

City of Ramsey
Agenda
Environmental Policy Board (EPB)
Monday August 5, 2013
6:30 pm
Rum River Room, 7550 Sunwood Drive NW

1. **Call to Order**
2. **Citizen Input**
3. **Approve Agenda**
4. **Approve Minutes**
 1. Approve Meeting Minutes Dated July 1, 2013
5. **Policy Board Business**
 1. Receive Presentation of City's Strategic Plan
 2. Receive Update on Minnesota Department of Natural Resources (DNR) Rulemaking for Mississippi River Corridor Critical Area (MRCCA)
 3. Discuss Environmentally Related Best Management Practices for Inclusion in City's Housing Assistance Policy
 4. Environmental Expo
6. **Board/Staff Input**
 - September Meeting Date (needs to be rescheduled due to Labor Day holiday)
 - City Council Work Session to Review Work Plan and EAB Management Plan
7. **Adjournment**

Environmental Policy Board (EPB)

4. 1.

Meeting Date: 08/05/2013

By: Chris Anderson, Community
Development

Information

Title:

Approve Meeting Minutes Dated July 1, 2013

Attachments

Meeting Minutes Dated July 1, 2013

Form Review

Inbox
Chris Anderson (Originator)

Form Started By: Chris Anderson

Reviewed By
Chris Anderson

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Started On: 07/31/2013 09:21 AM

**ENVIRONMENTAL POLICY BOARD
CITY OF RAMSEY
ANOKA COUNTY
STATE OF MINNESOTA**

On Monday, July 1, 2013, the Environmental Policy Board (EPB) met in the Rum River Conference Room at the Ramsey Municipal Center, 7550 Sunwood Drive N.W., Ramsey, Minnesota.

Members Present: Chairperson Michael Max
 Board Member Bob Bentz
 Board Member Larry Lewis
 Board Member Tara Prendergast
 Board Member Michael Valentine

Members Absent: Board Member Michael Hiatt
 Board Member Thomas Stodola

Also Present: Associate Planner/Environmental Coordinator Chris Anderson
 Development Services Manager Tim Gladhill

1. CALL TO ORDER

Chairperson Max called the meeting to order at 6:33 p.m.

2. CITIZEN INPUT

None.

3. APPROVE AGENDA

Motion by Board Member Valentine and seconded by Board Member Lewis to approve the agenda as submitted.

Motion carried. Voting Yes: Chairperson Max, Board Member Valentine, Lewis, Bentz, and Prendergast. Voting No: None. Absent: Board Members Hiatt and Stodola.

4. APPROVE MINUTES

4.01: Approve Meeting Minutes Dated June 3, 2013

Motion by Board Member Valentine and seconded by Board Member Bentz to approve the regular meeting minutes dated June 3, 2013.

Motion carried. Voting Yes: Chairperson Max, Board Member Valentine, Bentz, Lewis, and Prendergast. Voting No: None. Absent: Board Members Hiatt and Stodola.

5. POLICY BOARD BUSINESS

5.01: Consider Draft 2013-2014 Work Plan

Associate Planner/Environmental Coordinator Anderson presented the staff report. He stated that in reviewing the information, the tree sale is trending in the wrong direction and did not believe that it would be beneficial for the Board to continue with that event. He stated that if the Board wishes to continue with the event, changes would need to be made and more participation from the Board would be required, but stated that the percentage of sales to Ramsey residents does not appear to merit continuing.

Chairperson Max stated that although he understood the merit behind discontinuing the tree sale, he thought it a bit ironic that the tree sale would be discontinued at the same time the Board is expressing the intent for the City to lead by example and be more environmentally proactive.

Board Member Bentz suggested selling trees in the fall during the Expo rather than holding it in the spring.

Associate Planner/Environmental Coordinator Anderson stated that the logistics of having the trees onsite at Happy Days would prevent that from occurring. He noted that perhaps a local nursery would want to sell trees with a voucher system during the Business Expo. He stated that if the Board would like to further discuss the tree sale the language should be included in the Work Plan.

Board Member Valentine stated that he understood the irony but suggested that the program be reviewed under the overall context and noted that energy may be better served in another area.

Chairperson Max stated that perhaps it would be best to not hold the tree sale for the next year or two and focus efforts on other areas that could then create a demand for a future tree sale.

Board Member Lewis commented that while he would not rule out the tree sale as dead, he would postpone discussions until early winter.

Community Development Manager Gladhill discussed the Housing Assistance Policy and the process of review by the Planning Commission and City Council prior to tonight. He asked that the Board review the best management practices and provide input. He stated that the intent tonight was simply to request that the Board add the item to their Work Plan. He noted that additional guidance would be provided in the future. He also provided an update on the Strategic Plan and noted that a presentation should be forthcoming.

Chairperson Max questioned the difference between this and overall landscape issues.

Community Development Manager Gladhill provided examples and noted that the policy would apply citywide but would also address projects that exceed the minimum standards in return for financial assistance from the City. He stated that the City does not have a large pool of money to assist in housing developments and noted that the funds that are there should be used to assist in the creation of a shining star of the type of development the City would like to see. He estimated that work would begin by the Board in one to two months and noted that this should be a quality project. He referenced the Strategic Plan and commented that the City Administrator and Mayor

are working together to develop a Communication Plan to introduce the Strategic Plan. He stated that there are a number of goals identified in the Plan that would tie into the work completed by the Board.

Associate Planner/Environmental Coordinator Anderson stated that the agendas for the near future will be very full and noted that the Work Plan would most likely be reviewed by the City Council at a regular meeting rather than a Work Session prior to a regular meeting. He stated that it is likely that the Mayor and City Administrator may want to meet with the Board directly to present the Communication Plan for the Strategic Plan.

Chairperson Max suggested that an item should be included on the Work Plan that states the Board will continue public outreach via the City newsletter and QCTV. He also believed the tree inventory should be included as an implementation project.

Associate Planner/Environmental Coordinator Anderson confirmed that the Board was comfortable with the four categories and the language used. He noted that the Board is somewhat limited in the amount of work they can take on with 12 meetings per year. He noted that it would be the decision of the Board whether to present the Work Plan to the Council prior to the Communication Plan presentation.

Chairperson Max stated that perhaps it would be beneficial to have discussion by Subcommittees for specific topics in the future. He stated that he did not think it would matter when the Work Plan was presented to the City Council.

Associate Planner/Environmental Coordinator Anderson stated that while he would prefer to meet with the City Council at a Work Session, which would not be possible in the near future, but agreed that it would not hurt to present earlier.

Board Member Lewis questioned if a copy of the Work Plan could be sent to the Council in a packet form for review prior to the presentation from the Board.

Associate Planner/Environmental Coordinator Anderson stated that he would forward the document to City Councilmember Letourneau and ask if he would be comfortable distributing that information to the Council. He stated that the plates of the Council are pretty full and was unsure of the amount of time the Councilmembers would have.

Development Services Manager Gladhill noted that the City Attorney should review that possibility to ensure open meeting laws are not violated.

Board Member Bentz stated that from experience he would say to present the information to the City Council at a regular meeting, as much discussion is not had at Work Sessions for this item, and noted that if the Council felt further discussion was warranted they could direct the item to a Work Session.

Associate Planner/Environmental Coordinator Anderson stated that perhaps he can speak with the Council Liaison and have him enter the draft Work Plan at a regular Council meeting and enter the document into the record at that time, with the possibility of a Work Session in the future.

Motion by Board Member Lewis and seconded by Board Member Valentine to approve the 2014 Work Plan as discussed and present the Work Plan through the Council Liaison at the next City Council meeting for review and input.

Motion carried. Voting Yes: Chairperson Max, Board Member Lewis, Valentine, Bentz, and Prendergast. Voting No: None. Absent: Board Members Hiatt and Stodola.

5.02: Review Draft Emerald Ash Borer Management Plan

Associate Planner/Environmental Coordinator Anderson presented the staff report and briefly reviewed the draft version of the Emerald Ash Borer Management Plan for the benefit of newer Board Members that have not seen the information. He also reviewed the proposed presentation for the Council that had been prepared in the past. He noted that it is difficult to detect the Emerald Ash Borer early and there are no natural predators. He advised that there is ongoing research to determine a better method of treatment and identification. He noted that a number of items included in the Plan are already being implemented; highlighting the tree inventory that still needs to be completed. He provided additional information on the many benefits that would be provided through a tree inventory and explained the definition of street or boulevard trees to be City maintained trees. He stated that unlike other species, when Ash trees die they become very brittle very quickly which is another unfortunate side effect of having a large inventory of Ash trees.

Board Member Bentz stated that perhaps the action should begin now rather than waiting for the bug to get here.

Associate Planner/Environmental Coordinator Anderson stated that many of the items have already been implemented.

Board Member Bentz questioned why quarantine is not instituted now in order to further delay the arrival.

Associate Planner/Environmental Coordinator Anderson stated that the State does not like to make that decision until there is proof. He explained that this policy was drafted by the EPB in 2010 and advised that the City stopped allowing Ash trees to be planted on public property around 2008. He explained that while the City can discourage the planting of Ash trees on private property, they did not want to limit a resident's right to plant the type of tree desired.

Motion by Board Member Valentine and seconded by Board Member Lewis to recommend that the City Council adopt the Emerald Ash Borer Management Plan.

Motion carried. Voting Yes: Chairperson Max, Board Member Valentine, Lewis, Bentz, and Prendergast. Voting No: None. Absent: Board Members Hiatt and Stodola.

Associate Planner/Environmental Coordinator Anderson stated that it would be his intent to group as many items as he could together for presentation to the City Council and asked that as many Board Members as possible attend the meeting, whether that occur at a regular or work session meeting.

5.03: Rain Garden Demonstration Project Update

Associate Planner/Environmental Coordinator Anderson presented the staff report. He noted that the Parks Supervisor will be meeting someone onsite to discuss the prairie restoration project also on the Alpine Park site. He advised that he has been invited to attend the meeting as well and hoped that he would be able to pull the expert over to this site to obtain further suggestions for this project.

Chairperson Max questioned if this was the best location for a demonstration site because it does not have very wet conditions.

Associate Planner/Environmental Coordinator Anderson stated that the intent of a rain garden is not to hold water, but noted that the soil could be amended onsite to delay the absorption of the water.

Board Member Bentz stated that the project should have similar soils to Ramsey residents and should not be amended.

Associate Planner/Environmental Coordinator Anderson noted that the expert would be able to provide some good feedback the following day. He confirmed that the intent would be to use gallon size plants to create a fairly quick visual impact. He also confirmed that staff will take pictures before, during and after. He asked that the Board consider holding the planting on a weekday, possibly before a regular EPB meeting and noted that the regular meeting could be held onsite at the park. He stated that if everything were to come together the planting could occur in conjunction with the August Board meeting.

5.04: Environmental Expo Update

Associate Planner/Environmental Coordinator Anderson presented the staff report, noting that he did receive a fourth confirmation of registration (Home Depot) for exhibitors. He noted that in conversations with Mayor Strommen, she would try to verify the availability of the desired keynote speaker within the next two weeks. He confirmed that it is not unusual to only have a few exhibitors confirmed at this time and verified that he would accept assistance from Board Members in the recruitment of exhibitors.

Board Member Prendergast confirmed that there is no charge for the Environmental Expo exhibitors.

Chairperson Max noted that petting zoos have been widely popular.

Board Member Bentz stated that perhaps the petting zoo could be included, but not funded through the EPB.

Associate Planner/Environmental Coordinator Anderson confirmed that it was his understanding that the desire was not to fund the petting zoo through the EPB but to ensure that this would not conflict with the exhibitors for the Expo. He referenced the Subcommittee, which met following

the June meeting to develop the five survey questions that could be presented to residents at the Expo.

Board Member Bentz commented that some of his neighbors verified that they would be willing to complete the survey.

Chairperson Max stated that he believed the questions to be a great start and advised of additions that he would make including the addition of a scale and different language suggestions.

Board Member Lewis referenced question four and the desired information that would be obtained.

Board Member Valentine stated that he viewed it as a measure of engagement for residents.

Associate Planner/Environmental Coordinator Anderson confirmed that Chairperson Max will work to wordsmith some of the questions and bring that information back for further review at the August meeting. He noted that he would prefer to reserve a booth with electricity for the Board at the Expo and conduct the survey on a site such as Survey Monkey. He advised that at the direction of the Board the survey could be left open for a specific length of time to allow additional resident response.

Board Member Prendergast stated that some of the items she was unsure of and questioned if some of the answers should be more than a yes or no answer. She also noted that “green” could have many different interpretations.

Associate Planner/Environmental Coordinator Anderson referenced the green question and stated that perhaps that item should be tweaked because of the broad interpretation of “green” and the level of understanding for those not familiar with environmental issues. He noted that if a date for survey results was listed it should be estimated as the January/February issue of the newsletter as that would allow time for the Board to compile the results. He advised that a snapshot of the results could be published in the newsletter with full results available online.

Board Member Bentz noted that it would also be helpful for staff and the City Council to complete the survey as well.

6. BOARD / STAFF INPUT

- **Monthly Recycling Event**

Associate Planner/Environmental Coordinator Anderson advised that the first monthly collection event hosted by Ace Solid Waste took place about two weeks ago. He noted that he intends to send a mailing before the July and August events to promote the monthly events. He advised that he was unable to send a mailing before the June event but noted that Ace sent out electronic notification to their customers. He reported that even with very minimal marketing for the June event, there were still about 50 participants. He advised that the fall event will still take place in September.

7. ADJOURNMENT

Motion by Board Member Lewis and seconded by Board Member Valentine to adjourn the meeting.

The meeting adjourned at 9:30 p.m.

Respectfully submitted,

Chris Anderson
Associate Planner/Environmental Coordinator

ATTEST:

JoAnn Shaw
Community Development Secretary

Drafted by Amanda Staple
TimeSaver Off Site Secretarial, Inc.

Environmental Policy Board (EPB)

5. 1.

Meeting Date: 08/05/2013

By: Chris Anderson, Community
Development

Information

Title:

Receive Presentation of City's Strategic Plan

Background:

The City Council recently adopted a Strategic Plan for the City. The Mayor and Development Services Manager will be in attendance at the August meeting to provide a presentation on the Strategic Plan. A copy of the Strategic Plan is attached for your review.

Action:

No action is needed, this is for informational purposes only.

Attachments

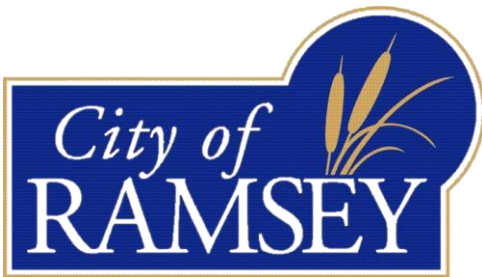
Mayor's Cover Letter

Strategic Plan Final Report

Strategic Plan Presentation

Form Review

Inbox	Reviewed By	Date
Chris Anderson (Originator) Form Started By: Chris Anderson	Chris Anderson	08/01/2013 08:16 AM
	Final Approval Date: 08/01/2013	Started On: 07/31/2013 08:13 AM



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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

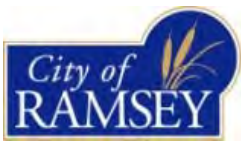
- Fund balances
- Lack of focus on the revenue side of the balance sheet – protect the tax base by identifying new sources of revenue

* *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

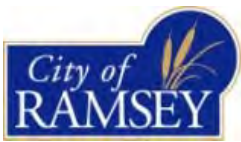
Finance

- 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%

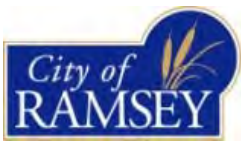
11. How effectively did staff support the City Council's efforts?

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%

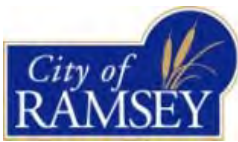
2. How does it impact the City Administrator's ability to truly direct, manage, and coach the staff?

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)		





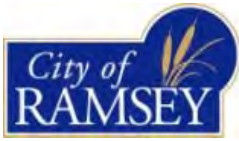
APPENDIX B

**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***

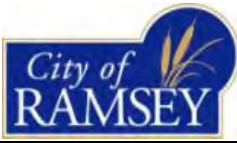
If appropriate, appointed officials may choose to make a public statement of apology for previous conduct.

- ***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:

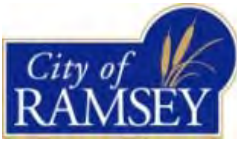
- Conduct orderly and effective City Council meetings
- Represent the City at public functions
- Provide Council leadership
- Facilitate discussions on agenda items and help resolve conflict among Councilmembers
- Sign the City's legal documents
- Also function as a Councilmember

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:

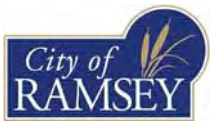
- Have a positive attitude towards their job and when dealing with the public
- Be team players
- Be fiscally responsible
- Be positive representatives and ambassadors of the City
- Have integrity and a strong work ethic
- Be adaptable
- Be receptive to, and participate in, training and development opportunities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

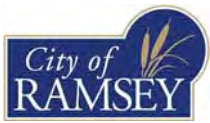
Ensure strategic economic development that complements the city’s desired quality of life and builds a stable tax base, all while maintaining a low tax levy.

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



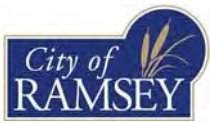
Appendix E
Scenario: A New Day (Working Document)



Strategic Imperative I: Financial Stability (Continued)

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

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
<i>Enhancing infrastructure development to meet city's growth</i>	PW/Engineering	Secure Bury Carlson property for future PW site	2013	2013	None	None	PW/Engineering	<ul style="list-style-type: none"> 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

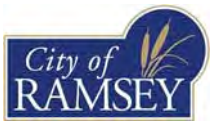
Scenario: A New Day (Working Document)



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)

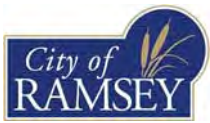
Continue the delivery of quality services to ensure the city will have safe and thriving neighborhoods and business districts, and a clean environment.

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

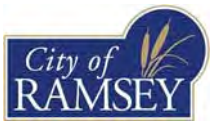
Appendix E
Scenario: A New Day (Working Document)

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>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

August 5, 2013

Environmental Policy Board Presentation By:

Mayor Sarah Strommen

Development Services Manager Tim Gladhill

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



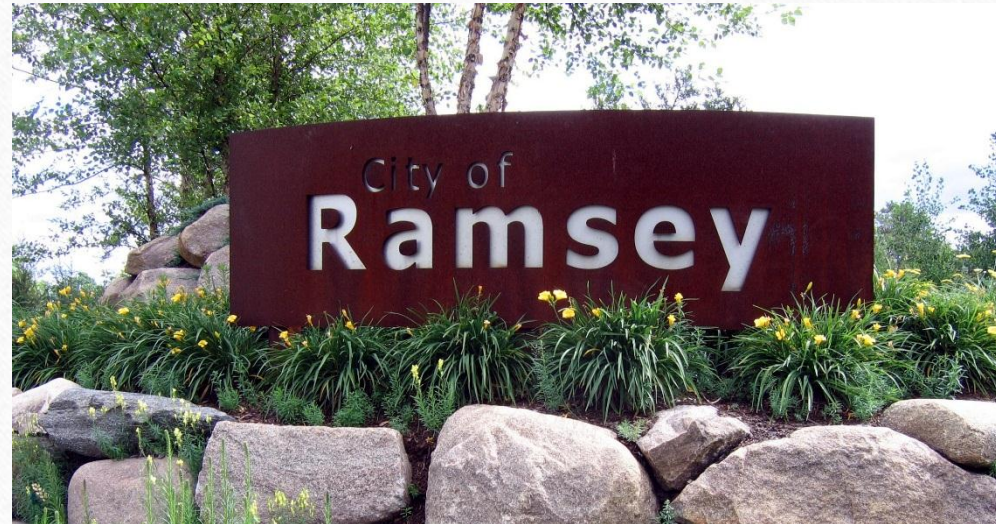
- Identify and secure other funding mechanism/sources to help fund the implementation of the Three to Five Year Strategic Action Plan
- Develop, implement and manage a 2013-2015 Balanced Scorecard:
 - Fiduciary
 - Customer/Stakeholder
 - Internal
 - Learning and growth
- Establish a reporting process

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...



Environmental Policy Board (EPB)

5. 2.

Meeting Date: 08/05/2013

By: Tim Gladhill, Community Development

Information

Title:

Receive Update on Minnesota Department of Natural Resources (DNR) Rulemaking for Mississippi River Corridor Critical Area (MRCCA)

Background:

In 2013, the Minnesota Legislature authorized the Minnesota Department of Natural Resources to commence rulemaking related to the Mississippi River Corridor Critical Area (MRCCA) (the "Critical Area"). The intent is to update existing regulations found in Minnesota Statute Chapter 116G. The Critical Area extends from the Ramsey's western border south down to Hastings, stretching nearly seventy-two (72) miles and encompasses approximately thirty (30) governmental subdivisions across the metro area.

The Critical Area is an overlay district that establishes minimum development standards intended to provide protections for the Mississippi River including, but not limited to, stormwater management, bluff stabilization, and protection of scenic qualities. Minnesota Statute Chapter 116G establishes the district and requires that local government units with land use and zoning authority adopt ordinances in substantial compliance with the Statute. The local ordinance must be approved by the DNR. The local unit of government is responsible for enforcement. The City adopted its original ordinance in circa-mid 1980s.

The rulemaking project originally commenced in 2009. However, the legislative timeframe expired, and updated rules were never adopted. The 2013 Legislature revised the original scope for rulemaking and authorized a new rulemaking project. Since some time has lapsed since the 2009 process, Staff is seeking policy direction on how to approach participation in the rulemaking process.

Action:

This is for informational purposes only; no action is needed.

Attachments

Memo from DNR Commissioner Landwehr dated July 31, 2013

Excerpt From Approved Bill

Current City Code

Critical Area Boundary within Ramsey

Form Review

Inbox
Chris Anderson

Reviewed By
Chris Anderson

Date
08/02/2013 02:32 PM
Started On: 07/26/2013 10:57 AM

Form Started By: Tim Gladhill

Final Approval Date: 08/02/2013

Memo from DNR Commissioner Landwehr dated July 31, 2013

Thank you for attending the July 17 meeting to kick off the rulemaking project for the Mississippi River Corridor Critical Area (MRCCA). We appreciated the opportunity to explain the project to you in person and hear your ideas for how to move forward with this renewed effort. We know that this project is important to your community and that there are a number of issues and concerns that we need to address before we can adopt rules. We appreciate your commitment to help us work through this process and develop rules that are reasonable and recognize the diverse range of interests in the corridor. As we move forward, we want to keep you informed about the project's progress and how your involvement affects rule development. In that vein I would like to recap the highlights of the meeting and next steps.

Project background & highlights:

As you know, the 2009 Legislature directed the DNR to adopt rules for the MRCCA. The DNR initiated a two-year process in 2009 that involved extensive stakeholder and public participation, resulting in a draft rule package. Due to the length of this process and the timing of the draft rule completion coinciding with a change in administration, the DNR's rulemaking authority expired and the effort was put on hold early in 2011. The 2013 Legislature renewed the DNR's authority and appropriated \$100,000 to complete rulemaking. We hope to complete this process by September 2014.

The draft rule package that resulted from the 2009-2011 rulemaking effort will be the starting point for the process moving forward. During the first phase of the rulemaking process, we will work individually with each local government to review the draft rules and identify ways to improve them. During later project phases we will work with other interested parties to get their input and revise the draft rules to the point where they can be adopted. We do expect to incorporate changes to the draft rules to address concerns stakeholders have made, some of which are mentioned below.

Summary of key issues discussed at the July 17th meeting

Nonconforming Uses – Many participants expressed concern that the rules will create nonconforming properties. We understand this concern. While some new nonconformities will result from the rulemaking, our goal is to continue working closely with communities and property owners to minimize nonconformities. We will also clarify what it will mean for properties that do become nonconforming. Nevertheless, it is important to keep in mind that nonconforming properties currently exist in every community, as cities are continually updating standards for development and redevelopment. Many changes (e.g., landscaping, lighting, parking, environmental protection, etc.) cities routinely make to their zoning codes result in nonconformities. State law offers many protections to nonconforming properties.

Previous Rulemaking Process – Some participants felt that the previous process was driven by special interests and that cities didn't have enough say in the development of the draft rules. We acknowledge this perception, and intend on redoubling our efforts to engage cities. We do want to emphasize, however, the need for participation of a broad range of interests in developing the draft standards. In addition to working directly with each city, we created advisory groups with representation by many interests, and held public meetings and open houses. The draft rules were shaped in large part by the ideas and feedback received from all individuals and groups that participated. The DNR's website was continually updated to reflect this information.

I recognize that a number of stakeholders have concerns with the draft rules and we will work to address those concerns as best we can. At the same time we all recognize that there is a range of stakeholders that will be affected by the rules and that it will not be possible to draft a proposal that will please everyone. That is why we intend to take the proposed rules to a public hearing. Ultimately an administrative law judge will make an objective determination on the need and reasonableness of the rules and offer a recommendation on whether to adopt, modify, or drop the rules.

Next steps:

The current rulemaking process will start in August with individual meetings with each community in the critical area. We will be contacting your staff soon to schedule these meetings, and will send materials ahead of time to help your staff prepare (including an annotated version of the draft rules, draft district maps, and draft bluff maps). The purpose of these meetings is to compare the draft districts, standards, and administrative provisions in the draft rules with those in existing local ordinances, and get input from local governments on how to improve them. We are also interested in feedback on the process and public outreach. Based on discussion at the July 17th meeting, we are adding another meeting with Metro City members to summarize the ideas generated by local governments. The DNR will use this feedback to develop recommendations for revising the draft rules.

My team is committed to working with you and other interested parties in an open and transparent process to develop rules as directed by the 2013 Legislature. Our goal is to balance the variety of interests along the corridor to ensure continued protection of this important natural resource. As our key partners in administering these rules, we are especially interested in your advice for developing rules that are practical to administer. I am very interested in seeing this project through to a successful completion and will remain involved. I look forward to continuing the conversation we started last Wednesday.

Tom Landwehr, Commissioner
Minnesota Department of Natural Resources

Take a Child Outdoors Today!

Sec. 18. Minnesota Statutes 2012, section 116G.15, subdivision 2, is amended to read:
45.9 Subd. 2. **Administration; duties.** (a) The commissioner of natural resources, after
45.10 consultation with affected local units of government within the Mississippi River corridor
45.11 critical area, may adopt rules under chapter 14 as are necessary for the administration of
45.12 the Mississippi River corridor critical area program. Duties of the Environmental Quality
45.13 Council or the Environmental Quality Board referenced in this chapter, related rules, and
45.14 the governor's Executive Order No. 79-19, published in the State Register on March 12,
45.15 1979, that are related to the Mississippi River corridor critical area shall be the duties of
45.16 the commissioner. All rules adopted by the board pursuant to these duties remain in effect
45.17 and shall be enforced until amended or repealed by the commissioner in accordance with
45.18 law. The commissioner shall work in consultation with the United States Army Corps of
45.19 Engineers, the National Park Service, the Metropolitan Council, other agencies, and local
45.20 units of government to ensure that the Mississippi River corridor critical area is managed
45.21 as a multipurpose resource in a way that:
45.22 (1) conserves the scenic, environmental, recreational, mineral, economic, cultural,
45.23 and historic resources and functions of the river corridor;
45.24 (2) maintains the river channel for transportation by providing and maintaining
45.25 barging and fleeting areas in appropriate locations consistent with the character of the
45.26 Mississippi River and riverfront;
45.27 (3) provides for the continuation ~~and~~ development, and redevelopment of a variety
45.28 of urban uses, including industrial and commercial uses, and recreational and residential
45.29 uses, where appropriate, within the Mississippi River corridor;
45.30 (4) utilizes certain reaches of the river as a source of water supply and as a receiving
45.31 water for properly treated sewage, storm water, and industrial waste effluents; and
45.32 (5) protects and preserves the biological and ecological functions of the corridor.
45.33 (b) The Metropolitan Council shall incorporate the standards developed under
45.34 this section into its planning and shall work with local units of government and the
45.35 commissioner to ensure the standards are being adopted and implemented appropriately.
46.1 (c) The rules must be consistent with residential nonconformity provisions under
46.2 sections 394.36 and 462.357.

46.3 Sec. 19. Minnesota Statutes 2012, section 116G.15, subdivision 3, is amended to read:
46.4 Subd. 3. **Districts.** The commissioner shall establish, by rule, districts within
46.5 the Mississippi River corridor critical area. The commissioner must seek to determine
46.6 an appropriate number of districts within any one municipality and take into account
46.7 municipal plans and policies, and existing ordinances and conditions. The commissioner
46.8 shall consider the following when establishing the districts:
46.9 ~~(1) the protection of the major features of the river in existence as of March 12, 1979;~~
46.10 ~~(2)~~ (1) the protection of improvements such as parks, trails, natural areas,
46.11 recreational areas, and interpretive centers;
46.12 ~~(3)~~ (2) the use of the Mississippi River as a source of drinking water;
46.13 ~~(4)~~ (3) the protection of resources identified in the Mississippi National River and
46.14 Recreation Area Comprehensive Management Plan;
46.15 ~~(5)~~ (4) the protection of resources identified in comprehensive plans developed by
46.16 counties, cities, and towns within the Mississippi River corridor critical area;
46.17 ~~(6) the intent of the Mississippi River corridor critical area land use districts from~~
46.18 ~~the governor's Executive Order No. 79-19, published in the State Register on March~~
46.19 ~~12, 1979; and~~
46.20 (5) management of the river corridor consistent with its natural characteristics and
46.21 its existing development, and in consideration of potential new commercial, industrial,
46.22 and residential development; and
46.23 ~~(7)~~ (6) identified scenic, geologic, and ecological resources.

46.24 Sec. 20. Minnesota Statutes 2012, section 116G.15, subdivision 4, is amended to read:

46.25 Subd. 4. **Standards.** (a) The commissioner shall establish, by rule, minimum
46.26 guidelines and standards for the districts established in subdivision 3. The guidelines and
46.27 standards for each district shall include the intent of each district and key resources and
46.28 features to be protected or enhanced based upon paragraph (b). The commissioner must
46.29 take into account municipal plans and policies, and existing ordinances and conditions
46.30 when developing the guidelines in this section. The commissioner may provide certain
46.31 exceptions and criteria for standards, including, but not limited to, exceptions for river
46.32 access facilities, water supply facilities, storm water facilities, and wastewater treatment
46.33 facilities, and hydropower facilities.

47.1 (b) The guidelines and standards must protect or enhance the following key

47.2 resources and features:

47.3 (1) floodplains;

47.4 (2) wetlands;

47.5 (3) gorges;

47.6 (4) areas of confluence with key tributaries;

47.7 (5) natural drainage routes;

47.8 (6) shorelines and riverbanks;

47.9 (7) bluffs;

47.10 (8) steep slopes and very steep slopes;

47.11 (9) unstable soils and bedrock;

47.12 (10) significant existing vegetative stands, tree canopies, and native plant

47.13 communities;

47.14 (11) scenic views and vistas;

47.15 (12) publicly owned parks, trails, and open spaces;

47.16 (13) cultural and historic sites and structures; and

47.17 (14) water quality; and

47.18 (15) commercial, industrial, and residential resources.

~~47.19 (c) The commissioner shall establish a map to define bluffs and bluff-related features~~

~~47.20 within the Mississippi River corridor critical area. At the outset of the rulemaking process,~~

~~47.21 the commissioner shall create a preliminary map of all the bluffs and bluff lines within~~

~~47.22 the Mississippi River corridor critical area, based on the guidelines in paragraph (d). The~~

~~47.23 rulemaking process shall provide an opportunity to refine the preliminary bluff map. The~~

~~47.24 commissioner may add to or remove areas of demonstrably unique or atypical conditions~~

~~47.25 that warrant special protection or exemption. At the end of the rulemaking process, the~~

~~47.26 commissioner shall adopt a final bluff map that contains associated features, including~~

~~47.27 bluff lines, bases of bluffs, steep slopes, and very steep slopes.~~

~~47.28 (d) The following guidelines shall be used by the commissioner to create a~~

~~47.29 preliminary bluff map as part of the rulemaking process:~~

~~47.30 (1) "bluff face" or "bluff" means the area between the bluff line and the bluff base. A~~

~~47.31 high, steep, natural topographic feature such as a broad hill, cliff, or embankment with~~

~~47.32 a slope of 18 percent or greater and a vertical rise of at least ten feet between the bluff~~

~~47.33 base and the bluff line;~~

~~47.34 (2) "bluff line" means a line delineating the top of a slope connecting the points~~

~~47.35 at which the slope becomes less than 18 percent. More than one bluff line may be~~

~~47.36 encountered proceeding upslope from the river valley;~~

~~48.1 (3) "base of the bluff" means a line delineating the bottom of a slope connecting~~

~~48.2 the points at which the slope becomes 18 percent or greater. More than one bluff base~~

~~48.3 may be encountered proceeding landward from the water;~~

~~48.4 (4) "steep slopes" means 12 percent to 18 percent slopes. Steep slopes are natural~~

~~48.5 topographic features with an average slope of 12 to 18 percent measured over a horizontal~~

48.6 ~~distance of 50 feet or more; and~~

48.7 ~~(5) "very steep slopes" means slopes 18 percent or greater. Very steep slopes are~~

48.8 ~~natural topographic features with an average slope of 18 percent or greater, measured over~~

48.9a ~~a horizontal distance of 50 feet or more.~~

48.10 Sec. 21. Minnesota Statutes 2012, section 116G.15, subdivision 7, is amended to read:

48.11 Subd. 7. **Rules.** The commissioner shall adopt rules to ensure compliance with this

48.12 section. By January 15, 2010, the commissioner shall begin the rulemaking required by

48.13 this section under chapter 14. Notwithstanding sections 14.125 and 14.128, the authority

48.14 to adopt these rules does not expire.

48.15 **EFFECTIVE DATE.** This section is effective retroactively from July 1, 2009.

48.16 Sec. 22. **MISSISSIPPI RIVER CORRIDOR CRITICAL AREA REPORT.**

48.17 By January 15, 2014, the commissioner of natural resources shall submit a report

48.18 to the chairs and ranking minority members of the senate and house of representatives

48.19 committees and divisions with jurisdiction over natural resources finance and policy

48.20 and the clean water fund on the status of the rulemaking authorized under Minnesota

48.21 Statutes, section 116G.15.

48.22 Sec. 23. **REPEALER.**

48.23 Minnesota Statutes 2012, section 116.201, is repealed.

48.24 **EFFECTIVE DATE.** This section is effective January 1, 2014.

Sec. 117-148. - Critical River Overlay District development standards.

- (a) *Zoning provisions.* The following standards shall apply to the Critical River Area as shown on the official environmental overlay map of the city. Where the requirements of the underlying zoning district as shown on the official zoning map are more restrictive than those set forth herein, then the more restrictive standards shall apply:
- (1) Area standards and permitted uses for the lots located in the Critical River Area and rural service area.

	Residential District	Business District	Employment District
Lot size without public sewer any permitted use	2.5 acres*	2.5 acres	2.5 acres
Lot width without public sewer any permitted use	200 feet	200 feet	200 feet
Front yard setback without public sewer any permitted use	40 feet	40 feet	40 feet
Rear yard setback without public sewer any permitted use	35 feet	35 feet	35 feet
Side yard setback without public sewer any permitted use	10 feet	10 feet	10 feet
River setback without public sewer any permitted use	35 feet from bluff line or 200 feet from ordinary high water mark whichever is greater		
Maximum building	35 feet	35 feet	35 feet

height any permitted building			
Maximum impervious surface area permitted as percent of total lot area**	30%	30%	30%
On-site sewage treatment system setback from ordinary high water level	75 feet	75 feet	75 feet

*The underlying zoning limits the density to a maximum of one per ten acre.

**Includes all structures, surfaced roads, parking lots, and other impervious areas.

- (2) Area standards and permitted uses for the lots located in the critical river area and urban service area.

	Residential District	Business District	Employment District
Lot size with public sewer (riparian)	20,000 sq. ft.	40,000 sq. ft.	40,000 sq. ft.
Lot size with public sewer (non-riparian)	12,150 sq. ft.	20,000 sq. ft.	20,000 sq. ft.
Lot width at building line and river frontage	90 feet	125 feet	125 feet
Front yard setback	35 feet	35 feet	35 feet
Rear yard setback	35 feet	35 feet	35 feet
Side yard setback	10 feet	10 feet	10 feet
River setback any	20 feet bluff line or 100 feet from ordinary high water mark which ever is greater		

permitted use			
Maximum impervious surface area permitted as percent of total lot area.	30%	30%	30%
Maximum building height any permitted building	35 feet	35 feet	35 feet
On-site sewage treatment system setback from ordinary high water level	75 feet	75 feet	75 feet

Permitted uses: The permitted uses for the Critical River Area shall be those uses presently permitted in the respective zoning districts.

(b) *Existing uses.*

(1) *Existing structures.* Existing structures, the location or the use of which is inconsistent with this subdivision or the critical areas designation order shall not be eligible for any permit granted by the city for expansion, change of use, renewal of existing permit or building permit unless the following criteria are met:

- a. The applicant shall provide and maintain adequate screening of the structure from the water through the use of natural vegetative means.
- b. Expansion of existing structures shall be in a direction away from the riverfront.
- c. The public's ability to view the river and river corridor from existing public streets shall not be further degraded by the proposed activity.

(2) *Signs.*

- a. Advertising signs are prohibited between the flood fringe borderline and all county, state or federal highway located within 1,000 feet of the line except where the river cannot be viewed from the highway due to natural topography or existing buildings.
- b. All advertising signs permitted within the critical area outside the area set forth in subsection (b)(2)a of this section shall conform with the provisions of article II, [division 8](#) of this chapter.
 1. Views of the water from vistas and public roads shall not be impaired by the placement of business or advertising signs; and
 2. Advertising signs may be located only on the shore side of public transportation routes that are parallel and adjacent to the riverfront.

c.

All advertising signs, the location of which is not in conformance with this subdivision, are deemed nonconforming uses and shall be removed within seven years of the effective date of the ordinance from which this subdivision is derived.

(3) *Existing lots of record.*

- a. Lots of record in the office of the county register of deeds (or registrar of titles) prior to the date of enactment of the ordinance from which this subdivision is derived, which do not meet the requirements of [section 117-148\(a\)](#), may be allowed as building sites provided:
1. Such use is permitted in the zoning district;
 2. The lot is in separate ownership from abutting lands; and
 3. All other sanitary and dimensional requirements of this subdivision are complied with insofar as practical.

(c) *River crossing.*

(1) *Utility facilities.* Utility crossings of the Critical Area Corridor or routing within the corridor shall meet the following standards:

- a. Underground placing of the utility facility shall be required unless economic, technological and land characteristic factors make underground placement infeasible. Economic considerations alone shall not be made the major determinate regarding feasibility.
- b. Overhead crossings, if required, shall meet the following criteria:
1. The crossings shall be adjacent to or part of an existing utility corridor, including bridge or overhead utility lines;
 2. All structures utilized shall be as compatible as practicable with land use, scenic views and existing transmission structures in height, material, color and design;
 3. Right-of-way clearance shall be kept to a minimum;
 4. Vegetative screening shall be utilized to the maximum extent consistent with safety requirements;
 5. Routing shall avoid unstable soils, bluff lines or high ridges, the alteration of the natural environment, including grading, shall be minimized; and
 6. The crossings shall be subject to the site planning requirements set forth in [section 117-146\(d\)\(2\)](#).
- c. Utility substations. Utility substations shall be subject to the following standards:
1. All substations shall be subject to the site planning requirements set forth in [section 117-146\(d\)\(2\)](#); and
 2. New substations or refurbishment of existing substations shall be compatible in height, scale, building materials, landscaping and signing with the surrounding natural environment or land uses. Screening by natural means is encouraged and should be compatible with the surrounding environment.
- d. Pipelines. Pipelines and underground utility facilities shall be subject to the following standards:
1. All pipelines and underground facilities shall be subject to the site planning requirements set forth in [section 117-146\(d\)\(2\)](#); and

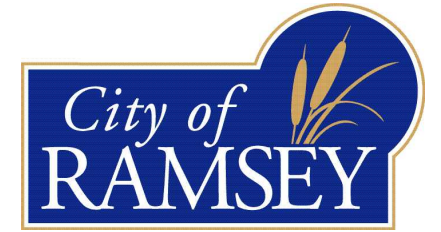
2. The facilities shall be located to avoid wetlands, woodlands and areas of unstable soils; and
 3. All underground placing of utility facilities and pipelines shall be followed by revegetation and rehabilitation to the conditions that existed on site prior to development.
 - (2) *Public and private roads and railways.* New roads and railways crossing the Critical Area Corridor or routed within the Critical Area Corridor shall meet the following standards:
 - a. Roads and railways shall be constructed to minimize impacts on the natural terrain and natural landscape.
 - b. Cuts and fills are to be avoided.
 - c. All roads and railways shall be subject to the site planning requirements set forth in [section 117-146\(d\)\(2\)](#).
 - d. New roads and railways shall not utilize the river corridor as a convenient right-of-way for new arterials or main lines.
 - e. New roads and railways shall be restricted to those facilities needed to access existing and planned residential, commercial and industrial uses.
 - f. All new roads and railways shall provide safe pedestrian crossing points to allow access to the riverfront. Rest areas, vistas and waysides shall be provided.
- (d) *Riverfront uses/access.*
 - (1) *Public property.* Public pedestrian access shall be provided to the riverfront of all public property.
 - (2) *Public pedestrian access.* Public pedestrian access shall be provided to the riverfront of developments on publicly owned and publicly controlled riverfront property whether leased to private leases or not, except where:
 - a. Unavoidable hazards exist to the public.
 - b. Public pedestrian access at a particular location cannot be designed or developed to provide a pleasant view or recreational experience.
 - c. Access to the riverfront may be denied to any person who creates a nuisance or who engages in illegal conduct on the property and public access may be temporarily or permanently closed upon a finding by the city that such offensive conduct cannot otherwise be reasonably controlled.
 - (3) *Public access, private property.* Public pedestrian access shall be provided to the riverfront for all non-water-dependent uses that are:
 - a. Commercial or industrial.
 - b. Developed as a planned unit development or requiring subdivision approval.
 - c. Access to the riverfront may be denied to any person who creates a nuisance or who engages in illegal conduct on the property and public access may be temporarily or permanently closed upon a finding by the city that such offensive conduct cannot otherwise be reasonably controlled.
 - (4) *Riverfront uses.* Riverfront uses shall be preferred in the following order:
 - a. Water dependent;
 - b. Non-water dependent with public pedestrian access; and
 - c. Non-water dependent without public pedestrian access.
- (e) *Marinas, barge fleeting areas and loading facilities.*

- (1) *Boat launching ramps.*
 - a. Boat launching ramps may be located only where access streets are adequate to handle the traffic load generated by the facility.
 - b. Shared or joint use accessory parking will be preferred. Loading will be permitted only at ramps. Parking areas must be screened from the river and adjoining residential property and located at least 50 feet from the normal high water mark.
 - c. The impact of the accessory parking must not adversely affect the environmental quality of the site or the surrounding neighborhood.
 - d. Boat launching ramps and minor accessory buildings and haul-off facilities must be in character and scale with the surrounding neighborhood.
 - (2) *Public marinas.* Public marinas shall be permitted subject to the following conditions:
 - a. The marina must have lavatory facilities adequate to service the marina clientele.
 - b. Off-street parking areas should be provided in accordance with the requirements set forth for boat launching ramps.
 - c. Areas for the winter storing of boats should be naturally screened from view from the river and from upland lots.
 - d. The marina shall be designed for and used only by pleasure craft.
 - e. Maximum height of any buildings or structures shall be 35 feet.
 - f. Accessory uses customarily incidental to public marinas including fueling stations may be permitted providing they are consistent in scale and intensity with the marina and surrounding uses.
- (f) *Vegetation management.*
- (1) In rural open space, urban developed and urban open space districts, the following standards shall apply:
 - a. On undeveloped islands, public recreation lands, the slope or face of bluffs, within 200 feet of the normal high water mark of the river, and within the area 40 feet landward from bluff-lines, clear cutting shall not be permitted.
 - b. On all other lands within these districts, clear cutting shall be guided by the following provisions:
 1. Any selective or clear cutting shall require an environmental permit from the city. The permittee shall submit a plan to the city showing the size and location of all trees on the site and which trees are proposed to be cut. The plan shall be drawn to an accurate scale. The permit application shall be reviewed by both the building inspector and the tree inspector;
 2. Clear cutting shall not be used where soil, slope or other water shed conditions are fragile and subject to injury;
 3. Clear cutting shall be conducted only where clear cut blocks, patches or strips are, in all cases, shaped and blended with the natural terrain;
 4. The size of clear cut blocks, patches or strips shall be kept at the minimum necessary; and
 5. Where feasible, all selective cuts shall be conducted between September 15 and May 15. If natural regeneration will not result in adequate vegetation cover, areas in which clear cutting is conducted shall be replanted to prevent erosion and to maintain the aesthetic

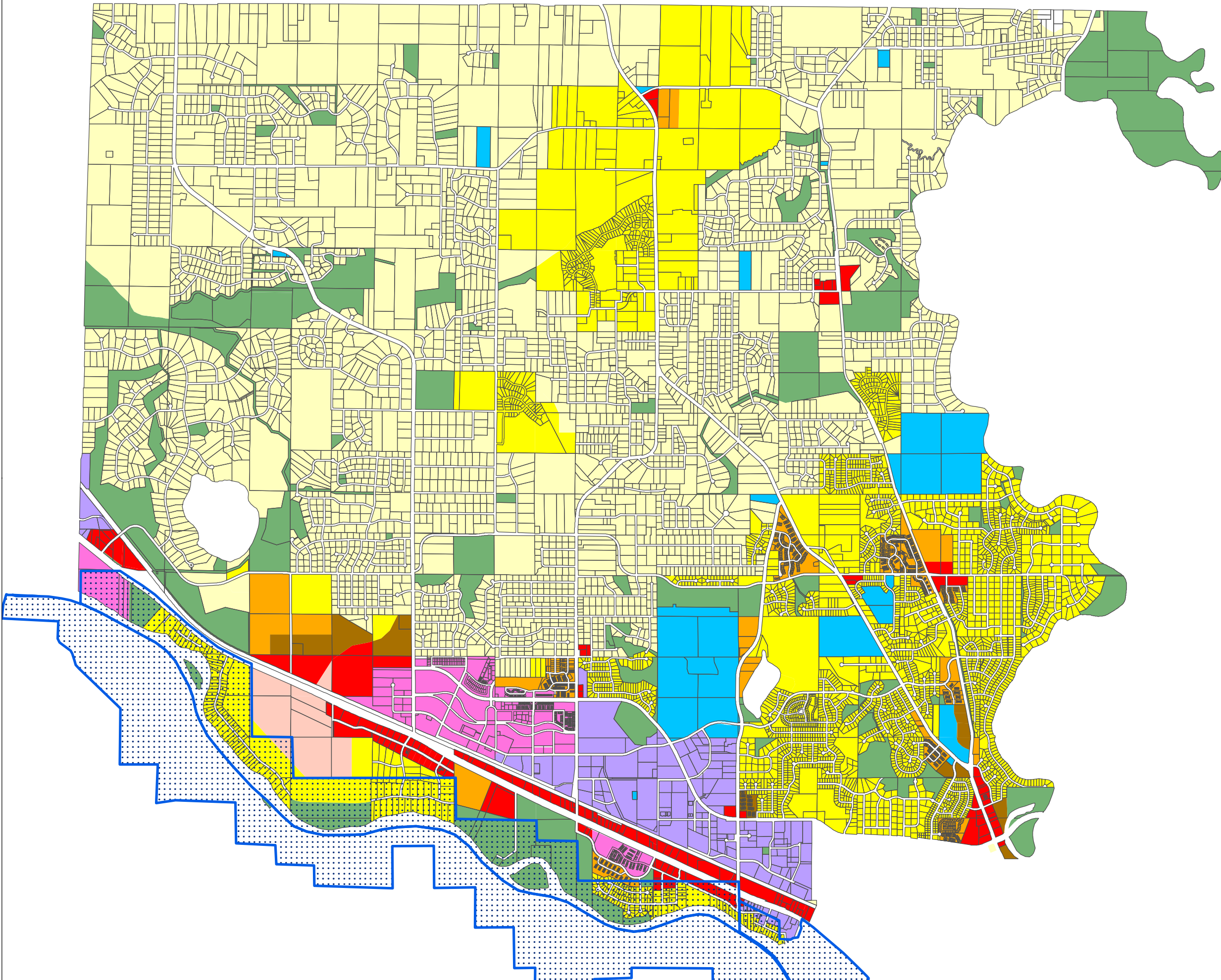
- quality of the area; and where feasible, replanting shall be performed in the same spring or the following spring.
- C. The selective cutting of trees greater than four inches in diameter may be permitted by local units of government when the cutting is appropriately spaced and staged so that a continuous natural cover is maintained.
- (2) These vegetative management standards shall not prevent the pruning and cutting of vegetation to the minimum amount necessary for the construction of bridges and roadways and for the safe installation, maintenance and operation of essential services and utility transmission services which are permitted uses.
- (9) *Administration of the Mississippi River Critical Area.*
- (1) In areas when overlapping standards are present the city council shall apply the most restrictive standards.
- (2) No development or alteration of the Critical Area shall take place without complete compliance with this chapter. All permits for conditional uses, building, sewer system construction or extension (public or private), DNR and EQB review if applicable, and variances shall be obtained prior to any construction. Variances shall be issued only upon demonstration of hardship as defined by [section 117-1](#). Failure to comply with all the standards and regulations of this chapter may be enjoined by the city council through proper legal channels. Each day a violation is permitted to exist shall constitute a separate offense.
- (3) Notification procedures and certification.
- a. Certain land use decisions which directly affect the use of land within the Mississippi Critical River Area District and involve any of the following actions must be certified by the commissioner as specified in subsection (g)(3)b of this section:
1. Adopting or amending an ordinance regulating the use of land including rezoning of particular tracts of the land.
 2. Granting a variance from a provision of this subdivision which related to the zoning dimension provision of subsection (a) of this section and any other zoning dimension provisions established in the Mississippi River Critical Area.
 3. Approving a plat that is inconsistent with the local land use code.
 4. Granting a conditional use permit for a private or commercial recreational development.
- b. Certification process.
1. A copy of all notices of any public hearings, or where a public hearing is not required, a copy of the application to consider zoning amendments, variances, or inconsistent plats under this Code shall be sent so as to be received by the commissioner at least 30 days prior to such hearings or meetings to consider such actions. The notice of application shall include a copy of the proposed ordinances or amendment, or a copy of the proposed inconsistent plat, or a description of the requested variance, or a copy of the conditional use permit application, where applicable.
 2. The city shall notify the commissioner of its final decision on the proposed action within ten days of the decision.
 3. The action becomes effective when and only when either:

- (i) The final decision taken by the city has previously received certification of approval from the commissioner;
 - (ii) The city received certification of approval after its final decision;
 - (iii) 30 days have elapsed from the commissioner received notice of the final decision, and the city has received from the commissioner neither certification of approval nor notice of non-approval; or
 - (iv) The commissioner certifies approval within 30 days after conducting a public hearing.
 4. In the case the commissioner gives notice of non-approval of an ordinance, variance, or inconsistent plat, either the applicant or the administrator may, within 30 days of said notice, file with the commissioner a demand for hearing. If the demand for hearing is not made within 30 days, the notice of non-approval shall become final.
 - (i) The hearing will be held in an appropriate local community within 60 days of the demand and after at least two weeks published notice.
 - (ii) The hearing will be conducted in accordance with Minn. Stats. § 103G.311.
 - (iii) The commissioner shall either certify approval or disapproval of the proposed action within 30 days of the hearing.
 5. The following recreational uses shall require certification approval by the commissioner:
 - (i) Governmental campgrounds.
 - (ii) Private campgrounds.
 - (iii) Public accesses, road access type with boat launching facilities.
 - (iv) Public accesses, trail access type.
 - (v) Temporary docks.
 - (vi) Other governmental open space recreational uses.
- (4) Enforcement.
 - a. It is declared unlawful for any person to violate any of the terms and provisions of this subdivision. Violation thereof shall be a misdemeanor. Each day that a violation is permitted to exist shall constitute a separate offense.
 - b. In the event of a violation or a threatened violation of this subdivision, the city or the commissioner of natural resources, in addition to other remedies, may institute appropriate actions or proceedings to prevent, restrain, or abate such violations or threatened violations.
 - c. Any taxpayer of the city may institute mandamus proceedings in the district court to compel specific performance by the proper official of any duty required by this subdivision.

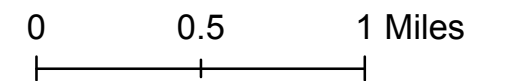
(Code 1978, § 9.21.07; Ord. No. 75-08, 6-27-1975; Ord. No. 85-02, 8-12-1985; Ord. No. 86-2, 8-25-1986; Ord. No. 88-11, 3-19-1989)



Mississippi River Corridor Critical Area (MRCCA)



-  MRCCA
-  Parcels
- 2030 Future Land Use**
-  LDR
-  MDR
-  HDR
-  Office Park
-  Commercial
-  MU
-  Business Park
-  Public
-  Rural Developing
-  Rural Preserve
-  Park



This map has been compiled using information gathered from various governmental offices and other sources and is to be used for reference purposes only. It is neither a legally recorded map nor a survey and is not intended for use as one. The Geographic Information System (GIS) data used to develop this map is not warranted by the City as being error-free.

The City does not represent that the GIS data can be used for exact measurement of distance or direction or precision in the depiction of geographic features. If errors or discrepancies are found, please contact (763) 427-1410.

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Environmental Policy Board (EPB)

5.3.

Meeting Date: 08/05/2013

By: Tim Gladhill, Community Development

Information

Title:

Discuss Environmentally Related Best Management Practices for Inclusion in City's Housing Assistance Policy

Background:

As the Board knows, the draft Work Plan includes an action item to develop a series of Best Management Practices (BMPs) that can be incorporated into the City's Housing Assistance Policy, currently being drafted by an Ad Hoc sub-committee of the Planning Commission. The intent of this case is to consider in broader terms some potential topics of interest, such as stormwater practices and energy efficiency, and then identify more specific BMPs at a subsequent meeting.

Observations:

Based on Goal #4 of the Minimum Thresholds (attached) portion of the Housing Assistance Policy, there appear to be several logical topics to include. Key areas the Board may wish to consider include stormwater management (including water conservation strategies), energy efficiency (lighting, appliances, etc), alternative energy options, walkability (amenities that encourage more active lifestyles), and resource efficiency (using less virgin materials, incorporating more reclaimed/reused materials). This is not meant to limit the possibilities to the aforementioned topics, but rather to help initiate discussion on concepts the Board believes will ultimately benefit the community by encouraging environmentally sound projects.

Recommendation:

The Board should be prepared to discuss various categories that will help frame the focus of specific BMPs that will ultimately be incorporated into the City's Housing Assistance Policy.

Action:

Based on discussion.

Attachments

Housing Assistance Policy Minimum Thresholds

Form Review

Inbox	Reviewed By	Date
Tim Gladhill (Originator)	Tim Gladhill	08/02/2013 02:34 PM
Chris Anderson	Chris Anderson	08/02/2013 02:35 PM
Form Started By: Tim Gladhill		Started On: 07/26/2013 10:58 AM
Final Approval Date: 08/02/2013		

Part 1: City of Ramsey Housing Assistance Policy- Minimum Thresholds

All applicants must meet one of the following minimum thresholds listed below. These are goals and implementation strategies from the City's Master Housing Plan, adopted as part of the City's 2030 Comprehensive Plan.

Check which threshold best matches your project and describe how your project will meet the implementation strategies:

Goal 1: Provide a variety of housing options for people at all life stages and income levels to encourage existing and future residents to stay in Ramsey throughout their lives and to achieve a balanced housing supply. [Describe how your project will use one of the following implementation strategies to achieve this goal. Word limit = 500 words]

Implementation Strategies

- 1) Work toward developing various senior housing options including independent living, cooperatives, and assisted living facilities, both market rate and affordable.
- 2) Focus on providing choices for empty-nesters, including aging in place and downsizing, to allow the majority of current residents to stay in Ramsey.
- 3) Provide opportunities for young adults to continue to live in Ramsey after leaving their parents' homes by supporting the development of quality rental housing.
- 4) Provide a balanced housing supply, with approximately 90% ownership housing and 10% rental housing, to expand options for workforce housing and housing for young professionals.
- 5) Continue to develop more affordable single family housing such as condominiums and small-lot single family homes.
- 6) Explore opportunities to attract executive level housing to provide a variety of housing choices and opportunities in the City.

Goal 2: Revitalize/rehabilitate areas where the housing is aging and in need of repair and where the land is underutilized. [Describe how your project will use one of the following implementation strategies to achieve this goal. Word limit = 500 words]

Implementation Strategies

- 1) Encourage residents to upgrade the functionality and marketability of their aging housing, and put quality additions on as they need more space.
- 2) Provide options for residents to subdivide and/or hook up to municipal services, if they so choose.

- 3) Encourage redevelopment where land is underutilized.

Goal 3: Maintain and improve the housing stock to preserve the character and quality of existing neighborhoods. [Describe how your project will use one of the following implementation strategies to achieve this goal. Word limit = 500 words]

Implementation Strategies

- 1) Encourage the development of homeowner's associations or common interest communities for areas of older multifamily housing and new subdivisions of smaller lot neighborhoods.
- 2) Develop and maintain a close relationship with existing homeowner's associations.
- 3) Investigate the creation of a homeowner rehabilitation program, and increase marketing efforts for existing county and state home renovation programs.
- 4) Enhance code enforcement efforts.
- 5) Educate Ramsey residents about the importance and value of maintaining their homes.
- 6) Partner with Anoka County to ensure that foreclosed homes that are vacant are maintained and secure.
- 7) Ensure that new housing developments provide appropriate density transition with existing established neighborhoods.
- 8) Update and enhance design standards for new developments and encourage housing construction that incorporates quality and diverse architecture.
- 9) Continue to administer the rental licensing program.

Goal 4: Provide a development environment that increases residential health and respects the natural environment. [Describe how your project will use one of the following implementation strategies to achieve this goal. Word limit = 500 words]

Implementation Strategies

- 1) Encourage development that incorporates environmentally sensitive site planning, resource efficient building materials and superior indoor environmental quality practices.
- 2) Evaluate additional sustainability standards, such as Minnesota Green Star Certification or LEED, for the Ramsey Town Center.

- 3) Encourage housing development that incorporates connections to existing pathways and creates natural and safe walkable areas.
- 4) Develop partnerships with utilities, banks and green building experts to develop financial incentives for incorporation of green building technologies.
- 5) Evaluate the cost and benefits of incorporating geothermal heating within new and existing housing developments.

End of Part 1

Part 2 (Ranking Threshold Continued on Separate Attachment)

DRAFT

Environmental Policy Board (EPB)

5. 4.

Meeting Date: 08/05/2013

By: Chris Anderson, Community Development

Information

Title:

Environmental Expo

Background:

As the Board knows, the Environmental Expo is scheduled for Saturday, September 7. This case is intended to cover several different elements associated with the event including the Board's booth, staffing the booth, the survey, and exhibitor information.

Observations:

This is potentially the last meeting before the event, thus, the Board should be either finalizing the booth details or assigning that task to one or more individuals to complete prior to the event. While there had been discussion about content for the booth, it was not apparent that specifics had been determined.

In addition to the booth content, staffing of the booth will need to be sorted out as well. The expo event will run from 11am to 7pm, and there should be at least one member at the booth throughout the event. However, setup and take down of the booth also needs to be taken into account, so the time frame is more likely 10am to 8pm approximately. In the past, this has typically been split up into shifts throughout the event.

The survey that was reviewed at the July meeting has been revised to address comments previously received. That survey is attached for final review. Based on past discussions, the intent will be to offer this survey electronically, through a service such as Survey Monkey. The Board will compile the results and would intend to make those available through the January/February newsletter.

Finally, Staff wanted to provide an update on exhibitors for the event thus far. Presently, there are six (6) exhibitors confirmed. Staff is awaiting responses from about ten (10) others that have been invited. Several past exhibitors have confirmed that they will not be participating this year either due to conflicts with other events or just be choice.

Recommendation:

The Board should be prepared to complete the following:

- Finalize booth details and/or assign that task to one or more members; and
- Determine schedule for staffing of the booth or determine time frame to finalize this; and
- Finalize details of survey.

Action:

Based on discussion.

Attachments

Draft Survey Questions

Form Review

Inbox
Chris Anderson (Originator)

Reviewed By
Chris Anderson

Date
08/02/2013 02:34 PM

Form Started By: Chris Anderson

Started On: 08/01/2013 11:23 AM

Final Approval Date: 08/02/2013

1 How "green" do you consider Ramsey to be?

Needs Work
1 2 3 4 5 6 7 8 9 10
Pretty Good
Very Good

a What is Ramsey doing well environmentally?

b What can Ramsey do better environmentally?

2 Which of these environmental services have you used?

- a Water Conservation Toolbox at the Ramsey website
- b Column in the *Ramsey Resident*
- c Updates on QCTV
- d How can Ramsey better update you on environmental matters?

	Yes	No	Didn't know existed
a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3 Have you made any of the following changes for economic and/or environmental reasons

- a Landscape with natives to reduce water demand
- b Use of flow reducers on faucets
- c Monitor irrigation systems
- d Turn thermostat down at night
- e Turn thermostat down when noone is home
- f Use compact flouresent light bulbs
- g Use LED lights
- h Other

	Yes	No	Considering
a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please look for the results in the January/February, 2014 edition of the *Ramsey Resident*.