a letter requesting same to the City Clerk - and directly to the Chief Judge of the Tenth Judicial Courts.

Funding Source:

N/A

Council Action:

No action necessary - for Commission Update.

Form Review

Form Started By: Jo Thieling

Started On: 09/13/2013

Final Approval Date: 03/19/2012

Charter Commission**5.3.****Meeting Date:** 09/19/2013**By:** Jo Thieling, Administrative Services

Information**Title:**

Receive Presentation of City's Strategic Plan

Background:

Annually, the City Council and staff participate in a Strategic Planning activity at the beginning of the year. This year the City hired facilitator Anita Duckor of Duckor & Associates to assist with this process to come up with a three to five year planning tool, along with vision and mission statements and a balanced scorecard for accountability. City Council, all Boards and Commissions, and City staff participated in a survey to begin the process. Several work sessions were held with City Council and management staff. The outcome of all the sessions was presented to the City Council and the public on May 28, 2013. The Council formally adopted the Strategic Plan at that meeting. Since that time, Mayor Strommen and City Administrator Ulrich have attended Commission and Board meetings to present the City's Strategic Plan. They will be at the meeting this evening to present the Plan to the Charter Commission.

There are several documents attached to this case for your information. The first is a letter from Mayor Strommen which explains the Plan and the intent. The second document is the Final Report from the May 28 meeting. Lastly, the third document is a brief overview, done in powerpoint format, of the plan. Staff will make paper copies to bring to the meeting for distribution as well.

Funding Source:

N/A

Council Action:

No action necessary - this is for the Charter Commission's information.

AttachmentsStrategic Planning Cover Letter from Mayor StrommenFinal Report Strategic Planning 052813Overview and Powerpoint of Strategic Plan

Form Review**Inbox**

Kurt Ulrich

Reviewed By

Kurt Ulrich

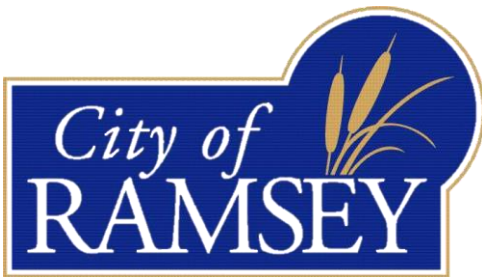
Date

09/13/2013 02:58 PM

Form Started By: Jo Thieling

Started On: 09/13/2013 11:53 AM

Final Approval Date: 09/13/2013



7550 Sunwood Drive NW • Ramsey, MN 55303
City Hall: 763-427-1410 • Fax: 763-427-5543
www.cityoframsey.com

July 3, 2013

It is a great new day for the City of Ramsey!

On May 28, 2013 the Ramsey City Council adopted a new strategic action plan, known as *A New Day, A New Beginning*. This action plan will guide and focus the City's work for the next three to five years and will provide an organizational foundation for years to come.

The purpose of the new strategic plan is to create an open and transparent working environment as well as shared expectations among elected officials and city staff. Through this effort, we hope to enhance faith and confidence in the City of Ramsey. Outcomes of the planning process include a set of guiding principles, a three to five year strategic action plan, and a balanced scorecard that helps us measure progress along the way.

The strategic action plan includes its own mission and vision. The mission is: "To work together to responsibly grow our community and to provide quality, cost-effective, and efficient government services." It is the vision to: "Achieve economic vitality with strategic infrastructure investments through market-driven growth." We will achieve the mission and vision through individual goals and actions for each City department.

Ramsey's 2013 strategic planning process was a four-month collaborative effort that built upon the community planning work previously completed by the citizen-driven *Ramsey3* group in 2006. Primary participants of the 2013 effort included members of the City Council and staff Management Team. Input also was provided by members of the Economic Development Authority, Planning Commission, Park and Recreation Commission, Environmental Policy Board, Charter Commission and all City employees.

Moving forward, the City's budgeting process will play a defining role in the implementation of Ramsey's strategic plan by aligning resources and goals.

To view a copy of the Ramsey's new strategic action plan, *A New Day, A New Beginning*, please visit our website: www.cityoframsey.com/strategicplan.

On behalf of the Ramsey City Council, we look forward to leading and serving our great community with a consistent vision, an open and honest working environment, and a commitment to measurable results.

Mayor Sarah Strommen

City of Ramsey

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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. 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.	<ul style="list-style-type: none"> • Ensure financial stability • Optimize TIF to support infrastructure improvements • Increase economic growth • Maximize land use • Enhance infrastructure development to meet city's growth
	II. A Connected Community	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"> • Enhance the state, county and city's transportation system • Enhance trail way system
	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.	<ul style="list-style-type: none"> • Ensure quality services based on customer requirements • Ensure a safe city • Expand shared services • Improve safety and quality of housing stock • Enhance recreational and cultural opportunities • Build and expand community connections • Enhance the election experience
Capacity-Driven Building Block	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.	<ul style="list-style-type: none"> • Enhance governance structure • Enhance organizational structure • Create a high-performance work environment and workforce • Maximize consultants' accountability • Streamline internal processes • Enhance internal/external communications



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

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

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.

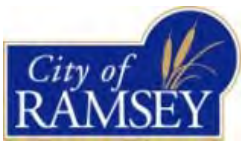


SUCCESS FACTORS

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

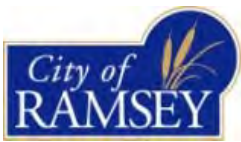
We have the following expectations:

- 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

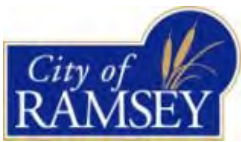
What does the staff need to be?

- 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

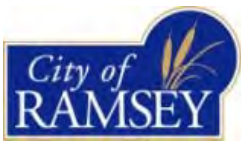
- Fund balances
- Lack of focus on the revenue side of the balance sheet – protect the tax base by identifying new sources of revenue

* *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

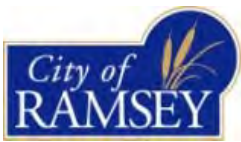
Finance

- 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%

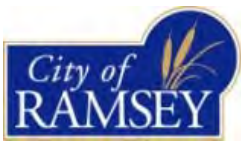
- 9. Do the elected officials have faith and confidence in staff?
No – 29%, somewhat – 43%, yes – 14%, and very much so – 14%

- 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%

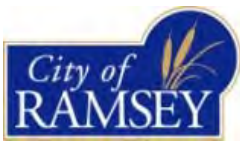
2. How does it impact the City Administrator's ability to truly direct, manage, and coach the staff?

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)



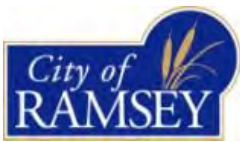


APPENDIX B

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

Stakeholders	Strategic Partners	Customers	Consultants/Contractors/Vendors
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)		





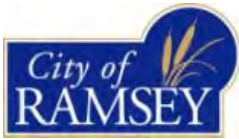
APPENDIX B

**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.

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***

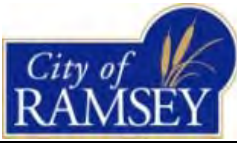
If appropriate, appointed officials may choose to make a public statement of apology for previous conduct.

- ***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 – 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:

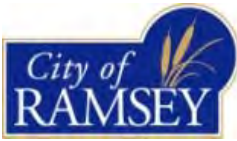
- Conduct orderly and effective City Council meetings
- Represent the City at public functions
- Provide Council leadership
- Facilitate discussions on agenda items and help resolve conflict among Councilmembers
- Sign the City's legal documents
- Also function as a Councilmember

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:

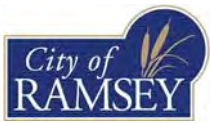
- Have a positive attitude towards their job and when dealing with the public
- Be team players
- Be fiscally responsible
- Be positive representatives and ambassadors of the City
- Have integrity and a strong work ethic
- Be adaptable
- Be receptive to, and participate in, training and development opportunities
- 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"> Retained bond rating of AA+
	Finance	Calculate square footage cost basis for The COR	6/2013	7/2013	None	None	Diana Lund	<ul style="list-style-type: none"> Recouped at least 100 percent of City’s net costs
	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"> Implemented new revenue sources
	City Administrator/Finance	Evaluate selling city-owned properties	2013	2014	None	None	Kurt Ulrich/Diana	<ul style="list-style-type: none"> Source of one-time monies
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"> Return 10 percent of TIF 14 taxable value to general tax base
	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"> Completed infrastructure improvements in TIF districts

Strategic Imperative I: Financial Stability (Continued)

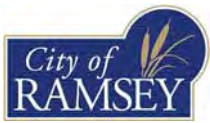
Ensure strategic economic development that complements the city’s desired quality of life and builds a stable tax base, all while maintaining a low tax levy.

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"> 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> Achieved X number of jobs, private capital investment, and sold X acres in 2015
	Administration	Approve exit strategy for COR	4/2013	7/2013	None	None	Kurt Ulrich	<ul style="list-style-type: none"> Selected course of action
<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"> ➤ Industrial Park development ➤ 167th commercial node ➤ Sunfish Lake Blvd/ Sunwood Drive commercial node ➤ Legacy/Hageman site ➤ West of Armstrong area ➤ Former municipal center ➤ Pearson property south of 10 ➤ River’s Bend site ➤ 181st and Bagh/Armstrong Blvd 	2013	2013	Can accomplish if new staff is hired	None	Tim Gladhill	<ul style="list-style-type: none"> Finalized development options
	CD	Identify roadmap for future development	1/2015	12/2018	\$20,000 (General Funds)	None	Tim Gladhill	<ul style="list-style-type: none"> Adopted Comprehensive Plan Update by City Council and approved by Metropolitan Council
	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"> Secured at least one Community Development Block Grant (CDBG) grant annually Secured at least one Livable Communities Act (LCA) grant annually

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"> City Council dedicates this property for future PW site
	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"> Plan for new PW facility
	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"> Commitment to a regional solution for long-term water supply
	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"> Achieved a stable long-term water supply at reasonable rates
	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"> Built new fire station
	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"> Approved AUAR road improvement schedule



Appendix E

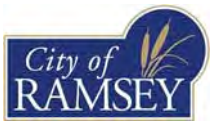
Scenario: A New Day (Working Document)



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"> MNDOT continues RALF program
	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"> Approved maintenance policy Maintain street pavement rating to 7 to 10+
	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"> Approved dedicated financing mechanism that supports improvements
	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"> Secure funding for Armstrong Interchange
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"> Achieved grant funding Expanded MRT by 1.5 miles



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"> Achieved X percent increase in suggestions from citizens
	PW	Purchase additional snow removal equipment	2013	2015	\$180,000 (CIP)		Grant Riemer	<ul style="list-style-type: none"> Provided snow removal services within 8 hours
	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"> Maintain level of service
	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"> Achieved reporting time within 14 days
								<ul style="list-style-type: none">
<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"> 10% decrease in number of vandalisms
	Police	Conduct on-site visits/surveys of businesses	2013	2013	None	Survey	Jim Way/Police Staff	<ul style="list-style-type: none"> Achieve 100 percent business participation in business outreach program
	Police	Publish public notifications of crime	2013	Ongoing	None	None	Jim Way	<ul style="list-style-type: none"> Enhanced awareness of citizens
	Police	Restore Police Force	2014	2014	Add one FTE, Officer (General Funds)	None	Jim Way	<ul style="list-style-type: none"> Expanded police coverage
	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"> Increased levels of drug arrests in community by X percent
	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"> Increased team approach to identifying issues and opportunities

Three - Year Strategic Action Plan

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

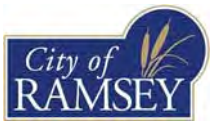
Continue the delivery of quality services to ensure the city will have safe and thriving neighborhoods and business districts, and a clean environment.

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"> Completed study with recommendation
	Fire	Research opportunities for sharing costs for required training	2013	Ongoing	Participation by other communities	TBD	Dean Kapler	<ul style="list-style-type: none"> Completed cost comparison with recommendation including quality of training rating
<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"> Implemented Housing Assistance Policy
	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"> Adopted Rental Licensing Program Amendment – City Council
<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"> Completed survey
	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"> Enhanced landscaping
	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"> Achieved private fundraising to enhance City's parks

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"> Agreed to preferred business model (location and amenities) for future approval by City Council
	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"> Partner with Metro Transit (Met Council) Secured Legacy/other non-city funding
	Finance/PW/Parks	Conduct a cost/benefit analysis of community programs	2013	2013	None	None	Diana Lund	<ul style="list-style-type: none"> Allocation of dollars in line with Council's priorities
<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"> Secured grant funding Achieved 1,000 citizens participating in program
<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"> Enhanced use of City's staffing time Provided updated election information by certified Election Judges



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"> Centered responsibility and accountability of City's performance with one person Achieved significant savings by reducing the number of Personnel Committee meetings and Council agenda items
	City Administration /City Council	Dissolve HRA	2013	2013	None	None	Kurt Ulrich/City Council	<ul style="list-style-type: none"> Reduced redundancy, administrative work, and time Decreased stipend expenses by X percent

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"> Develop a three year staffing projection Established highly-functioning and sustainable organizational structure
	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"> Retained employees
	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"> 100 percent updated job descriptions Updated Personnel Policy Enhanced clarity and transparency among staff
	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"> A plan to increase bench strength
	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"> 100% trained supervisors
	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"> Adopted up-to-date HR security and tracking

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"> Achieve buy-in of Three-Year Strategic Action Plan
	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"> Informed community
	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"> Enhanced contact six times a year
	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"> Conducted performance reviews based on achieving department goals
	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"> Increased X percent of employee participation Increased visibility of City Administrator/Leadership Team Enhanced trust Achieved "buy-i

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"> Rewarded X number of teams annually
	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"> Achieved 100 percent participation rate
	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"> Services being provided at the appropriate job level
	Finance	Provide application and Desk Top support	2014	Ongoing	.5 FTE IT Tech	None	Diana Lund	<ul style="list-style-type: none"> Timely IT support
	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"> Efficient use of staffing strategies
	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"> Collect metric feedback for approved Balanced Scorecard
<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"> Reduced or eliminated change orders on consultants contracts/ construction contracts Implemented Lessons Learned

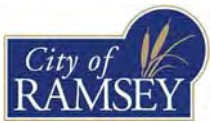
Three - Year Strategic Action Plan

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"> Implemented a seamless development process driven by customer requirements
	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"> Implemented a highly efficient/effective permitting process with metrics
	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"> Acquired internal knowledge and ability to redesign work processes
	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"> Implemented a highly efficient/effective licensing process with metrics
	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"> Conducted highly effective and efficient meetings
	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"> Streamlined safety policies Decreased work accidents by X percent
	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"> Enhanced HR processes Achieved time savings of Mayor/City Council Achieved X percent of cost savings

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"> Enhanced internal/external communications
	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"> Highly informed community

City of Ramsey Three-Year Strategic Action Plan Report

September 19, 2013

Charter Commission Presentation By:

Mayor Sarah Strommen

City Administrator Kurt Ulrich

Agenda

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



Purpose and Planning Process



- 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



- 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

- 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"> Retained bond rating of AA+
	Finance	Calculate square footage cost basis for The COR	6/2013	7/2013	None	None	Diana Lund	<ul style="list-style-type: none"> Recouped at least 100 percent of City's net costs
	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"> Implemented new revenue sources
	City Administrator/Finance	Evaluate selling city-owned properties	2013	2014	None	None	Kurt Ulrich/Diana	<ul style="list-style-type: none"> Source of one-time monies
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"> Return 10 percent of TIF 14 taxable value to general tax base
	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"> Completed infrastructure improvements in TIF districts

Roles and Responsibilities

• City Council	• Boards & Commissions:	• Mayor	• City Administrator	• Department Heads	• Staff and All Policy Makers
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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) 	<ul style="list-style-type: none"> • 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 performances • Recommend "new hires" to the City Administrator and City Council 	<ul style="list-style-type: none"> • 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

Boards and Commissions

- 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



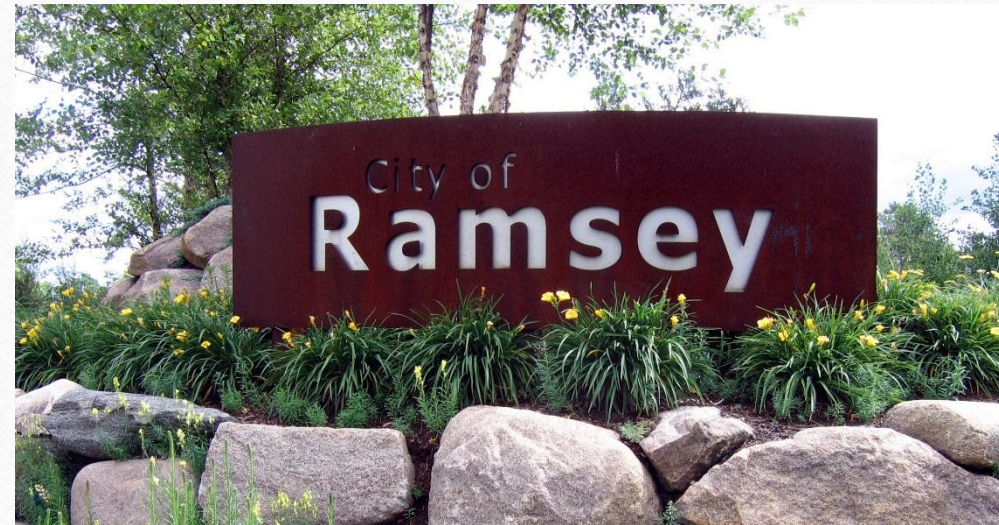
- Identify and secure other funding mechanism/sources to help fund the implementation of the Three to Five Year Strategic Action Plan
- Develop, implement and manage a 2013-2015 Balanced Scorecard:
 - Fiduciary
 - Customer/Stakeholder
 - Internal
 - Learning and growth
- Establish a reporting process

2013-2015 Balanced Scorecard

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

Success Factors

- 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!

A NEW

DAY...

BEGINNING...



Charter Commission

5. 4.

Meeting Date: 09/19/2013

By: Jo Thieling, Administrative Services

Information

Title:

Approve Summary Letter to the Judge

Background:

Annually, as per State Statutes, the Commission presents a letter of the past year's activities to the Chief Judge of the Tenth District. Attached to this report is a summary of the Commission's activities for your review and approval.

Funding Source:

N/A

Council Action:

Motion to approve the year-end summary letter to Chief Judge Hoffman and direct staff to submit it on behalf of the Charter Commission.

Attachments

Letter Summary to the Judge of 2012 Charter Activities

Form Review

Form Started By: Jo Thieling

Started On: 09/13/2013

Final Approval Date: 03/19/2012

September 10, 2013

The Honorable John C. Hoffman
Chief Judge Tenth Judicial District
Washington County Government Center
14949 – 62nd Street North
Stillwater, MN 55082-3802

Re: City of Ramsey, Anoka County, Minnesota, Charter Commission Annual Report

Dear Judge Hoffman:

In accordance with Minnesota Statutes 410.05, the following is an annual report reflecting the activities of the City of Ramsey Charter Commission during the year 2012.

Members of the Charter Commission for 2012 were as follows: Susan Anderson, Jim Bendtsen Benjamin Deemer, Joseph Field, John Niederhaus, Harry Niska, Marilyn (Moe) Shea, Cindy Sherman, and Chad Sivertson. Commissioners Shea and Sherman did not request reappointment to the Charter Commission when their terms ended December 31, 2012.

The Charter Commission met on March 26, 2102. Commissioner Field was elected as Chair and Commissioner Sherman was elected as Vice Chair for the year 2012. It was noted there were two new members - John Niederhaus and Chad Sivertson. Both replaced resigning members and are filling a term to expire December 31, 2013. Discussion was held on Chapter 8 of the Charter regarding Special Assessment Petitions. It was noted that currently 35 percent of benefitted property owners can petition for a public improvement, then requiring a simple City Council majority vote to order the improvement, or without a petition, or less than 35 percent of the benefitted property owners petition, the City Council, can, with a four-fifths vote, order the public improvement. The recommendation to the Charter Commission was to consider changing the 35 percent petition numbers to the higher threshold of 50 percent. The reasoning behind the recommendation was to have a higher bar to get a project going before all the commitments and all City resources go forward. This would be more efficient and still meet the intent that the project could be stopped. The City would like to be more efficient – including cost efficient on the front end. The Charter Commission directed the City Attorney to draft an ordinance – changing the petition amount from 35 percent to 50 percent and bringing it back for Charter review. The Charter also reviewed the publication requirements for the City’s newsletter. After a fairly lengthy discussion, the Commission voted to postpone this subject. The Commission approved the Summary Letter to the Judge for year 2011.

The Ramsey Charter Commission met on April 19, 2012, and approved the ordinance language drafted by the City Attorney which would change the petition amount for a public improvement to 50 percent. The City Council reviewed the language and adopted the amendment to the Charter, which became effective October 1, 2012. The Charter Commission discussed Chapter 2 of the City's Charter, specifically Section 2.3 Council Composition and Election. Discussion centered on 2.3.3 Transition Schedule. A motion was approved that the City Attorney should draft ordinance language to delete 2.3.3 and rewrite the last sentence of 2.3.1 which refers to 2.3.3, to make it easier to understand what years different wards are elected. Section 2.5 Vacancies were discussed and a motion was approved that the City Attorney draft ordinance language amending 2.5 to clarify the clause referring to non-residency in the City to have language to include non-residency in the ward. A fairly lengthy discussion took place regarding Chapter 4, Section 4.5 Vacancy of Municipal Elected Office. A motion was approved to postpone any action on that section, work on ideas for clearer language, and bring it back to a future meeting. The Charter Commission discussed a request by a Ramsey resident relating to changing the format of the City's Charter to that of the United States Constitution. The Commission felt that it was not necessary to change the format but they would welcome specific examples if the resident felt some language of the Charter should be amended. They directed that the City Attorney draft a letter to the resident telling him of the Charter's discussion. The Commission discussed the issue of the City's newsletter – the issue being that Council had suggested something less than six issues per year which would save on printing and distribution costs; however, the Charter states that there shall be six issues per year. The Commission determined that if Council wanted to reduce the number of issues to four, the City Attorney could draft an ordinance to amend the Charter to reduce the number of issues required. *(The outcome of this discussion was that the City Council opted to keep the number of issues at six; however, two of the six would be a double-sided page of news inserted in and mailed out with the utility bills. The other four issues would be published and distributed as they have been.)*

The Charter Commission held no other meetings in 2012.

Very truly yours,

On behalf of the Ramsey City Charter Commission

Jo Ann M. Thieling, CMC
City Clerk

Meeting Date: 09/19/2013

By: Jo Thieling, Administrative Services

Information

Title:

Update on Topics for Discussion

Background:

At the meeting of April 19, 2012, the Commission discussed some sections of the Charter that had been slated for review at their previous meeting. Following are the sections - and the outcome/direction of each.

1) Review Sections 2.3 through 2.5 of the City's Charter: Those sections read as follows:

Section 2.3 Council Composition and Election.

2.3.1 Mayor and Council. The council shall be composed of the mayor, elected at-large, two councilmembers elected at-large, and four councilmembers, each of whom shall be elected from a separate Ward as established or amended pursuant to this charter. The mayor and councilmembers shall be qualified electors. Each councilmember elected from a ward shall be a resident of the Ward, but a change in Ward boundaries does not disqualify a councilmember from serving the remainder of a term. Except as hereinafter provided, councilmembers shall serve for a term of four years and until a successor is elected and qualifies. The mayor shall serve for a term of four years and until a successor is elected and qualifies. The elections for the mayor and councilmembers shall be held as provided in Subsection 2.3.3.

2.3.2 Wards. The city shall be divided into four separate Wards. The boundaries of such Wards shall be determined by ordinance based upon population as determined by the most recent federal decennial census and shall be as equal in population as practicable and each Ward shall be composed of compact, contiguous territory. An ordinance designating the boundaries of the City's election Wards shall be enacted within sixty days after the state legislature has been redistricted or by May 10 in the year ending in two, whichever comes first. The Wards shall be designated as ward numbers 1, 2, 3 and 4.

2.3.3 Transition Schedule.

2.3.3.1 For the 2002 Citywide election only:

- (1) Councilmembers elected in the year 2000 shall be assigned to the Ward in which he/she resides.
- (2) Councilmembers from Ward Numbers 1 and 3 shall be elected.
- (3) Two at-large councilmembers shall be elected, with the candidate receiving the highest number of votes serving a four-year term and the candidate receiving the second highest number of votes serving a two-year term.

2.3.3.2 For the 2004 Citywide election only:

- (1) Councilmembers from Ward Numbers 2 and 4 shall be elected.
- (2) One at-large councilmember shall be elected to serve a four-year term.
- (3) A mayor shall be elected.

2.3.3.3 Thereafter and commencing with the City wide election in 2006, there shall be biennial City wide elections with councilmembers from Ward Numbers 1 and 3 and an at-large councilmember elected, and at the next City wide election councilmembers from Ward Numbers 2 and 4, an at-large councilmember and a mayor shall be elected.

Section 2.4 Incompatible Offices. No member of the council shall hold any paid municipal office or employment through the city other than that to which elected. Further, until one year after the expiration of his/her term, no

mayor or councilmember shall be appointed or employed by the city in a compensated position which was created, or the compensation for which was increased, during his/her term as mayor or councilmember.

Section 2.5 Vacancies. A vacancy in the council, whether it be in the office of mayor or councilmember, shall be deemed to exist in the case of the failure of any person elected thereto to qualify, or by reason of the death, resignation in writing filed with the city clerk, removal from office, non-residence in the city, conviction of a felony of any such person after his/her election, or by reason of the failure of any councilmember without good cause to attend council meetings for a period of three consecutive months. In each such case, the council shall publicly declare by resolution, the vacancy to exist within fifteen (15) days of its occurrence and such vacancy shall be filled according to the provisions of Section 4.5.

Outcome/Direction from April 19, 2012 Meeting:

The Charter Commission approved a motion that the City Attorney draft an ordinance amending 2.5 to clarify the clause referring to non-residency in the City to include language relating to non-residency in the ward as well.

The Charter Commission approved a motion that the City Attorney draft an ordinance to delete 2.3.3 and rewrite the last sentence of 2.3.1 to make it easier to understand what years different wards are elected without having to do the math.

Note: The City has a new City Attorney, Joe Langel, as of July 1, 2013, and he will prepare the amendments for the Charter Commission's consideration at the next regular meeting. Given that both the attorney and some of the Charter Members are new, staff is requesting that the Commission review the past direction and clarify the intent of the proposed amendments for the City Attorney.

2) Attorney Goodrich suggested Section 4.5 could be reviewed at the same time. That section reads as follows:

Section 4.5 Vacancy of Municipal Elected Office

4.5.1 When a vacancy in an elected office of the city occurs with 365 days or more remaining in the term of the vacated office, there shall be a special election held within ninety days after the vacancy occurs to elect a successor to serve for the remainder of the unexpired term of the office vacated.

4.5.2 The city clerk shall give at least sixty days published prior notice of such special election, except as set forth under 4.5.5 of this Section.

4.5.3 The procedure at such election and assumption of duties of elected officers following such election shall conform as nearly as practicable to that prescribed for other municipal elections under this charter.

4.5.4 In the case of a vacancy where there remains less than 365 days in the unexpired term, the council shall, by a majority vote, appoint a successor to serve for the remainder of said term. In the case of a tie vote of the council, the mayor, or acting mayor if the office of mayor be vacant, shall make the appointment from the candidates involved in the tie vote.

4.5.5 Office Vacancy when less than eight weeks prior to primary election.

4.5.5.1 Special Election. When a vacancy in an elected office of the city occurs when there is less than eight weeks prior to a primary election there shall be no primary election, except as provided in Section 4.5.5.3 below. The special election to fill the vacancy shall coincide with the Regular Municipal Election and the notice of such vacancy shall be published as soon as is practicable.

4.5.5.2 Vacancy in offices to be voted on in the Regular Municipal Election. If a vacancy occurs less than eight weeks prior to the primary election, in the office of the mayor or the councilmembers whose seats are to be voted on in the Regular Municipal Election, said vacancy shall be considered not to exist for the purpose of the Regular Municipal Election. The person elected to fill the vacancy in the Regular municipal Election, if approved by unanimous vote of the sitting Council, may assume the duties of the office to which elected on the first business day following the City Clerk's issuance of a certificate of election to said person.

4.5.5.3 Vacancy in an office not to be voted on in the Regular Municipal Election. If a vacancy occurs in the office of the mayor or a councilmember not standing for election in the Regular Municipal Election, a special primary election and a special election shall be held in January of the subsequent year following the vacancy to fill said vacancy. The election procedures for the special primary election and the special election shall be those election procedures for municipal office candidates as prescribed in Minnesota Statutes and this Charter. Notwithstanding Section 2.3.1 of this Charter, which provides for a four-year term for the mayor and councilmembers, the term of the mayor and/or a councilmember elected pursuant to this subsection will be for the remainder of the vacant term.

4.5.6 If there are insufficient numbers of candidates in a regular or special election to fill expiring or vacated municipal offices, the city council shall fill said offices by appointment until the next regular municipal election. In the case of a tie vote of the council, the mayor shall make said appointment from the candidates under consideration.

Outcome/Direction from April 19, 2012 Meeting:

Items that came up during discussion were the City Attorney noted that Section 4.5.5 was discussed years ago. It talks about such a remote event that he wasn't sure why the Charter would event want to review it again. He suggested the Commission could study 4.5 dealing with vacancies and a "learning session" could be held on it to maybe brainstorm to make the language more clear. The question was raised about the dates of special elections - and did the Commission want to consider extending the dates so there is time for a primary election. *It should be noted that these instances are rare and a primary election is quite costly as well.* The motion approved by the Charter Commission was to postpone any action, work on ideas, and bring them back to a meeting to brainstorm.

3) Discuss redoing the City's Charter to an article format.

It was suggested by a resident that this format type would be more user friendly. The Commission briefly discussed if there was enough interest to re-do the Charter and, if so, possible a task force could be formed. Mr. Surma, the resident who brought the suggestion forward, offered to serve on that task force. The Charter should decide if this is something to pursue.

Outcome/Direction from April 19, 2012 Meeting:

The Charter Commission determined it was not interested in changing the format of the Charter but that they were open to suggestions by the resident of examples of language changes, etc. They directed the City Attorney to draft a letter to the resident stating that the Commission is trying to make the Charter more understandable but they do not find it necessary to change the format to do that.

4) Review Newsletter Options

At the March 26, 2012 Charter meeting, discussion ensued relating to cutting back on issues of the *Ramsey Resident* and to look at options other than mailing out the newsletter. The final motion was to postpone the discussion. Does the Charter feel it's worthwhile to look at other options of delivery - or if it's not broke, don't fix it.

Outcome/Direction from April 19, 2012 Meeting:

The Charter determined that if it was Council's wish to reduce the number of issues of the *Ramsey Resident*

to four issues in the interest of being more cost efficient, the Charter would consider language amending the Charter to allow that to be done.

It should be noted that the City Council kept the number of issues at six; however, twice a year, the newsletter is made up of one or two pages and inserted in and mailed out with the electrical utility bill.

Recommendation:

Staff is recommending that the Charter Commission give direction on the above - such as work with the City Attorney - or - form a subcommittee to brainstorm clearer language, etc.

Funding Source:

N/A

Council Action:

Based upon discussion.

Form Review

Inbox
Kurt Ulrich

Reviewed By
Kurt Ulrich

Date
09/13/2013 03:09 PM
Started On: 09/13/2013

Form Started By: Jo Thieling

Final Approval Date: 09/13/2013