

**City of Ramsey**  
**Agenda**  
**Council/Staff Strategy Session**  
**Tuesday, February 12, 2015**  
**5:30 pm**  
**Lake Itasca Room 7550 Sunwood Drive NW**

- 1. Call to Order**
- 2. Topics for Discussion**
  1. 2015 Strategy Session Agenda
- 3. Adjournment**

**CC Work Session**

2. 1.

**Meeting Date:** 02/12/2015

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**Information**

**Title:**

2015 Strategy Session Agenda

**Purpose/Background:**

**Timeframe:**

**Funding Source:**

**Responsible Party(ies):**

**Outcome:**

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**Attachments**

Strategy Session

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**Form Review**

**Inbox**

Kurt Ulrich

Form Started By: Kathy Schmitz

Final Approval Date: 02/09/2015

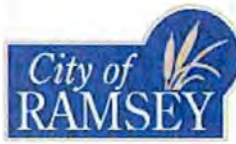
**Reviewed By**

Kathy Schmitz

**Date**

02/09/2015 09:10 AM

Started On: 02/09/2015 09:09 AM



Strategy Session I  
7550 Sunwood Drive NW  
Ramsey, MN

## THURSDAY, FEBRUARY 12

- 5:30 p.m. DINNER AND KICKOFF BY KURT**  
Prouty get to know you
- 6:00 p.m. WHY GREATNESS?**  
Can you have a great city without a great governance structure?  
Can you have a great governance structure without also having a great city?
- 6:30 p.m. CURRENT REALITY**  
How did we do? Dashboard update.  
Document key learnings from Citizen, Employee, Business and Commissions Surveys  
Affirm City of Ramsey core values and mission
- 7:30 P.M. DESIRED FUTURE:**  
City of Ramsey Vision: Is it still exciting and compelling?  
Vivid Description: Would you still define success within the strategic imperatives context as financial stability, a connected community, a smart, citizen-focused government and an effective organization?  
Are any strategic imperatives missing?  
Quick brainstorm session on strategic possibilities over the next 3-5 years
- 9:00 P.M. NEXT STEPS IN THE PROCESS AND DEPART**



Strategy Session II  
7550 Sunwood Drive NW  
Ramsey, MN

## TUESDAY, FEBRUARY 17

5:30 p.m. **DINNER AND KICKOFF BY KURT**  
Overnight reflections (5 days later...)

6:00 p.m. **WHY GREATNESS?**  
What does a great city look, smell, and taste like?  
How does a great city win? Define "winning" for the City of Ramsey

6:30 p.m. **STRATEGIC PLAN REFRESH TO CREATE "WINNING" STRATEGIC INITIATIVES**  
Financial stability  
A Connected community  
Smart, citizen-focused government  
An effective organization  
Other

9:00 P.M. **NEXT STEPS IN THE PROCESS AND DEPART**  
City of Ramsey staff to create related tactics and action plans

## BALANCED SCORECARD REPORT – FEBRUARY 2015







<p>Fiduciary Perspective  <i>"If we succeed, how will we look to our property owners?"</i></p>	<p>Customer/Stakeholder Perspective  <i>"To achieve our vision, how must we look to our customers?"</i></p>														
<ul style="list-style-type: none"> <li>• <b>Maintain the City's AA+ rating (ongoing)</b> The City's bond rating of AA+ was reaffirmed in November 2014.</li> <li>• <b>Maintain a stable tax levy rate</b> The City's tax capacity rate is proposed to be reduced in 2015 to 42.18%, from 44.24% in 2014.</li> <li>• <b>Economic Development Director to initiate economic development efforts in 2013 (ongoing)</b> The City appointed a new Economic Development Manager in September 2014, along with a Public Information and Events Specialist, to improve economic development efforts.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Achieve a 70 percent or higher rating amongst residents' customer satisfaction for overall public services and safety in the community (ongoing)</b> Based upon the 2014 Citizen Survey, the following satisfaction ratings of excellent/good were reported:  <table style="margin-left: 20px;"> <tr><td>Police</td><td>86%</td></tr> <tr><td>Fire</td><td>83%</td></tr> <tr><td>Customer Service Overall</td><td>79%</td></tr> </table> </li> <li>• <b>Achieve 8 minutes, 36 seconds or better for average police response time (ongoing)</b> Data is currently unavailable due to conversion of County-wide communications system.</li> <li>• <b>Achieve 8 minutes, 39 seconds or better for average fire response time (ongoing)</b> Data is currently unavailable due to conversion of County-wide communications system.</li> <li>• <b>Achieve the ISO rating of 5 in serviced areas (ongoing)</b> 100% of properties within the City's services area have at least an ISO rating of 5</li> <li>• <b>Achieve city's ratings of 6.5 average of road conditions (ongoing)</b> The road reconstruction and maintenance program was developed in 2014 and will be implemented starting in 2015 to address below standard streets. Currently 75% of City streets are rated 7.0 or above..</li> <li>• <b>Achieve a 70 percent or higher rating for business customer satisfaction with Economic Development and Police Business Services (ongoing)</b> Based upon the 2013 Police Business Survey 91.1% of respondents were satisfied with the Police response to calls for service. Economic development data collection is limited and needs to be expanded to a broader-based survey.</li> </ul>	Police	86%	Fire	83%	Customer Service Overall	79%								
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Fire	83%														
Customer Service Overall	79%														
<p>Internal Perspective  <i>"To satisfy our customers, property owners, and mission, what business processes must we excel at?"</i></p>	<p>Learning and Growth Perspective  <i>"To achieve our vision, how must our people learn, communicate, and work together?"</i></p>														
<ul style="list-style-type: none"> <li>• <b>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)</b> Based upon 2014 Council ratings of the chief administrative officer, the following factors were rated by the per cent that agree/strongly agree:  <table style="margin-left: 20px;"> <tr><td>Leadership</td><td>85.71%</td></tr> <tr><td>Mayor and Council Support</td><td>100.00%</td></tr> <tr><td>Organizational Management</td><td>100.00%</td></tr> </table> </li> <li>• <b>Monitor Development Review timeline (ongoing)</b> The City has closely monitored the development review timelines and has conformed to statutory requirements. Efforts to modify ordinance restrictions and to streamline the process are ongoing.</li> </ul>	Leadership	85.71%	Mayor and Council Support	100.00%	Organizational Management	100.00%	<ul style="list-style-type: none"> <li>• <b>Achieve 100 percent of revised job descriptions, development plans, and develop a performance rating strategy for employees by December 2013</b> All job descriptions have been revised and development plans have been completed, utilizing the Strategic Plan and core values as base documents for performance measures.</li> <li>• <b>Achieve a 70 percent or higher rating among employees' satisfaction with Leadership Team (ongoing)</b> Based upon 2014 Employee Survey, the following factors were rated by the per cent that agree/strongly agree:  <table style="margin-left: 20px;"> <tr><td>Helpful work environment</td><td>76.56%</td></tr> <tr><td>Ramsey is a good place to work</td><td>85.25%</td></tr> <tr><td>Recommend Ramsey as workplace</td><td>90.16%</td></tr> <tr><td>Clear/consistent communications</td><td>65.00%</td></tr> </table> </li> </ul>	Helpful work environment	76.56%	Ramsey is a good place to work	85.25%	Recommend Ramsey as workplace	90.16%	Clear/consistent communications	65.00%
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**Vision:** Achieve economic vitality with strategic infrastructure investments through market-driven growth

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

**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	Tactic	Description	Status	Notes	Key Outcome Indicators/Metrics
Ensuring financial stability	1	Cash Balance Policy			<ul style="list-style-type: none"> <li>Retained bond rating of AA+</li> <li>Reaffirmed November 2014</li> </ul>
	2	COR Fund Reimbursement Policy		Policy discussed and adopted.	<ul style="list-style-type: none"> <li>Recoup at least 100 percent of City's net costs for those funds that are to be reimbursed</li> </ul>
	3	Evaluate Alternative Revenue Sources		Ongoing process	<ul style="list-style-type: none"> <li>Implemented new revenue sources</li> </ul>
	4	Evaluate Sale of City Owned Property			<ul style="list-style-type: none"> <li>Source of one-time monies</li> </ul>
Optimizing TIF to support infrastructure improvements	5	TIF 14 Amendments		TIF District 14 has been amended.	<ul style="list-style-type: none"> <li>Return 10 percent of TIF 14 taxable value to general tax base</li> </ul>
	6	Identify and Prioritize TIF Infrastructure Improvements		2015 Project	<ul style="list-style-type: none"> <li>Completed infrastructure improvements in TIF districts</li> </ul>

**Three - Year Strategic Action Plan**

**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	Tactics	Description	Status	Notes	Key Outcome Indicators/Metrics
Increasing economic growth	7	Launch marketing program, sell City property, and continue Business Retention and Expansion efforts.		Ongoing effort	<ul style="list-style-type: none"> <li>Updated, professional economic development tool/fact sheets, updated/redeveloped ED website</li> <li>Expansion of businesses at existing sites, new business park expansions/relocations/start-ups measured by: gained X jobs and \$X investment</li> <li>Reduction of City owned parcels measured by X acres sold against property inventory</li> <li>Work with preferred broker to successfully market development opportunities</li> </ul>
	8	Approve exit strategy for COR			<ul style="list-style-type: none"> <li>Selected course of action and listed properties with a professional real estate broker.</li> </ul>
Maximizing land use	9	Determine appropriate land uses and development opportunities for key properties.		Ongoing through 2015	<ul style="list-style-type: none"> <li>Finalized development options</li> <li>Completing land use studies for 167/47, former Municipal Center, and future Business Park in 2014</li> <li>Land Use Plans to be implemented in Comprehensive Plan Update in 2015.</li> <li>Properly zoned business park, infrastructure support received/earmarked through State of MN, secured first user</li> <li>An improved 167<sup>th</sup> commercial node based on road map created by stakeholder/ownership group</li> <li>Former municipal center prepped for new user with marketing in place</li> <li>Adopted Comprehensive Plan Update by City Council and approved by Metropolitan Council</li> </ul>
	10	Identify roadmap for future development		Started effort for new 2018 Comprehensive Plan	
	11	Secure funding to achieve land use vision and goals		Ongoing.	<ul style="list-style-type: none"> <li>Secure at least one Community Development Block Grant (CDBG) grant annually</li> <li>Secure at least one Livable Communities Act (LCA) grant annually</li> <li>Grant Awards 2013- 14:                             <ul style="list-style-type: none"> <li>Center Street Construction \$650,000 &amp; Riverdale Drive Construction \$750,000</li> <li>Armstrong Interchange Construction \$20,000,000 Grant plus State bonding and CTIB Contributions</li> <li>Mississippi Skyway Planning \$100,000</li> <li>Mississippi Skyway Construction \$490,000</li> <li>Mississippi River Trail \$440,000 (Anoka/Ramsey) and Armstrong Blvd. Trail Construction \$100,000</li> <li>Electric Vehicle Charging Station \$10,000</li> <li>Elm Crest Park Building ARAA Contribution \$40,000</li> </ul> </li> </ul>

**Three - Year Strategic Action Plan**

**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	Tactic	Description	Status	Notes	Key Outcome Indicators/Metrics
<i>Enhancing infrastructure development to meet city's growth</i>	12	Secure Bury Carlson property for future PW site			<ul style="list-style-type: none"> <li>City Council dedicates this property for future PW site</li> </ul>
	13	Conduct preliminary space study and design for PW facility		2015 Study is planned with funds allocated from annual budget.	<ul style="list-style-type: none"> <li>Plan for new PW facility</li> </ul>
	14	Work for a regional solution for a water treatment plant		Met Council Study commencing	<ul style="list-style-type: none"> <li>Commitment to a regional solution for long-term water supply</li> </ul>
	15	Conduct a revised water study based on regional feasibility		Met Council Study commencing	<ul style="list-style-type: none"> <li>Achieved a stable long-term water supply at reasonable rates</li> </ul>
	16	Determine cost and funding mechanism for new fire station (if station #2 is relocated)		Preliminary design in progress. Funding being contemplated in 2015 budget.	<ul style="list-style-type: none"> <li>Cost and funding source have been allocated in 2015 budget</li> <li>Built new fire station</li> </ul>
	17	Work with Anoka County (Joint Powers Agreement) regarding Alternative Urban Area Review (AUAR) improvements			<ul style="list-style-type: none"> <li>Approved AUAR road improvement schedule</li> </ul>














**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	Tactic	Description	Status	Notes	Key Outcome Indicators/Metrics
Enhancing the State, County and City's transportation system	18	Work with MNDOT and Anoka County on ROW acquisition for Highway 10		Mn/DOT has initiated the Highway 10 Access Planning Study was completed in 2014.	<ul style="list-style-type: none"> <li>MNDOT continues RALF program, or additional state funding is allocated toward Highway 10 ROW acquisition.</li> </ul>
	19	Develop and implement a long-term road maintenance plan/policy		Funding decision made to use assessments and property tax revenue.	<ul style="list-style-type: none"> <li>Approved maintenance and design policy</li> <li>Approved assessment policy</li> <li>Maintain street pavement rating at 7 to 10+</li> </ul>
	20	Conduct analysis of funding for road construction and explore financing mechanisms		Reviewed by Charter Commission	<ul style="list-style-type: none"> <li>Approved a higher petition threshold for denial of a project</li> </ul>
	21	Determine funding partners and city's contribution and source to construct Armstrong Interchange		All funding has been secured.	<ul style="list-style-type: none"> <li>Secure funding for Armstrong Interchange. Construction to occur in 2015.</li> </ul>
Enhancing trail way system	22	Expand Mississippi River Trail (MRT)		Construction on Easterly portion has commenced	<ul style="list-style-type: none"> <li>Achieved grant funding</li> <li>Expanded MRT by 1.5 miles</li> </ul>










**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	Tactic	Description	Status	Notes	Key Outcome Indicators/Metrics
Ensuring quality services based on customer requirements	23	Develop a plan for increased citizen engagement by monitoring inquiries/utilities consumption		Ongoing	<ul style="list-style-type: none"> <li>Achieve X percent increase in suggestions from citizens</li> </ul>
	24	Purchase additional snow removal equipment		2015	<ul style="list-style-type: none"> <li>Provide snow removal services within 8 hours</li> </ul>
	25	Upgrade and replace 1- ton pickup for daily operations and lift station maintenance		2015	
Ensuring a safe city		Expand staffing		Summer hire	<ul style="list-style-type: none"> <li>Reporting time within 14 days</li> </ul>
	26	Review employment of the "Code Enforcement Intern"			
	27	Place cameras at locations around city/parks		One camera at Central Park included in current camera package.	<ul style="list-style-type: none"> <li>10% decrease in number of vandalism</li> </ul>
	28	Conduct on-site visits/surveys of businesses			<ul style="list-style-type: none"> <li>Achieve 100 percent business participation in business outreach program</li> </ul>
	29	Publish public notifications of crime			<ul style="list-style-type: none"> <li>Enhanced awareness of citizens</li> </ul>
	30	Restore Police Officer Compliment			<ul style="list-style-type: none"> <li>Expanded police coverage</li> </ul>
	31	Expand Police Force by assigning an officer on the Drug Task Force		2015 was planned. Delayed to 2016 due to budget considerations.	<ul style="list-style-type: none"> <li>Increase levels of drug arrests in community by X percent</li> </ul>
	32	Investigate the use of all employees as "Roger Ramsey" "community watchers"		2015	<ul style="list-style-type: none"> <li>Increase team approach to identifying issues and opportunities</li> </ul>

**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	Tactics	Description	Status	Notes	Key Outcome Indicators/Metrics
Expanding shared services	33	Conduct a detailed feasibility study of joining fire services across community lines		Joint fire services discussion has been formally concluded.	<ul style="list-style-type: none"> <li>Completed study with recommendation</li> </ul>
	34	Research opportunities for sharing costs for required training		Ongoing	<ul style="list-style-type: none"> <li>Completed cost comparison with recommendation including quality of training rating</li> </ul>
Improving safety and quality of housing stock	35	Adopt Housing Assistance Policy		March 2014 Completion and adoption of plan.	<ul style="list-style-type: none"> <li>Implemented Housing Assistance Policy</li> </ul>
	36	Determine if Rental Licensing Program should be expanded		2015	<ul style="list-style-type: none"> <li>Adopted Rental Licensing Program Amendment – City Council</li> </ul>
Enhancing recreational and cultural opportunities	37	Examine/study need for comprehensive community and recreational programming		Community Survey has been completed. 2015	<ul style="list-style-type: none"> <li>Complete survey</li> </ul>
	38	Build with Anoka Technical College/Hennepin College as an in-service work site for outdoor landscape programs		2015	<ul style="list-style-type: none"> <li>Enhanced landscaping</li> </ul>
Enhancing recreational and cultural opportunities	39	Examine/study to establish a nonprofit Friends of Ramsey Parks to raise private funds		2015	<ul style="list-style-type: none"> <li>Achieved private fundraising to enhance City's parks</li> </ul>
	40	Identify potential for future indoor community/recreational center		Review Community Survey and consider in 2015.	<ul style="list-style-type: none"> <li>Agreed to preferred business model (location and amenities) for future approval by City Council</li> </ul>
	41	Develop a plan for Public Art at Northstar Rail Station		2015	<ul style="list-style-type: none"> <li>Partner with Metro Transit (Met Council)</li> <li>Secured Legacy/other non-city funding</li> </ul>

42	Conduct a cost/benefit analysis of community programs		Completed in 2014.	<ul style="list-style-type: none"> <li>• Allocation of dollars in line with Council's priorities</li> <li>• Added to 2015 budget</li> </ul>
43	Design/select the new playground equipment for Elmcrest Park		To be installed in 2015.	<ul style="list-style-type: none"> <li>• Enhanced and expanded use of a City Park</li> </ul>
<i>Building and expanding community connections</i>	Evaluate and develop a "Get Healthy" program		Started effort toward "Heart Safe Community" Designation	<ul style="list-style-type: none"> <li>• Secured grant funding</li> <li>• Achieve 1,400 trained citizens participating in program</li> <li>• "Heart Safe Community" Designation in 2015</li> </ul>
<i>Enhancing the election experience</i>	Utilize certified Election Judges for assistance with pre-election tasks and with in-person absentee voting		Hired with 2014 election.	<ul style="list-style-type: none"> <li>• Enhanced use of City's staffing time, better service for voters</li> </ul>

**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	Tactics	Description	Status	Notes	Key Outcome Indicators/Metrics
Enhancing governance structure	46	Modify the authority of the City Administrator			<ul style="list-style-type: none"> <li>Centered responsibility and accountability of City's performance with one person</li> <li>Achieved significant savings by reducing the number of Personnel Committee meetings and Council agenda items</li> </ul>
	47	Dissolve HRA		Approved and effective January 1, 2015	<ul style="list-style-type: none"> <li>Reduced redundancy, administrative work, and time</li> <li>Decreased stipend expenses by 100 percent</li> <li>More transparency in tax statements.</li> </ul>
Enhancing organizational structure	48	Review organizational structure for efficiency and effectiveness (reporting, grouping like work groups, etc.)		2015	<ul style="list-style-type: none"> <li>Develop a three year staffing projection</li> <li>Established highly-functioning and sustainable organizational structure</li> </ul>
	49	Reclassification of jobs		Ongoing	<ul style="list-style-type: none"> <li>Retained key employees</li> </ul>
	50	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		Key position descriptions have been updated and new Personnel Policy was adopted.	<ul style="list-style-type: none"> <li>100 percent updated job descriptions</li> <li>Updated Personnel Policy</li> <li>Enhanced clarity and transparency among staff</li> </ul>
	51	Develop a cross-training, succession planning, 3 Deep strategy		Proposed for 2015 as Full-Time Office Assistant was not approved for 2014	<ul style="list-style-type: none"> <li>A plan to increase bench strength</li> </ul>
	52	Develop and implement a supervisor training program		Courses were held in November and December 2014, all supervisors completed the Ramsey Management Academy.	<ul style="list-style-type: none"> <li>100% trained supervisors</li> </ul>
	53	Evaluate performance management HRIS systems		Currently, working with Apprize and LOGIS. Anticipated 2016 budget item.	<ul style="list-style-type: none"> <li>Adopted up-to-date HR security and tracking</li> </ul>

**Three - Year Strategic Action Plan**

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

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




Strategic Initiative	Tactics	Description	Status	Completion Date	Key Outcome Indicators/Metrics
Creating a high-performance work environment and workforce	54	Conduct meetings regarding the new strategic framework, strategic imperatives, and goals (All Staff and All Commissions)			<ul style="list-style-type: none"> <li>Achieve buy-in of Three-Year Strategic Action Plan</li> </ul>
	55	Publish and promote the approved Three - Year Strategic Action Plan		Ongoing	<ul style="list-style-type: none"> <li>Informed community</li> </ul>
	56	Write newsletter/blog focused on new strategic direction (e.g., City Administrator's Corner)		Six times annually	<ul style="list-style-type: none"> <li>Enhanced contact six times a year</li> </ul>
	57	Establish and hold accountable department heads for agreed-to measurable goals		Annually	<ul style="list-style-type: none"> <li>Conducted performance reviews based on achieving department goals</li> </ul>
	58	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 – amend to 2 to 4 – meetings are labor intensive – 4 may be too many		Currently conduct monthly one-on-one department meetings and all staff meetings 4X per year planned, April/July/Oct/Nov.	<ul style="list-style-type: none"> <li>Increased X percent of employee participation</li> <li>Increased visibility of City Administrator/Leadership Team</li> <li>Enhanced trust</li> <li>Achieved "buy-in"</li> </ul>
	59	Design and implement a "Team Awards" program		2015	<ul style="list-style-type: none"> <li>Rewarded X number of teams annually</li> </ul>
	60	Conduct an annual employee survey; analyze results from previous years		Completed	<ul style="list-style-type: none"> <li>Achieved 100 percent participation rate</li> </ul>
	61	Provide overall administrative services, back-up, and Council support		New Office Assistant hired.	<ul style="list-style-type: none"> <li>Services being provided at the appropriate job level</li> </ul>
	62	Provide application and Desk Top support		New IT staff hired, improving support.	<ul style="list-style-type: none"> <li>Timely IT support</li> </ul>
63	Evaluate the selection, management, and performance of 'outsourcing' key functions		Annually with budget, and ongoing.	<ul style="list-style-type: none"> <li>Efficient use of staffing strategies</li> </ul>	

**Three - Year Strategic Action Plan**



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

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

Strategic Initiative	Tactic	Description	Status	Notes	Key Outcome Indicators/Metrics
Enhancing internal/external communications	74	Improve Communications		Ongoing, Partially funded for 2014, continuing into 2015	<ul style="list-style-type: none"> <li>Enhanced internal/external communications</li> </ul>
	75	Develop a communications plan ensuring key messages and information is aligned with city's strategic framework –		Ongoing, started a Communications Committee in 2013. Working with CBRE on communications Re Real Estate 2015 Project	<ul style="list-style-type: none"> <li>Highly informed community</li> <li>Improved image.</li> <li>Increased economic development and land sales.</li> </ul>
Evaluate effectiveness of City facilities	76	Evaluate energy usage of all City-owned facilities			<ul style="list-style-type: none"> <li>Identified work plan to experience long-term cost savings of energy consumptions for City-owned facilities</li> </ul>

## Ramsey: Standard Measures 2013

Category	#	Measure	2012	2013
General	1	Rating of the overall quality of services provided by your city (survey)	NA/TBD/Citizen Survey	NA/TBD/Citizen Survey
	2	Percent change in the taxable property market value	-7.82%	-0.74%
	3	Citizens' rating of the overall appearance of the city (survey)	NA/TBD/Citizen Survey	NA/TBD/Citizen Survey
	4	Nuisance code enforcement cases per 1,000 population	6.31	9.72
	5	Number of library visits per 1,000 population	NA	NA
	6	Bond rating	AA+	AA+
	7	Citizens' rating of city recreational programs and facilities (survey)	NA/TBD/Citizen Survey	NA/TBD/Citizen Survey
	8	Accuracy of post election audit (% of ballots counted accurately)	100%	100%
Police	9	P I and II Crime Rates	PT 1: 22.20 per 1000, PT 2: 26.30 per 1000	NA FALL 2014 (year lag)
	10	Part I and II Crime Clearance Rates	Total: 41%	NA FALL 2014 (year lag)
Fire & EMS	11	Citizens' rating of safety in their community (survey)	NA/TBD/Citizen Survey	NA/TBD/Citizen Survey
	12	Average police response time	8:36	NA
	13	Insurance industry rating of fire services	ISO 4/7	ISO 4/7
	14	Citizens' rating of the quality of fire protection services (survey)	NA/TBD/Citizen Survey	NA/TBD/Citizen Survey
	15	Average fire response time	8:05	8:24
	16	Fire calls per 1,000 population	13.2	10.98
	17	Number of fires with loss resulting in investigation	29	34
	18	EMS calls per 1,000	2.5	4.56
Streets	19	Emergency Medical Services average response time	8:05	6:21
	20	Average city street pavement condition rating	7.5 Paser Scale (1-10)	7.25 Paser Scale (1-10)
	21	Citizens' rating of the road conditions in their City (survey)	NA/TBD/Citizen Survey	NA/TBD/Citizen Survey
	22	Expenditures for road rehabilitation per paved lane mile rehabilitated. Does not include minor upkeep (pot holes, patching, etc.)	\$1,941	\$1,350
Water	23	Percentage of all jurisdiction lane miles rehabilitated in the year	12%	8%
	24	Average hours to complete road system during snow event	8	8.9
	25	Citizens' rating of the quality of snowplowing on city streets (survey)	NA/TBD/Citizen Survey	NA/TBD/Citizen Survey
	26	Citizens' rating of the dependability and quality of the city water supply (survey)	NA/TBD/Citizen Survey	NA/TBD/Citizen Survey
Sanitary Sewer	27	Operating cost per 1,000,000 gallons of water pumped/produced	\$895	\$1,080
	28	Citizens' rating of the dependability and quality of city sanitary sewer service (survey)	NA/TBD/Citizen Survey	NA/TBD/Citizen Survey
	29	Number of sewer blockages on city system per 100 connections	0	0

Surveys:

Commission Survey Results

Citizen Survey Results

Business Survey Results



## COMMISSION SURVEY DATA

January 2015



Strategic Planning • Organization Development • Board and Team Development  
6385 Old Shady Oak Road, Suite 260, Minneapolis, MN 55344  
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*City of Ramsey Mission Statement: Work together to responsibly grow our community and to provide quality, cost-effective and efficient government services.*

**Q1: Does this statement reflect our purpose (the reason why the city exists)? Why or why not?**

1. Yes, it represents the most important purpose of our government - to provide basic services - and outlines the guiding principles of doing so efficiently and through collaboration.
2. Yes it does a good job, with very appropriate wording.
3. No not exactly, it's close. It sounds really generic. People in Ramsey don't care or want it to grow, only business really does. What people want is to feel safe (which our police force has done) a good quality of living and cost effective way of life. Government services sounds too much like a hand out. And in the past our City Council has been kind of self-serving to some people not cost-effective.
4. Yes. One question: per capita, does our budget match up with other like communities?
5. Yes.
6. Yes, our mission is to grow our city providing the quality of life that people live in Ramsey for and focus on staying within the budget creating an efficient and stable city.
7. Yes it does.
8. I don't believe the City's mission should be to grow the community at all, but to support the community. And stating the obvious, the, "quality, cost-effective and efficient government services", sounds like a Tea Party statement. What city government doesn't try to be cost-effective and efficient? To prove the opposite is true?
9. As long as the development of the infrastructure matches the plan developed over time, so that we are not just another bedroom community.
10. This statement does not reflect the mission of the CITY, it reflects the mission of our local government. If this statement is meant to be inclusive of the local government AND the citizens of Ramsey, then this mission statement needs some work. Perhaps the mission statement should be qualified to be: The mission statement for the local government of the city of Ramsey. Then, the mission statement makes sense to me. However, the mission statement seems to focus ONLY on the local government organization - so, if it is meant to include citizens, then the statement as it appears is not inclusive of the city's citizens. Also - any time the word 'quality' is used, it begs definition.
11. I don't necessary agree that a city's purpose should be to "grow" all the time. To "improve" yes. To "grow" no. This is not to suggest that growth should be thwarted. But growth alone should not be the focus. The second half of the Mission Statement is great. But what measures are being taken to see if this part of the Mission Statement is being met? I would say then that the statement in part provides a reason why the city exists. A city should not exist merely to grow however. Growth does not always equal an ideal environment.
12. Yes. These should be the purpose of any city government.



## Q2: What's working really well today (internal strengths)?

1. Working together towards achieving the priorities outlined. We have successfully mended the relationship between staff and council.
2. Team working together.
3. Well the city is a really nice looking city and the crime rate is nice and low. Taxes have been held in check and our schools are nice. The self-monitoring that is done at each level and careful planning.
4. Strong council and commissions
5. Communication between advisory board and council
6. We care about our community. We want to make the right decisions while also listening to what the residents want.
7. I think there is a greater sense of confidence among the staff that they understand the direction of the City Council.
8. The meeting schedules are not getting moved around near as much as in the past (Council). The Council Liaison has been very engaged in the Commission - nice to see. Some more information is getting passed around for other commission opinions. An acknowledgement of some overlap has been stated.
9. The need for the elected people to make decisions, rather than conduct another survey to provide the PC solution. They were elected to decide, not study.
10. It seems like the City Council is working as a more cohesive governance entity than in the past - this is not to say that everyone agrees on anything. The Council seems to be a more professional, respectful, governance entity. There also appears to be a working relationship between city staff and governing officials that is working to get things done.
11. I would say that adequate notices of matters being sent to the community is a strength as well as trying to involve the community and various representatives of the city's decision makers (such as this survey) in discussions regarding the future of our city is a strength. From my view the city, in terms of its staff, seems to present a 'friendly face' to the community, operating as a partner with them, not as a gatekeeper. This is good to see & should be maintained.
12. Staff works very well as a team.



### Q3: What's not working well today (internal weaknesses)?

1. The public perceives the council as always in agreement. Many residents feel their desire to lower taxes and "shrink government" is not shared by council.
2. Nothing
3. Don't see any right now.
4. Process improvement in administration
5. ?
6. Not sure
7. Still need to work on aligning resources with the work that needs to be done. Staff have too much on their plate and some remain shell-shocked from previous Council and Mayoral leadership.
8. I still believe some information that would be beneficial to commissions is being withheld. Lot of time being spent on what should we do as a commission versus let's get something done. Lack of council feedback (city staff do some updates through the city liaison - that is good). May need more meetings or break off groups for projects as one meeting a month doesn't leave much time for the actual work to get done. Like more information in the Ramsey newsletter as opposed to seeing the same ads and info, when space is precious. Commissions could use Ramsey newsletter for general interest and updates as some residents do not have cable TV or the internet.
9. Not aware of any
10. There does not seem to be enough effort in working with Anoka County and the State of MN to upgrade and improve the roadway systems through the city. Example = highway 47 remains too narrow without shoulders and continues to be inadequate with turn lanes to be safe for the amount of traffic experienced. In addition, the bottle-necks for commuters in and out of the city are growing in intensity and there does not seem to be any effort to address how traffic may move better and more safely through the city. City growth is great, but not if you can't get around to where you want to go.
11. I don't see a grand vision that draws any substantive support. It appears to me that most Ramsey residents are asleep to what the city is up to and almost doesn't it mind being that way. That's called 'not rocking the boat' but it still might be a boat that isn't going anywhere. A grand vision can contain mundane everyday components that are necessities in city life but sometimes one big attraction can put a city on a map. The Draw was such an attraction at a smaller level. So was the idea of a Town Center. Something like that. We need a 'if you build it they will come' model. Not so much to attract residents but to perhaps change Ramsey's image to something positively striking & to give its present residence a reason to have continuing pride in its city.



#### **Q4: What do you perceive as the City of Ramsey's external opportunities?**

1. Leverage the improving real estate market to develop the COR. Successfully complete the Hwy 10 improvements without 10 years of traffic disruption to deliver on the promise of 90% safety improvements at 50% of the price.
2. Having a greater influence in the NW Metro.
3. Location and commercial land available for new business.
4. Even more citizen input, forums, etc.
5. We have a need for more retail, community based opportunities and multifamily living. Keeping the residents in our city
6. Should be an attractive location for both business and new homes due to infrastructure and space/natural amenities
7. I see partnerships with Anoka and Elk River. Take advantage of Ramsey's bedroom community bordering on two communities connected by rail and Highway 10. Each bordering community has shopping, activities, the rivers, etc.
8. We have land. And, we have land along rivers. We still have some open spaces. These assets provide Ramsey the opportunity to move forward in creating a nice quality of life as a metro suburb. Our parks system is tremendous. Our connection to Northstar rail is a huge opportunity to create affordable housing.
9. By "external" I presume you mean bring things outside in. I see two areas of opportunities. One, Ramsey is in the 'dead zone' when it comes to moderate to fine dining opportunities. Ramsey residents have to travel to Coon Rapids or Maple Grove to find a decent restaurant to eat at (with just a few exceptions). We need to change this. Two, given that Game Fair has put Ramsey on the map statewide I would suggest doing more to create a 'sports mecca', if you will, in Ramsey. We are already given a great boost with Game Fair. We have two golf courses. We have an indoor shooting range. We have two rivers bordering our city for fishing & boating. Ramsey could capitalized on that. We have heard of Outlet Malls. How about Sports driven theme for stores & opportunities throughout the city (not just one place though that would be fine too).



**Q5: What do you perceive as the City of Ramsey's external threats?**

1. Ten years of traffic disruption on hey 10 before our residents can benefit from the improvements. Increased competition for new development from neighboring cities.
2. Perception of not knowing much about Ramsey.
3. Bad business, low income housing or multi-unit housing along with rental property. Building too fast to create more taxes for spending.
4. The galactic empire 1/28/2015 11:54 AM
5. Our biggest external threat to overcome is the prior reputation of the City of Ramsey. We need to focus on the correct opportunities to create a positive environment.
6. Still remains a second or third tier suburb. Somewhat remote and considered rural by many.
7. Infrastructure, traffic into Ramsey area. Rail traffic cutting off access to Emergency access in Anoka and Elk River. Also, the communities surrounding Ramsey have readily accessible information regarding their own communities - much of it online. Those other communities have a more open marketing approach to what they can offer residents and businesses (chambers of commerce, business listings).
8. Costs passed on from higher government
9. Ramsey is a difficult city to navigate through - its roadways do not facilitate ease of access to its assets in comparison with neighboring cities. As a Ramsey resident, it is easier to drive further to Coon Rapids than to drive within the city to get to a grocery store - that's a problem.
10. Simply said. Highway 10 and further building development. Highway 10 due to its safety concerns which I understand are being evaluated & some action, particularly in light of the Armstrong interchange going in, is being taken. Pedestrian & car accident deaths on Highway 10 must be lowered. Also, Ramsey has great areas of open areas and wetlands. The city has nicely extended paved trails for citizens to use. This is great. But a certain percentage of areas abutting natural wildlife habitat should be preserved from over development. Ramsey has this great amenity. Let's not lose it. It is difficult to go back once the land is developed.



**Q6: What external “environmental” factors will have the greatest impact on the City of Ramsey over the next 1-2 years and why?**

**Economic**

- Continued improvement in the real estate market will make development more feasible.
- Spending
- The economy can affect the success of the businesses that come to Ramsey, this needs to be watched very closely.
- Costs of development and maintenance of city services and infrastructure will remain a big thing
- City owning property to sell, contracting realtors to sell off. Surrounding areas have more infrastructure and lower prices.
- Stay the course in the poor economy
- The recovering economy overall will likely affect housing purchases and land development
- I don't get this question with its answers already provided. I will attempt to answer based on what I think it is asking.

**Political**

- Met council's vision for growth in the city vs. the council's view of growth in the city and reconciling the differences.
- Agendas
- Changes to the staff and commission can affect the personality of the city, also important
- I don't think political factors will be as important as they have been in recent years.
- Getting funding for the Highway 10/Armstrong interchange - see what the fallout will be. Everybody taking credit.
- Work together
- The MN legislative sessions will likely not impact local government; current stability in Ramsey local government will likely not change, even with elections

**Social**

- Many residents in Ramsey view multi-family development as a negative addition to the city.
- Social media such as Facebook reaches out to the community
- Not a big factor
- The NW corner of Ramsey, and the area South of Highway 10, and the large rural tracts mainly NE Ramsey - don't seem to get much representation
- ???
- There is a growing awareness of the need for affordable housing - for both families and for older adults

**Technological**

- Connecting with residents in a meaningful way using new technology.
- Having to compete
- Staying on top of technology needs
- The millennials want everything accessible thru technology
- Investments in technology will be very important
- The City website is very slow and not intuitive. People will look to other areas for local information.
- ???
- Consumer expectations are growing rapidly for on-demand wi-fi and connectivity with the goods/services consumers want



### **Competitors (other communities)**

- Construction of I0 could drive away businesses and residents looking to locate in Ramsey. We cannot lose 10 years of growth to neighboring communities.
- Providing reasons for businesses to locate in Ramsey, financial and environmental, and marketing
- Fairly big factor. We do not have high name recognition
- City websites that have project status online updates, who, what, when and where. Fewer crazy ordinances.
- For what, that is the biggest?

### **Others**

- Some city ordinances make no sense - no bike riding in areas that should be for 'walkable communities"? People will seek out other communities.
- I give up. I don't know what this question is asking. I have no idea.



*City of Ramsey Vision Statement: Achieve economic vitality with strategic infrastructure investments through market-driven growth.*

**Q7: Is this statement still relevant? Why or why not?**

1. Yes. Recognizing we are a piece of a greater market and understanding how to position the city in the best light needs to be a priority. Every decision has the potential to impact this vision.
2. I don't think so, most people don't want growth.
3. Kind of. We need to create an environment being sought by current and future business expansions
4. Yes
5. Yes, we need to be very strategic with the growth of our city. Providing a range of employment, retail and recreational opportunities to continue to grow, but not too fast with businesses that can fail in an economic downturn.
6. I don't think it's a good vision statement. Too simplistic in that growth often comes from strategic investment. I'm not sure what "market-driven" is supposed to mean in this context.
7. Market-driven growth is what caused the housing crisis. Want a repeat? A city vision statement should also be appealing to the residents. I don't think many Ramsey residents would approve of the entire statement considering what happened with the Cor development and the barren area that used to be the corn field. Can anybody point out what infrastructure, other than the exceedingly expensive train stop, there has been in Ramsey? Make a list, as somebody is bound to ask.
8. Yes
9. This statement may indeed be valid but there does not seem to be much awareness of its impact or effectiveness. Again, this statement is not for the CITY, it is for the local government. When the local government declares itself alone as the city, it is excluding citizens and other constituents necessary to achieve its goals.
10. Sure it is. It is a vision statement after all. This appears to say that economic vitality will be on the shoulders of commercial business. Whether that be retail or industry it speaks to the same. If economic vitality is not built on this then it will be shouldered by Ramsey's citizens. This typically equates to higher taxes for homeowners. Don't go there. 'Strategic infrastructure investments' seem to refer to TIFs. TIFs can be useful for this purpose. In down markets it is always hard to draw in 'market driven growth'. But as well in down markets pricing is also advantageous for those with money to invest.



**Q8: What would the City of Ramsey look like if you were able to achieve this vision over the next 10 years?**

1. The COR would be filled with commercial amenities for our residents, a variety of lifecycle housing options would be available in the city, the business parks would offer a variety of living wage jobs for residents. All while maintaining the character of Ramsey - a unique mix of urban and rural with a governing body that values the different needs of the community's residents.
2. I would try to expand the Technical College and try to get more business for jobs, never really thought about it kind of like it the way it is.
3. Growth in employing businesses and industry. Maintain current services. Community involvement
4. A vibrant, growing city
5. More people staying within our city to work, shop and play
6. Would like to see balanced growth in commercial, industrial and private housing along with preservation of our natural resources. Sustainable growth with measured surges up or down.
7. Like the Highway 10 expansion that has been looked at for the previous 10 years. The trains cutting off traffic all the way to Anoka and Elk River would be addressed - hopefully by more than just the Armstrong interchange (which looks too big). There would be a rail emergency plan in place as well as cutting off all highway access to 10 creates much longer commutes (backups, emergency, school).
8. Like the master plans that have been over studied for the past 30 yrs 1/27/2015 10:12 AM
9. The city would have a roadway, bike and path system that allows citizens and visitors easy access to businesses, parks, etc. The COR design would yield a destination center for Ramsey residents for shopping, leisure, and service needs.
10. This may sound disconnected, but it isn't necessarily. You will have more Ramsey residents out walking their dogs, riding their bikes, filling city parks & pouring into local merchant shops to eat & shop. This is because with the incorporation of more retailers, restaurants & industry, many local residents will cut down on their commute times as they presumably will become employed locally. This gives them that so-called more 'quality time' at home. In this process, such industries & commercial activity will provide a sound tax base to ensure that our roads & walkways are kept in good shape. I even see our use of the waterways becoming more popular in the future.



**Q9: What do you think should be the City of Ramsey's Top 5 strategic priorities over the next 3 years?**

1. Develop a new business park, grow population through new housing development, plan efficiently for road reconstruction projects by creating a sustainable plan for funding, market the property in the COR for near term development, secure funding for highway 10 projects.
2. Control Spending; Taxes; Slow Growth; Roads; Quality of Life
3. Business development, maintain services, Blending "rural and city", Taking a stronger position in the NW metro, working with neighboring cities on common issues.
4. 1. Achieve and maintain resident collaboration 2. Financial growth and efficiency 3. Provide a secure and safe community 4. Continue to build the city for the people, listen to their needs 5. Stay connected with the community
5. 1. Maintenance of public infrastructure 2. Sustainable growth in commercial/industrial business 3. Mixed housing development 4. Preservation of natural resources
6. Train/traffic issues. Funding for infrastructure. Talent - other ideas (cement vs. asphalt, durability vs. cost). Grants for innovation. Do something with blighted areas North of City Hall. Any new projects must look at green options, up front. NOT as add-ons.
7. 1. Continue to seek economic growth; 2. Develop a long-range plan to improve the movement of vehicle and bike traffic through the city; 3. Perform a comprehensive gaps analysis to determine what the local government needs to do in order to support the needs of the city 5, 10, 15+ years from now to avoid issues like the current issue of how to pay for fixing worn-out streets; 4. create more opportunities through venues like town meetings by council members within their districts to involve city residents in the governance and decision-making process to achieve goals that affect residents; 5. find a way to involve YOUTH in the governance process, engaging younger people within a process or project to cultivate support of the city and its leadership looking to the horizon
8. Continue to promote the places to work in the city, the residential will follow as demand increases.
9. 1. Fix the roads. 2. Get more sit-down restaurants in Ramsey. 3. We could use a Fleet Farm or equivalent retailer. 4. Establishing a 'sports mecca' presence. 5. Addressing Highway 10 safety issues.



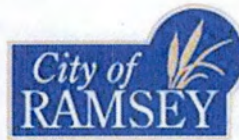
**Q10: What barriers do you see that could get in the way of these priorities?**

1. Market factors preventing real estate development, resident pushback on increased taxes for road projects.
2. Personal Agendas Finances
3. Rural and city not on same page; Politics between communities
4. None
5. Money and continuity of vision over the long haul. Politics has a way of introducing instability to the implementation of a long-term vision.
6. Money and other resources. Time. Agreement. Planning. State (DNR/MPCA, Met Council)
7. 1. Funding is always a barrier for consideration; 2. Differing political views on priorities - an agreed-upon plan and process could mitigate this; 3. Efforts to involve residents often only brings out the extreme ends of an issue's perspective; 4. Lack of CREATIVITY and the fortitude to be nonconventional in thinking about problems/needs and potential solutions/ideas
8. Bickering by the elected officials over the process needed
9. Enough money? Providing sufficient incentives for #s 2, 3 & 4.

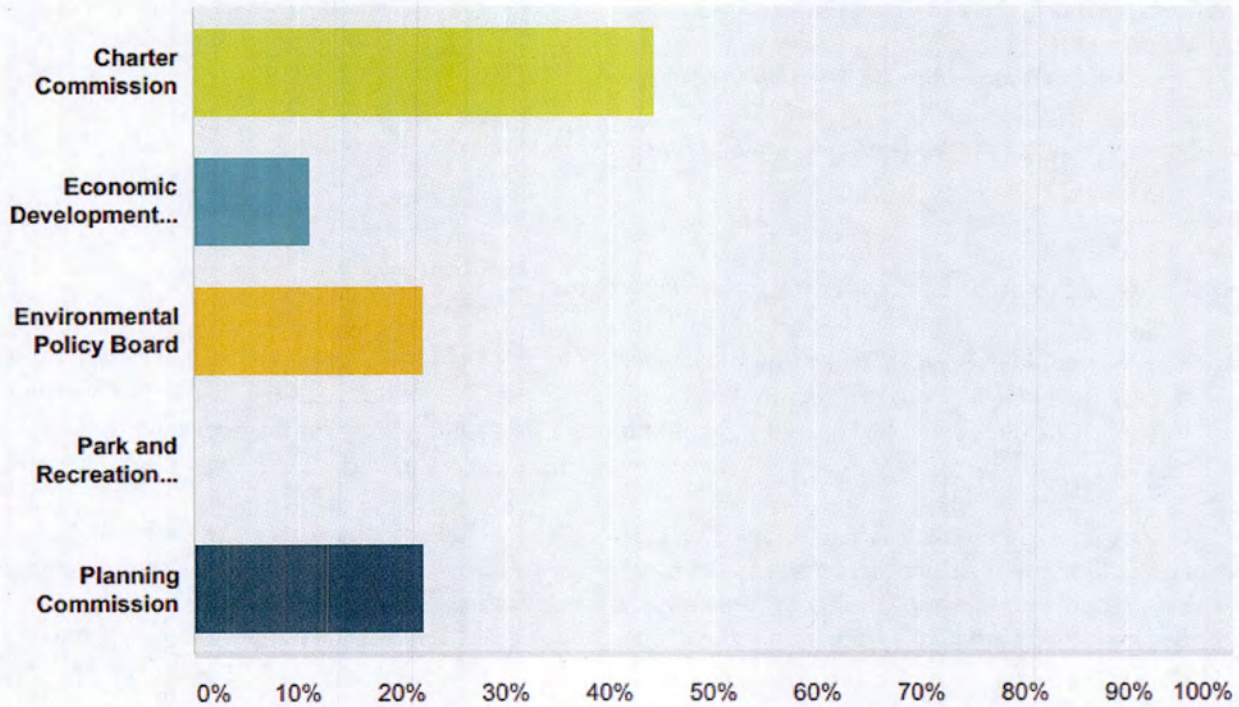


## Q11: Any other words of wisdom?

- I would like to see the council discuss the expectations of each other. The public perception is that the members all agree and dissenting opinions are not represented. How will we combat that perception?
- Be careful and move slowly. Keep up the good work and keep caring.
- We are heading in the right direction and must stay on course.
- Transparency
- We would do well to practice moderation in all things.....
- Stay current. Use Anoka County and the University for ideas. Utilize the Anoka Tech school. There is a scout doing Eagle Scout projects that went to Elk River staff as nobody at the City (Ramsey) would return their calls. Every neighbor knows about it now. That is the wrong message to send to the residents. Ramsey needs to master all means of communication, in both directions, to be successful.
- Once in a while I think it would be good to see how other cities that have received praise or recognition for their progress have gotten to where they are. Surveys of methodologies of exemplary cities should be taken from time to time. If the shoe doesn't fit then don't bother with it in Ramsey. But maybe something previously unseen will materialize giving Ramsey a fresh perspective going forward.
- Let common sense govern what is done, not ideology.








**Q12: Please indicate which board or commission you represent:**








Answer Choices	Responses	
Charter Commission	44.44%	4
Economic Development Authority	11.11%	1
Environmental Policy Board	22.22%	2
Park and Recreation Commission	0.00%	0
Planning Commission	22.22%	2
<b>Total</b>		<b>9</b>






1. 1. How effective is the City of Ramsey's current vision?

		Response Percent	Response Count
Don't Know		26.1%	6
Not Effective		17.4%	4
Somewhat Effective		17.4%	4
Effective		26.1%	6
Very Effective		13.0%	3
		Comment:	8
		answered question	23
		skipped question	2

## 2. 2. How effective is the City of Ramsey's mission?

		Response Percent	Response Count
Don't Know		17.4%	4
Not Effective		13.0%	3
<b>Somewhat Effective</b>		<b>34.8%</b>	<b>8</b>
Effective		26.1%	6
Very Effective		8.7%	2
	Comment		7
	answered question		23
	skipped question		2

## 3. 3. How effective is the City of Ramsey in delivering on its mission?

		Response Percent	Response Count
Don't Know		17.4%	4
Not Effective		21.7%	5
<b>Somewhat Effective</b>		<b>26.1%</b>	<b>6</b>
<b>Effective</b>		<b>26.1%</b>	<b>6</b>
Very Effective		8.7%	2
	Comment		6
	answered question		23
	skipped question		2

**4. 4. What are your hopes and dreams for the Commissions?**

Response  
Count

23

answered question 23

skipped question 2

**5. 5. What are your hopes and dreams for the elected officials?**

Response  
Count

23

answered question 23

skipped question 2

**6. 6. What are the three to five greatest strengths that the City should build on?**

Response  
Count

23

answered question 23

skipped question 2

**7. 7. What are three to five greatest threats that the City needs to address in the short-term?**

Response  
Count

23






answered question 23

skipped question 2

**8. 8. What are three to five greatest opportunities that the City should capitalize on in the short-term?**

	Response Count
	23
answered question	23
skipped question	2

**9. 1. How effective has the City Council's overall leadership been in the past five to ten years?**

	Response Percent	Response Count
Don't Know 	8.7%	2
Not Effective 	30.4%	7
<b>Somewhat Effective</b> 	43.5%	10
Effective 	8.7%	2
Very Effective 	8.7%	2
	Comment	10
	answered question	23
	skipped question	2






**10. 2. How fair and transparent is the current appointing process of commission members?**

		Response Percent	Response Count
Don't Know		34.8%	8
Not Fair		17.4%	4
Somewhat Fair		26.1%	6
Fair		13.0%	3
Very Fair		8.7%	2
	Comment		9
answered question			23
skipped question			2






**11. 3. Do the commission members have the background and skills to be effective commission members?**

		Response Percent	Response Count
Don't Know		17.4%	4
No		0.0%	0
Somewhat		30.4%	7
Yes		39.1%	9
Very Much So		13.0%	3
	Comment		4
answered question			23
skipped question			2





**12. 4. Does the City provide opportunities for commission members to learn and gain skills to be effective commission members?**

		Response Percent	Response Count
Don't Know		30.4%	7
No		17.4%	4
Somewhat		34.8%	8
Yes		17.4%	4
Very Much So		4.3%	1
	Comment		6
	answered question		23
	skipped question		2






**13. 5. How effective is the City Council in providing leadership and guidance to the commissions?**

		Response Percent	Response Count
Don't Know		17.4%	4
Not Effective		52.2%	12
Somewhat Effective		21.7%	5
Effective		8.7%	2
Very Effective		4.3%	1
	Comment		9
	answered question		23
	skipped question		2

**14. 6. How effective is the Commissions' structure (size and composition) and leadership?**

		Response Percent	Response Count
Don't Know		17.4%	4
Not Effective		0.0%	0
Somewhat Effective		21.7%	5
Effective		52.2%	12
Very Effective		8.7%	2
	Comment		3
	answered question		23
	skipped question		2

**15. 7. Does the community have faith and confidence in the City Council as a governing body?**

		Response Percent	Response Count
Don't Know		17.4%	4
No		17.4%	4
Somewhat		39.1%	9
Yes		17.4%	4
Very Much So		8.7%	2
	Comment		12
	answered question		23
	skipped question		2

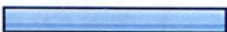



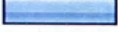
**16. 8. Does the community have faith and confidence in the commissions?**

		Response Percent	Response Count
Don't Know		43.5%	10
No		0.0%	0
Somewhat		17.4%	4
Yes		34.8%	8
Very Much So		4.3%	1
	Comment		9
	answered question		23
	skipped question		2





**17. 9. Does the community have faith and confidence in the staff?**

		Response Percent	Response Count
Don't Know		21.7%	5
No		0.0%	0
Somewhat		34.8%	8
Yes		30.4%	7
Very Much So		13.0%	3
	Comment		8
	answered question		23
	skipped question		2

**18. 10. Do elected officials have faith and confidence in staff?**

		Response Percent	Response Count
Don't Know		34.8%	8
No		8.7%	2
Somewhat		17.4%	4
Yes		26.1%	6
Very Much So		17.4%	4
	Comment		9
	answered question		23
	skipped question		2

**19. 11. Do appointed commissioners have faith and confidence in staff?**

		Response Percent	Response Count
Don't Know		17.4%	4
No		0.0%	0
Somewhat		8.7%	2
Yes		56.5%	13
Very Much So		17.4%	4
	Comment		5
	answered question		23
	skipped question		2

**20. 12. How effectively does staff support your commission's efforts?**

		Response Percent	Response Count
Don't Know		17.4%	4
Not Effective		0.0%	0
Somewhat Effective		13.0%	3
<b>Effective</b>		<b>39.1%</b>	<b>9</b>
Very Effective		30.4%	7
	Comment		5
<b>answered question</b>			<b>23</b>
<b>skipped question</b>			<b>2</b>

**21. 13. How effectively does the City manage its assets?**

		Response Percent	Response Count
Don't Know		17.4%	4
Not Effective		0.0%	0
<b>Somewhat Effective</b>		<b>43.5%</b>	<b>10</b>
Effective		21.7%	5
Very Effective		17.4%	4
	Comment		7
<b>answered question</b>			<b>23</b>
<b>skipped question</b>			<b>2</b>

## 22. Other Comments

Response  
Count

7

answered question

7

skipped question

18

Page 2, Q1. 1. How effective is the City of Ramsey's current vision?

1	Must look at overall good of the city	Jan 22, 2013 10:33 AM
2	Not sure the vision has anything to do with the reality of what is going on in Ramsey. I'm not aware ANY collaborative process results have seen the light of day. Those efforts seem more show than go to me, and therefore a waste. And yes, I did go to them. Prove me wrong... write-up collaborative process results in the City's newsletter so the residents actually know something happened.	Jan 17, 2013 10:39 AM
3	In the past, I constantly heard comments about the City's Town center project about the city owning the land and project. Since the City actually acquired the property and created the 'COR', the negative publicity seems to prevail, and the use of a little bit of true, LOTS of bad information circulates. The last general election was a good example of this, which resulted in turn over of the council.	Jan 16, 2013 11:06 AM
4	Need to know what specifically we are trying to do. Measurable graph able ?	Jan 16, 2013 10:04 AM
5	I have not seen in the paper or through mailings exactly what is the vision for the city of Ramsey. I hear a great deal about the controversy surrounding the COR but that is it.	Jan 15, 2013 11:35 AM
6	private property rights is a complex subject. is it my right to do what I want or my neighbors' right to peace and quiet?	Jan 14, 2013 8:10 PM
7	I think the overall vision is good, but the plan on how to achieve it is not necessarily the best plan.	Jan 14, 2013 3:45 PM
8	What does it mean? Seems very passive and without real direction	Jan 14, 2013 3:30 PM

Page 2, Q2. 2. How effective is the City of Ramsey's mission?

1	The mission is fine. implementation is the key.	Jan 22, 2013 10:33 AM
2	Seeing as the Mission Statement covers what City Hall is supposed to do, it has to be somewhat effective. The fiscally responsible part is not being carried out effectively. And the increasing fees for services that already are being paid for is akin to double taxation.	Jan 17, 2013 10:39 AM
3	I fear that the 30 years of study for the purpose desired for the Town Center is going to change change drastically from the Primarily pedestrian purpose that has been attempted. Changing to hope that BIG BOX will build in Ramsey is to drastic a venue.	Jan 16, 2013 11:06 AM
4	Too long, not memorable.	Jan 16, 2013 10:04 AM
5	I believe there has been too much reduction of city services. Ramsey appears to be a city on the "cheap".	Jan 15, 2013 11:35 AM
6	it sounds OK, but its implementation drifts with the political tide.	Jan 14, 2013 8:10 PM
7	Again, seems passive. How do we determine what is desired by ciizens?	Jan 14, 2013 3:30 PM

Page 2, Q3. 3. How effective is the City of Ramsey in delivering on its mission?

1	Some development is happening, Most seems to have strings	Jan 22, 2013 10:33 AM
2	See previous comment. Additionally, what proactive leadership has there been? The newsletter should cover new ordinances, and not leave everything to the website. Part of the mission should be including transparency, and not leaving issues to be covered in the Star Tribune after the fact.	Jan 17, 2013 10:39 AM
3	This staff is effective to this mission. Some question as to how previous council has been to fiscally responsible governance.	Jan 16, 2013 10:04 AM
4	needs to focus on greater service to all citizens of the city.	Jan 15, 2013 11:35 AM
5	fiscally responsible? stable? benefit ALL local constituencies? We ca do much better.	Jan 14, 2013 8:10 PM
6	The economy certainly has played a part in the slow develoment, but there have been other choices that also have not been as effective as they could have been on moving the city forward.	Jan 14, 2013 3:45 PM



Page 2, Q4. 4. What are your hopes and dreams for the Commissions?

1	I hope that the input from the commissions is taken seriously by the city council. Sometimes it seems that the council dismisses commissioners and their input.	Jan 26, 2013 5:57 PM
2	That the EDA and the council can work together.	Jan 26, 2013 3:00 PM
3	For the Commissions to feel that their input is valued and heard by the Council. That Council make more of an effort to attend Commission meetings on a regular basis.	Jan 23, 2013 1:37 PM
4	Better and welcome collaboration with council. Ability to provide value added work that aligns with the vision/mission, meets expectations of the community.	Jan 22, 2013 9:02 PM
5	Guide towards business and economic development	Jan 22, 2013 10:33 AM
6	That they toil not in vain	Jan 20, 2013 7:45 PM
7	Provide reliable recommendations for the city council to rely upon.	Jan 18, 2013 11:01 AM
8	to stay involved.	Jan 18, 2013 7:04 AM
9	xx	Jan 18, 2013 2:40 AM
10	I would like to see coverage of what the Commissions are discussing in the newsletter so interested citizens get a chance to show up for citizen input or to just hear anything of interest to them. Just listing the meeting dates does little to get the citizenry involved.	Jan 17, 2013 10:39 AM
11	I think that the Council should return to the original venue for VOLUNTEER Commissions. Making these citizens reapply for their seat every few years does nothing to create a stable outcome. It POLITICIZES the commissions.	Jan 16, 2013 11:06 AM
12	To be empowered to move the community forward in a manner that supports a concise common vision.	Jan 16, 2013 10:04 AM
13	To see everyone working together as a team.	Jan 15, 2013 3:12 PM
14	work more closely with the council and staff to make a real difference in our city.	Jan 15, 2013 11:35 AM
15	ar	Jan 15, 2013 8:40 AM
16	respect -- don't say it, show it listen, consult, consider. vote as you will -- I don't have the breadth of concerns that the Council does -- but vote fully aware of the implications of your decisions	Jan 14, 2013 8:10 PM
17	This is a rather broad question. How can one answer this but to say that they be adequately staffed, trained and discerning.	Jan 14, 2013 3:59 PM
18	To truly serve the interests of a great place to work and live, rather than to special interests.	Jan 14, 2013 3:47 PM
19	That we all work together and recognize our role in the future of Ramsey.	Jan 14, 2013 3:45 PM
20	Stop getting stuck and work together	Jan 14, 2013 3:33 PM

Page 2, Q4. 4. What are your hopes and dreams for the Commissions?

21	123	Jan 14, 2013 3:31 PM
22	Provide ideas and support to the Council, citizenry and City staff	Jan 14, 2013 3:30 PM
23	to be effective and to be heard	Jan 14, 2013 3:28 PM



Page 2, Q5. 5. What are your hopes and dreams for the elected officials?

1	I hope that the elected officials take their roles in government seriously and fairly govern the city.	Jan 26, 2013 5:57 PM
2	That they represent the people and the City's best interest.	Jan 26, 2013 3:00 PM
3	Honest, forthright and transparent. Council members should be upstanding citizens (We all have made/make mistakes, but much of the past and a bit of the current Council have done things as a Council Member, as a business owner and in their personal lives that really go beyond the norm of an upstanding citizen. This lets down the citizens of Ramsey and causes lack of faith and support of our Council.	Jan 23, 2013 1:37 PM
4	More engagement with commissions. Provide key objectives for commissions and leverage them to put forth options that fulfill the objectives.	Jan 22, 2013 9:02 PM
5	Common sense	Jan 22, 2013 10:33 AM
6	That they will study and discuss the issues and truly work for the good of Ramsey.	Jan 20, 2013 7:45 PM
7	Get the city back on the tracks. No more bad articles in the Star Tribune.	Jan 18, 2013 11:01 AM
8	That they try to keep Ramsey from growing to fast.	Jan 18, 2013 7:04 AM
9	xx	Jan 18, 2013 2:40 AM
10	I would appreciate people elected to public office would have the ability to hit the ground running. Seeing, again, the City will be using another consultant to get the City, "going again", is going against the whole concept of why these people are elected. To me it appears somebody got elected who doesn't have a clue, and should not have run for office to begin with. My hopes are that those elected to office would START with the reasons they ran for office, and THEN use the consultants once the strategic plan is decided upon. I'm sorry to say it is looking like the consultants were voted in by proxy due to ill-prepared elected officials. Even more discouraging is some folks seemed to be running against incumbents due to their use of consultants. My dream would be the officials take less than 1 month to get to the real work they were elected to do. That would include the strategic planning.	Jan 17, 2013 10:39 AM
11	That the current council will listen with an open mind, not a predetermined destiny of vision. That they will attempt to get Name recognition for Ramsey by getting the USPS to give the City a Unique ZIP CODE.	Jan 16, 2013 11:06 AM
12	To work together with respect toward each other and the staff that serves them. As well as being a good steward to the future.	Jan 16, 2013 10:04 AM
13	I want to hear varied opinions, but collectively come to a consensus.	Jan 15, 2013 3:12 PM
14	strong, visible leadership that listens to the concerns of residents.	Jan 15, 2013 11:35 AM
15	a	Jan 15, 2013 8:40 AM
16	be open minded, have thick skins. Half of the people won't like an answer (these are challenging times) but vote with conviction with the city's best interest in	Jan 14, 2013 8:10 PM

Page 2, Q5. 5. What are your hopes and dreams for the elected officials?

	mind	
17	That they would be answerable to the people who elected them.	Jan 14, 2013 3:59 PM
18	Honesty, integrity, no closed door meetings, no council coalitions predetermining a course of action.	Jan 14, 2013 3:47 PM
19	That city leadership listens to all voices in how best to make Ramsey the community we all hope it will be.	Jan 14, 2013 3:45 PM
20	Stop getting stuck and work together	Jan 14, 2013 3:33 PM
21	123	Jan 14, 2013 3:31 PM
22	Would like them to listen to citizens and peers and be open to discussion and compromise	Jan 14, 2013 3:30 PM
23	that they can lead for the good of the whole city and not special interests or personal priorities.	Jan 14, 2013 3:28 PM



Page 2, Q6. 6. What are the three to five greatest strengths that the City should build on?

1	The development potential in the COR Community involvement	Jan 26, 2013 5:57 PM
2	Rural feel, COR, train station, 2 rivers, recreation	Jan 26, 2013 3:00 PM
3	1. Opportunity to build an area where Ramsey residents can gather and call 'theirs' 2. Pretty clearly defined zones who development- identifying logical areas of residential, commercial and Industrial development (See #7) 3. Social/Community interactive events- Thursday Concerts.Markets, Happy Days & Environmental Expo 4. Businesses that have taken a chance and invested in the COR- especially Coborns, Wells Catering and the VA	Jan 23, 2013 1:37 PM
4	No particular order...location on highway 10 corridor, natural resources, growth potential, COR project/area, parks/trails	Jan 22, 2013 9:02 PM
5	Land, progressive thinking, serving public interest	Jan 22, 2013 10:33 AM
6	Good, salt of the earth families. Our two rivers. Hard work.	Jan 20, 2013 7:45 PM
7	City/ country mix, natural features, developable land	Jan 18, 2013 11:01 AM
8	1.) Size 2.) To try to keep the wildlife here. 3.) Schools	Jan 18, 2013 7:04 AM
9	xx	Jan 18, 2013 2:40 AM
10	The rural character of Ramsey, while being located between built-up areas of Anoka and Elk River allows suburban amenities without long travel times. Natural areas. Make the website more user friendly, contain Council and Commission meeting summaries, without digging, aging maps showing what progress has been made and where, as well as active and proposed construction updates. I think with the train and highway access, the City would do well getting attractions, shopping, activities that are not, "common". For example, the Mississippi access would now be accessible from the train. A shuttle could take somebody from the parking lot across the highway to the river access for canoeing. Somebody from downtown could take the train to Ramsey, get on a City bike, and travel the Miracle Mile of RV/Camper sales. If the City finally did some bike trail extensions, I think the City would have bike traffic from other areas, not just Ramsey. Some QUIET AREAS.	Jan 17, 2013 10:39 AM
11	We are different from the surrounding cities. We have the largest single undeveloped commercial/residential area with Sewer/Water. Lets not try to impersonate out 3 neighbors with this.	Jan 16, 2013 11:06 AM
12	Assets in place - city wide The depth and commitment of the staff The role and position that the community has in this region.	Jan 16, 2013 10:04 AM
13	The Cor Rivers and Parks Urban feel North Star Train	Jan 15, 2013 3:12 PM
14	land/area for growth & development strong leaders who are committed to the city & it's development location in the metro area - north star rail	Jan 15, 2013 11:35 AM
15	adfa	Jan 15, 2013 8:40 AM
16	great people great natural amenities great, but depleted staff	Jan 14, 2013 8:10 PM

Page 2, Q6. 6. What are the three to five greatest strengths that the City should build on?

17	1. Further developing the COR 2. Keeping property taxes down 3. Being fiscally prudent 4. Extending the walking/biking trails 5. Utilizing Highway 10 as a draw to Ramsey	Jan 14, 2013 3:59 PM
18	Great location, young community, hard working individuals	Jan 14, 2013 3:47 PM
19	Our being at the edge of the metro area. The large amount of land available for development for residential, commercial and recreational. A dedicated city staff.	Jan 14, 2013 3:45 PM
20	Commication - keep up the good work Bike paths - keep adding more NorthStar - Get that darn train to stop	Jan 14, 2013 3:33 PM
21	123	Jan 14, 2013 3:31 PM
22	1. Great living/working environment 2. Great place for children to grow 3. Growing diversity	Jan 14, 2013 3:30 PM
23	1. COR-it really is progressing nicely 2. Rivers/Parks 3. Variety of housing choice	Jan 14, 2013 3:28 PM



Page 2, Q7. 7. What are three to five greatest threats that the City needs to address in the short-term?

1	Budget, staffing needs	Jan 26, 2013 5:57 PM
2	Lack of staff, COR development, cost of consultants	Jan 26, 2013 3:00 PM
3	1. Finging a balance in development: Mixing up zoning areas and creating animosity between those that have lived in Ramsey for years and like the rural feel and those citizens that want amenities. We must balance both and be sure we are mindful of infringement upon areas that really should remain more residential. This goes for the careful planning of multi-family housing vs. single family. Taking into account traffic, density etc. 2. lack of confidence in the City (ie Council) to do what is right- this is seen by the City Staff and the turnover that has occured as well has being very much felt by the citizens- Faith in the City needs to be restored. 3. The economy- forclosures have risen (many in my area anyway). The economy is still tenuous. We must be midful of that when looking at taxes, spending, bonds and the overall way we handle the 'residents' money.	Jan 23, 2013 1:37 PM
4	Traffic/roads, business growth opportunities, reputation of the city	Jan 22, 2013 9:02 PM
5	Diminshing staff involvement, Over stressing new businesses and developers, (\$). Publicity	Jan 22, 2013 10:33 AM
6	Our dubious reputation. Financial stability. Our part of improving the economy. Looking short term instead of long term. Setting goals and following thru - telling the people what is going on and how they can help.	Jan 20, 2013 7:45 PM
7	mistrust, low morale, economy helping to fill the COR	Jan 18, 2013 11:01 AM
8	1.) Growth 2.) Taxes 3.) Fiscally smart and solid	Jan 18, 2013 7:04 AM
9	xx	Jan 18, 2013 2:40 AM
10	Travel distance to professional jobs, higher education. Hopefully the North Star helps. Over-building, and in particular, the re-building of streets is a waste of all sorts of resources. How many times has the road in front of Coborn's been torn-up and repaved? I believe I saw 3 pavement layers the last time it was dug up. Crazy ordinances. ATV and golf carts. Garage doors requiring driveways due to door size. Skateboarding, roller-skating, cycling restrictions based upon streets. Maybe the Council should spend time stripping some of the goofy ordinances from code. And along with review, maybe edit some of the onerous wording. Need to use the newsletter to provide updates to the construction in the City. Not everybody uses the internet, so don't depend on the City website. There are high levels of frustration with the streets, interchanges, lights, piles of dirt. Not sure, but I don't have a great feeling about apartments next to the Cor parking lot, with the very active train tracks right next to them. Even without the whistle, the shaking that may happen, TV signal interruption, and structural weakening (lot of wood studs I noticed) would not make me want anything to do with that location. I'm waiting for the Star Tribune article describing the apartments as belonging in Chicago by the L... Be careful deciding what businesses to entice to the area. Business climate is a good thing, but getting another Wal-Mart, when one is in Elk River and another in Anoka, would de-value the area in my opinion. Water shortage and contamination. Drought, and low water levels will increase contaminant levels in all bodies of water. Lake Ramsey, if it holds water barring any other changes being made, may become a smelly sediment pond and not a	Jan 17, 2013 10:39 AM

Page 2, Q7. 7. What are three to five greatest threats that the City needs to address in the short-term?

	<p>good example of environmental stewardship. We already have the body of water not far away in the Cor, amphitheatre. How many puddles does Ramsey need? Water runoff. Some areas are quite flat and drain slow. This drought, dry soils will be subject to movement during heavy rainfall and the City should know what areas to watch. There seems to be a lot of tractor-trailer hauling on Armstrong. Bad for the road, if even rated for it, and some of them are crowding toward the center of Armstrong. So traffic flow? Ensure the viability of the aquifer. Southern Minnesota has had wells drying up this past fall... could it happen here?</p>	
11	The somewhat organized opposition to the Vision for the COR.	Jan 16, 2013 11:06 AM
12	COR and acting as a developer Lack of focus on city wide opportunities Shortage in staff needs. Spread too thin	Jan 16, 2013 10:04 AM
13	Employee moral Funding shortfalls The success of the Residence Apartments	Jan 15, 2013 3:12 PM
14	quality transportation - good roads maintaining & nurturing a quality staff of employees provide positive leadership & visibility to the average citizen - less drama & controversy!	Jan 15, 2013 11:35 AM
15	adfa	Jan 15, 2013 8:40 AM
16	staff doesn't believe anyone has their backs finances are a mess sweetheart deals re: COR	Jan 14, 2013 8:10 PM
17	1. Road reconstruction 2. Highway 10 safety for pedestrians/motorists 3. Attracting more retail/service businesses to Ramsey	Jan 14, 2013 3:59 PM
18	Get out of the development business. Cancel the Landform contract ASAP? Find ways to incentivize developers into more action in the COR. Keep taxes at the low end.	Jan 14, 2013 3:47 PM
19	The number one threat is our Congressional representative who ahs openly opposed local funding of projects. THis will make it difficult for us to get the federal assistance we need to develop the Armstrong/Hwy 10 interchange and the Ramsey-Dayton bridge, How do we compete with other communities that are all going after the same development projects that we want in Ramsey. Effective use of TIF districts and otehr funding sources we ahve available to encourage development.	Jan 14, 2013 3:45 PM
20	High property taxes	Jan 14, 2013 3:33 PM
21	123	Jan 14, 2013 3:31 PM
22	1. City resources depleted 2. Infratructure needs 3. Improve development/tax base	Jan 14, 2013 3:30 PM
23	1. Highway 10 2. real or percieved lack of investment outside of the COR 3. infrastructure investment 4. Lack of Maintenance of commercial & residential properties	Jan 14, 2013 3:28 PM



Page 2, Q8. 8. What are three to five greatest opportunities that the City should capitalize on in the short-term?

1	potential job growth within the city.	Jan 26, 2013 5:57 PM
2	a new day (council) for Ramsey, Sale of the COR, Hiring of Econ Devopment Director	Jan 26, 2013 3:00 PM
3	1. Again the social events we have established- Concerts, markets, Happy Days, Environmental Expo 2. The Mississippi River Trail and the Train stop- opportunities to capitalize on new folks coming to/through Ramsey... what can we do to make this a Destination... 3. The ability to step back with the new Council and determine a clear focus and joint vision between our Council, Staff and Residents... none of these entities should feel estranged or threatened by eachother... This can tend to be the case right now, but we have a chance to correct that!	Jan 23, 2013 1:37 PM
4	The community, location, COR	Jan 22, 2013 9:02 PM
5	Development Opportunity, Transportation, Livability	Jan 22, 2013 10:33 AM
6	A new beginning. A new Council. New competent staff where needed.	Jan 20, 2013 7:45 PM
7	Get the COR in private hands, no more conflicts of interest, good staff	Jan 18, 2013 11:01 AM
8	I don't know	Jan 18, 2013 7:04 AM
9	xx	Jan 18, 2013 2:40 AM
10	Stop building, tear-down, and grading of land until there is some nailed down concept in place. Should a problem arise, the City should be making the area presentable again as opposed to an eyesore for YEARS. The City should be grading and planting native grasses (possibly) on the areas surrounding the Cor to attract more interest. Encourage water savings. Especially concerning the current drought situation, and having the most pervious soil I know of, this could be a great time to show environmental stewardship (and a positive mark for the City). Need something like a Chamber of Commerce, to let them do the marketing of the City, and get City Hall out of the way. Promotion of empty buildings, properties. These properties should be cheaper than building in new areas. With the local access by train, the river, bike trails, would be nice to be able to promote the area as a way to get out of the downtown cities and have a place to CAMP for the weekend. Bike, tent and a backpack to an area by the river access. That bar/ballfield that nobody seems to own for more than 6 months, there or behind there? Lots of open park spaces. Why not use some of that space for butterfly waystations? Central Park has one itty-bitty bit of colorful plants at the entrance corner. I'm not a great big fan of great big open spaces unless it is a farm field. The City requires parking lots to have some landscaping. Why not have some greenery to break up the soccer fields? There is already irrigation systems there, but you could use some prairie grass to break up the area. Butterfly gardens, if you don't want trees putting shade on the grass. Stuff like that.	Jan 17, 2013 10:39 AM
11	We have overcome the City/County identity problem somewhat, but having a CITY ZIP CODE would get the entire city recognized by all the automatic addressing programs to stop telling the WORLD that we are ANOKA, and our streets are all NW. The NW is Hennepin County and ends at the Mississippi	Jan 16, 2013 11:06 AM

Page 2, Q8. 8. What are three to five greatest opportunities that the City should capitalize on in the short-term?

	River. This also would get Ramsey more properly represented in random surveys using the above mentions computer software.	
12	Build staff morale and capacity. Great team moving to improve for new challenges/opportunities. Sell COR to private market. Time may be right Get out from under the Landform contract. Too expensive	Jan 16, 2013 10:04 AM
13	Finding the right Developer for the Cor Northstar station Promoting are Unique Urban, Rural and Natural Environments	Jan 15, 2013 3:12 PM
14	engage our citizens to utilize the services and opportunities that exist right in our own community -farmers market -the Draw -arts programming - recreational opportunities like sunfish lake	Jan 15, 2013 11:35 AM
15	adadf	Jan 15, 2013 8:40 AM
16	Council has mandate to clean up the mess the economy seems to be improving staff and commissions are energized	Jan 14, 2013 8:10 PM
17	1. Using Northstar Rail to bring business to Ramsey. 2. Utilizing its rivers to draw interest to Ramsey 3. Featuring Ramsey's rural & environmental components more.	Jan 14, 2013 3:59 PM
18	New rail station. Help the apartment complex be successful next to City Hall. Consider existing businesses when incentives are given to a new business.	Jan 14, 2013 3:47 PM
19	Promote what we do have. Keep our parks and public areas an attraction. Use of North Star as a development tool	Jan 14, 2013 3:45 PM
20	Bring the community together and making them feel a sense of loyalty to each other	Jan 14, 2013 3:33 PM
21	12	Jan 14, 2013 3:31 PM
22	1. Leverage Northstar 2.Further development of COR 3.New business development	Jan 14, 2013 3:30 PM
23	1. low interest rates to help with housing development. 2. interest & investment in the COR 3. NorthStar	Jan 14, 2013 3:28 PM

Page 3, Q1. 1. How effective has the City Council's overall leadership been in the past five to ten years?

1	They have worked though some difficut times and Ramsey still stands	Jan 22, 2013 10:42 AM
2	Very poor for the last few years - better before that	Jan 18, 2013 11:04 AM
3	I believe the leadership has been too quick to blame and not quick enough to react, and then placing more blame. I must qualify this answer as I didn't live here 10 years ago, only about 8. And it was 5 years ago I started paying more attention to City Council. Back at that time I was questioning why build a new City Hall, where did the corn field at 10 and Armstrong go, and why, and looking forward to the much discussed Community Center.	Jan 17, 2013 12:00 PM
4	ESP past five yrs. They have crusted the level of trust, created a culture of fear based on command and control.	Jan 16, 2013 10:14 AM
5	seems to be some definite hidden agendas	Jan 15, 2013 11:42 AM
6	Given the time frame for this question I am not sure what can be discerned from the responses given.	Jan 14, 2013 4:05 PM
7	Too much infighting and differnet visions.	Jan 14, 2013 3:54 PM
8	Dysfunctional is the best word.	Jan 14, 2013 3:52 PM
9	Not much personal knowledge but a real undercurrent of dissatisfaction heard	Jan 14, 2013 3:44 PM
10	closed minded & self serving	Jan 14, 2013 3:32 PM

**Page 3, Q2. 2. How fair and transparent is the current appointing process of commission members?**

1	appointment should be discussed between council and current commissioners.	Jan 26, 2013 3:02 PM
2	There used to be an invitation to the Chair of a Commission that had openings, asking them to attend the interviews for new members. This has not been done since the past Council took office.	Jan 23, 2013 1:48 PM
3	Need to remove political aspect of appointments	Jan 18, 2013 11:04 AM
4	I would like to see the Chair involved interviewing prospective members. The Chair has knowledge of the boards' weaknesses and strengths that are not readily apparent to Council, and even liasons. The Chair could provide guidance at the Council's discretion. The City should go back to having Ward representation on the commissions.	Jan 17, 2013 12:00 PM
5	Forcing a sitting member to reapply is asinine!	Jan 16, 2013 11:17 AM
6	Appointed by mayor via an interview process. .??	Jan 16, 2013 10:14 AM
7	The latest process is a knee jerk reaction of a former Council member with other political aspirations. Frankly, it's insulting to incumbents	Jan 14, 2013 8:22 PM
8	If a commission member's term is up and they are doing a good job, just reappoint them rather than going through a process of interviewing others for the position. Use open recruitment when there is an actual vacancy to fill.	Jan 14, 2013 3:54 PM
9	Would like to see more recruitment of qualified individuals.	Jan 14, 2013 3:52 PM

**Page 3, Q3. 3. Do the commission members have the background and skills to be effective commission members?**

1	They have what is needed- an interest in assisting the City and possibly a background in the field... any extra training, workshops or other opportunities would always be helpful.	Jan 23, 2013 1:48 PM
2	Yes and no. I would not expect the skills nor background to be the only decision factors in determining a council member. Desire to serve, living in Ramsey, and some knowledge are paramount. The biggest requirement is living here, which would make a member valued due to knowing who, what, where, why and when impacts their daily lives. The background should be diverse and from different regions of the City to make for an effective, fair commission.	Jan 17, 2013 12:00 PM
3	It takes the average person about 2 years to get the information needed to be effective at the position.	Jan 16, 2013 11:17 AM
4	Hopefully, more qualified people will come forward. History does not make me optimistic.	Jan 14, 2013 8:22 PM

Page 3, Q4. 4. Does the City provide opportunities for commission members to learn and gain skills to be effective commission members?

1	Not overtly...	Jan 23, 2013 1:48 PM
2	No, and I don't think as volunteers that is something the City should be concerned with. The only advice the City should be giving would be to check-out Roberts' Rules from the local library. Communication skills I would leave to the Chair to hold down, or encourage commissioners to act. Now, regarding becoming more knowledgable about city engineering, invasive plants, finances.. I would use resources for staff development and again, point the commission members to the library and internet.	Jan 17, 2013 12:00 PM
3	They used to provide outside seminars and probably still do.	Jan 16, 2013 11:17 AM
4	If the question is training - I have not seen that. If the question is complete information on case presentation- I have seen this as being appropriate.	Jan 16, 2013 10:14 AM
5	could be much more. I am certainly willing to invest the time to learn.	Jan 15, 2013 11:42 AM
6	Could do more with interaction of council/mayor and commissions	Jan 14, 2013 3:44 PM



Page 3, Q5. 5. How effective is the City Council in providing leadership and guidance to the commissions?

1	Commissions may rarely hear from Council Members either directly or indirectly.	Jan 23, 2013 1:48 PM
2	Past council was not engaged or discounted role of commissions on many situations.	Jan 22, 2013 9:06 PM
3	Our commission has heard little from the city council	Jan 22, 2013 10:42 AM
4	I don't know about all the commissions. I can say the EPB comes up with its own work plan, own review, prod for Council approval, and then disappear into the shadows. Seems everything is a good idea, but there is no implementation, review, funding... But the EPB is to work at the direction of Council. It feels more like the EPB is akin to getting a flu shot. Get it out of the way quick until next year. If not, get hounded until you get it done. Not the best example of a working relationship. Part of the leadership role of the Council I imagined would be requesting input into City activities that could benefit from the EPB's defined role. Take a look at the new multi-family and business construction requirements for landscaping. An irrigation system is required, although there is nothing stipulating the system must be used??? And as a City on the Met-Council's hit list for water usage... why are there no listed examples for exemption? I would rather have drought tolerant grass than the red-orange circles on all the impervious surfaces due to high iron content. I would prefer to have a rain-garden in the middle of my parking lot instead of trying to run a sprinkler line under the pavement to water a tree. Native grasses can look wonderful surrounding a brick building. And how about an exemption for flat lots instead of curbing? Save the water for the soil and not the storm sewer to St. Paul. Why does City Hall not have any rain-barrels with the size of its roof? Where is all the water from the parking ramp going? It would be nice if somebody asked the EPB for some input. The EPB is beyond the last to know. By the time the EPB asks a question, the response is always, "It's too late, done deal". Be nice to put the horse back in front of the cart. Basically, to me, it looks like the EPB is more for show. If the City Council disbanded the EPB it would take another publicity hit. I would really like to be proven wrong.	Jan 17, 2013 12:00 PM
5	I don't think the Council should be leading the commissions visions. The council should be listening to the input being provided not just the recommended action. There are 7 sometimes differing opinions out there.	Jan 16, 2013 11:17 AM
6	Most recent council was not interested in commission input, they would tell you what they wanted you to approve.	Jan 16, 2013 10:14 AM
7	I have had a council member attend 1 meeting in the past 8 months.	Jan 15, 2013 11:42 AM
8	Our direction comes more form teh city staff. It might be coming from the City Council through staff, but we don't really see much directly form the Council.	Jan 14, 2013 3:54 PM
9	Nothing so far	Jan 14, 2013 3:44 PM

Page 3, Q6. 6. How effective is the Commissions' structure (size and composition) and leadership?

1	Hopefully more interaction between the commissions and City Council will happen	Jan 22, 2013 10:42 AM
2	Size of the board is OK. Recruitment would be higher, better I would say if there is more knowledge about the Commissions' activities - say summaries in the newsletter? I think members, if enough choices are presented, should be representatives of the Wards for balance. I do think there should be only few absences, and maybe even term limits for the same commission. A problem with that would be low volunteer rates, but this is where Commission activity summaries in the newsletter would be of benefit.	Jan 17, 2013 12:00 PM
3	Limited information	Jan 14, 2013 3:44 PM

Page 3, Q7. 7. Does the community have faith and confidence in the City Council as a governing body?

1	Generally I would say no- people do not trust the Council given all that has gone on in the City and in many of personal decisions some Council Members have made- it puts their character in question.	Jan 23, 2013 1:48 PM
2	Bad press has hampered faith from the community	Jan 22, 2013 10:42 AM
3	Honestly, I haven't heard any positive comments regarding the City Council. The legal issues come up. The golf cart ordinance came as a shock to this neighborhood, and then the butt of City Hall jokes. Neighbors were really disappointed that, with all the issues regarding the Cor, golf carts had any business at all. And then hearing the police chief say it was a bad idea and City Hall went ahead with the ordinance made folks question whether all the consultants the City used were minded either... City staff have valued ideas... or any resident for that matter. I dare say the golf cart ordinance determined the last election in Ramsey.	Jan 17, 2013 12:00 PM
4	To soon after the election to determine or hear comments.	Jan 16, 2013 11:17 AM
5	Speaking for the most recent council. The new council I believe the community has new hope for.	Jan 16, 2013 10:14 AM
6	I believe they do now	Jan 15, 2013 3:15 PM
7	The recent election has sent a message that the community is looking for a more positive group of leaders without special interests.	Jan 15, 2013 11:42 AM
8	Did we vote new people in? or did we vote the old gang out? If it's the former then we have faith and confidence; if it's the latter then the honeymoon is already over for the new Council.	Jan 14, 2013 8:22 PM
9	Just look at teh last election. If they had confidence then the incumbents would ahve been re-elected.	Jan 14, 2013 3:54 PM
10	The old council -no, but there is a feeling of a new day.	Jan 14, 2013 3:52 PM
11	Little input, very vew people are engaged	Jan 14, 2013 3:44 PM
12	I think most people don't know what they don't know! Sadly, as long as taxes don't go up they don't seem to care.	Jan 14, 2013 3:32 PM

Page 3, Q8. 8. Does the community have faith and confidence in the commissions?

1	They feel they can approach them a bit easier, but I still don't think they believe the Commissions can do much because the Council has always done what they wanted (This is a generalization, but still a perception none-the-less).	Jan 23, 2013 1:48 PM
2	Most don't know	Jan 22, 2013 10:42 AM
3	The EPB is (or was) the most visible due to the Environmental Expo. Planning Commission comes up when the, "What the heck are they doing now...?" And never in a positive way. The only GOOD thing, always, that comes up is the Community Garden. Pretty, good idea, nice for the area, and so on. I have not heard much regarding Parks and Rec with the exception of there not being enough trash receptacles in Central Park during Super Soccer Saturday, and when will the trails be finished type of comments. I would like to see a summary of City Council and Commissions in the newsletter to raise awareness of City activities and bring in more interested candidates for the commissions.	Jan 17, 2013 12:00 PM
4	But I would expect the vast majority of the community has no real concept as to what is going on in these commissions.	Jan 16, 2013 10:14 AM
5	I don't think the community is necessarily aware of what the commission/board do.	Jan 15, 2013 11:42 AM
6	I don't think there is much visibility	Jan 14, 2013 8:22 PM
7	We only see people when thye have somethign to present to us or they are responding to a public hearing notice. THis invovles a very small portion of teh city, so we don't really know what everyone else thinks.	Jan 14, 2013 3:54 PM
8	Very few people are engaged	Jan 14, 2013 3:44 PM
9	I don't think people know or care.	Jan 14, 2013 3:32 PM

Page 3, Q9. 9. Does the community have faith and confidence in the staff?

1	Some staff are great to work with and helpful when residents call or stop in. Others could really use some customer service training. In addition, the fairly recent turnover in staff puts a lot of questions in residents' minds.	Jan 23, 2013 1:48 PM
2	The staff are not given credit for all they do. They are on the front lines every day and do a good job.	Jan 22, 2013 10:42 AM
3	hurt by past council	Jan 18, 2013 11:04 AM
4	I have not heard anything negative regarding City staff. The only issue that comes up is regarding payment of fees to the City, as the staff time is already being paid for. Sometimes the staff gets the blame for that. Otherwise, I have heard helpful, quick, knowledgeable or will be quickly so, courteous... all good adjectives.	Jan 17, 2013 12:00 PM
5	I think the community sees the staff has being stretched too thin. Great concern over all of the departures.	Jan 15, 2013 11:42 AM
6	it's easy to get on a nameless, faceless city worker. once you break a sweat with staff, it's difficult to get upset over a snowstorm that isn't plowed by 5:00 AM	Jan 14, 2013 8:22 PM
7	I think the staff, especially the administrator have had a very tough time. Hopefully there will be more support from the new council, and as much autonomy as possible given to the administrator.	Jan 14, 2013 3:52 PM
8	I think a lot of good people have left, good people remain but have been undermined by past Council actions.	Jan 14, 2013 3:32 PM

**Page 3, Q10. 10. Do elected officials have faith and confidence in staff?**

1	In the past they have not seemed to and therefore has placed the staff on the defensive and often causing the staff to be ineffective in their duties.	Jan 23, 2013 1:48 PM
2	With the changes, it will take some time for them to get to know the staff.	Jan 22, 2013 10:42 AM
3	I have not heard, nor do I support, giving testimony for elected officials regarding their opinions of each other. This is a bad question for all sorts of reasons.	Jan 17, 2013 12:00 PM
4	Not only do I have the faith, I need to rely on them to do the work I need to do	Jan 16, 2013 10:14 AM
5	And you SHOULD!	Jan 14, 2013 8:22 PM
6	Too much micro-management in the past.	Jan 14, 2013 3:54 PM
7	The new council -yes, at least ago hope so.	Jan 14, 2013 3:52 PM
8	Very uneven it would seem. Some staff are shell-shocked.	Jan 14, 2013 3:44 PM
9	I am not sure if there is trust in the City Administrator.	Jan 14, 2013 3:32 PM

**Page 3, Q11. 11. Do appointed commissioners have faith and confidence in staff?**

1	There often seems to be a lot of trepidation on the part of the employees. Uncertainty of what the Council is going to do and how that affects their ability to do their jobs. Therefore it can make a Commissioners job difficult.	Jan 23, 2013 1:48 PM
2	We have been pleased with the staff interaction.	Jan 22, 2013 10:42 AM
3	I have not heard, nor do I support, giving testimony for other commissioners regarding their opinions of each other. This is a bad question for all sorts of reasons.	Jan 17, 2013 12:00 PM
4	I'm hoping they do. Yet there may be a wait and see attitude.	Jan 16, 2013 10:14 AM
5	the staff person who works with our commission is very committed to our work and is very helpful.	Jan 15, 2013 11:42 AM

**Page 3, Q12. 12. How effectively does staff support your commission's efforts?**

1	Again- better communication with Commissions and more frequent attendance of a Council member(s) at Commission meetings would be appreciated.	Jan 23, 2013 1:48 PM
2	They do a good job in preparation	Jan 22, 2013 10:42 AM
3	constrained by time and staffing levels	Jan 18, 2013 11:04 AM
4	I can't think of anytime staff was unsupportive. There have been lack of time issues, but I believe that had more to do with staff becoming over-burdened. No complaints here.	Jan 17, 2013 12:00 PM
5	our staff person could utilize us much more. He tlys to take on the workload too much by him self.	Jan 15, 2013 11:42 AM

**Page 3, Q13. 13. How effectively does the City manage its assets?**

1	There have been some really bad decisions in the past- and some decent ones. We just need to be mindful when working with the publics money.	Jan 23, 2013 1:48 PM
2	They do pretty well. Sometimes staff vs elected officials disagree. may that's ok	Jan 22, 2013 10:42 AM
3	I believe too much has been made of spending money on consultants to look back at previous mistakes. To much time and resources on learning and blaming previous administrations. Take a rough look and move forward. For a City thinking it is in hardship, spending money on consultants, new signage, letterhead, etc. for, "The COR", was ridiculous. As well the electronic sign on Highway 10 is distracting, hard to read (not big enough for me anyway) at highway speeds. Moving meetings and resources around is abusing assets. The City needs to be putting caps and penalties on any agreements, and escape clauses when things are not going as planned and agreed upon. And then the City actually needs to act when appropriate. The City (residents) should not be on the hook when agreements are not kept.	Jan 17, 2013 12:00 PM
4	I don't need the high blood pressure that studying this issue would bring. It seems they are, but that can change instantly.	Jan 16, 2013 11:17 AM
5	would like to see more investment in actual services rather than consulting fees.	Jan 15, 2013 11:42 AM
6	We have struggled with the COR and I think a differnet management approach would have seen more action in that area.	Jan 14, 2013 3:54 PM
7	Little information	Jan 14, 2013 3:44 PM

Page 4, Q1. Other Comments

1	I hope the new Council really works to gain the trust of BOTH the staff and the residents. Take the time to really evaluate where we are going and strive to keep 'personal' desires somewhat out of the equation... you are to listen to the residents that YOU represent, so get out there and hear them. Often once elected, officials stop listening and do what they want or what is good for their personal business. Please work for Ramsey and it's residents... we are tired of all the bad press Ramsey gets! Thank You	Jan 23, 2013 1:51 PM
2	Looking forward to working with city council and staff with the agenda of a better Ramsey	Jan 22, 2013 10:45 AM
3	We have HOPE!	Jan 20, 2013 7:50 PM
4	Lead by example. Make sure in all you do, what you are saying is what you are doing. Finally have recycling containers in the City Hall meeting rooms. How long did that take to implement? Years??? Not the best recycling example by the City. Stop printing the newsletter on that bleached, glossy, expensive paper and go back to recycled paper, one or two color printing, and dedicate a page to summarizing City Council, commission and construction information for the residents. DO NOT say you can put it on the internet. The City website is subpar, not everybody has access to it (or wants to), and the newsletter is being sent out anyway. Or in federal funding parlance, use it or lose it. Are you trying to turn the newsletter into junk mail? Make it relevant, or seriously increase the usability of the website. And that would include the search function on the site, and making it much easier to find ordinances. The titles that are search returned are not the best... Consider stop using all consultants and using staff. A consultant is somebody you consult for an idea, opinion, history. You do not have (hopefully) a consultant run your life, or City. Consultant's should not be on a retainer. One reason is the lack of ideas. If you are stuck with a consultant, you are also stuck with all their ideas, companies, contracts. You can't shop an issue out. No consultant has all the (best) answers. The City Council was elected by the people. If consultants want to run the City, maybe they should be on the ballot themselves (after all, the Supreme Court did say corporations have individual rights, didn't they?). Have a great day.	Jan 17, 2013 12:13 PM
5	This is an important time for the city to turn in a new, more positive direction. I believe that we have found the right group of leaders to take us there and I am looking forward to working with them!	Jan 15, 2013 11:44 AM
6	I am very hopeful of the new elected city leadership. The voters ahve spoken and now we need to all work together to move forward	Jan 14, 2013 3:55 PM
7	thank you for asking.	Jan 14, 2013 3:32 PM



**The National  
Citizen Survey™**

**Ramsey, MN**

Community Livability Report

DRAFT

2014

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# About

The National Citizen Survey™ (The NCS) report is about the “livability” of Ramsey. The phrase “livable community” is used here to evoke a place that is not simply habitable, but that is desirable. It is not only where people do live, but where they want to live.

Great communities are partnerships of the government, private sector, community-based organizations and residents, all geographically connected. The NCS captures residents’ opinions within the three pillars of a community (Community Characteristics, Governance and Participation) across eight central facets of community (Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement).

The Community Livability Report provides the opinions of a representative sample of 430 residents of the City of Ramsey. The margin of error around any reported percentage is 5% for the entire sample. The full description of methods used to garner these opinions can be found in the *Technical Appendices* provided under separate cover.

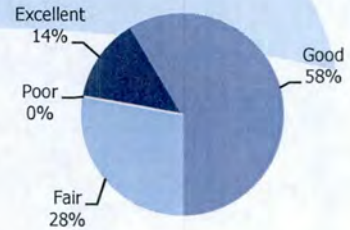


# Quality of Life in Ramsey

Most residents rated the quality of life in Ramsey as excellent or good and this was similar to the benchmark (see Appendix B of the *Technical Appendices* provided under separate cover).

Shown below are the eight facets of community. The color of each community facet summarizes how residents rated it across the three sections of the survey that represent the pillars of a community – Community Characteristics, Governance and Participation. When most ratings across the three pillars were higher than the benchmark, the color for that facet is the darkest shade; when most ratings were lower than the benchmark, the color is the lightest shade. A mix of ratings (higher and lower than the benchmark) results in a color between the extremes.

Overall Quality of Life



In addition to a summary of ratings, the image below includes one or more stars to indicate which community facets were the most important focus areas for the community. Residents identified Safety and Economy as priorities for the Ramsey community in the coming two years. It is noteworthy that Duluth residents gave favorable ratings to these facets of community. In fact, ratings for all facets including Mobility, Natural Environment, Built Environment, Recreation and Wellness, Education and Enrichment and Community Engagement were positive and similar to other communities. This overview of the key aspects of community quality provides a quick summary of where residents see exceptionally strong performance and where performance offers the greatest opportunity for improvement. Linking quality to importance offers community members and leaders a view into the characteristics of the community that matter most and that seem to be working best.

Details that support these findings are contained in the remainder of this Livability Report, starting with the ratings for Community Characteristics, Governance and Participation and ending with results for Ramsey's unique questions.

**Legend**

- Higher than national benchmark
- Similar to national benchmark
- Lower than national benchmark

★ Most important



# Community Characteristics

*What makes a community livable, attractive and a place where people want to be?*

Overall quality of community life represents the natural ambience, services and amenities that make for an attractive community. How residents rate their overall quality of life is an indicator of the overall health of a community. In the case of Ramsey, 82% rated the City as an excellent or good place to live. Respondents' ratings of Ramsey as a place to live were similar to ratings in other communities across the nation.

In addition to rating the City as a place to live, respondents rated several aspects of community quality including Ramsey as a place to raise children and to retire, their neighborhood as a place to live, the overall image or reputation of Ramsey and its overall appearance. Most residents felt that the overall appearance of Ramsey, Ramsey as a place to raise children and their neighborhood as a place to live were excellent or good. Although a majority felt that this was true of Ramsey as a place to retire and of Ramsey's overall image, these were less than the benchmark.

Delving deeper into Community Characteristics, survey respondents rated over 30 features of the community within the eight facets of Community Livability. Safety and Natural Environment were the facets with the highest ratings, with at least 8 in 10 residents giving positive ratings to each measure in these categories. Conversely, Economy was the facet having the lowest ratings; every item in this area received positive ratings from half or fewer of residents. Overall, most Community Characteristics rated similarly to other communities. Of the seven measures with ratings lower than the benchmark, five related to Ramsey's Economy. Two characteristics of the community rated higher than the benchmark and were in the area of Built Environment: affordable quality housing and housing options.



Percent rating positively (e.g., excellent/good)

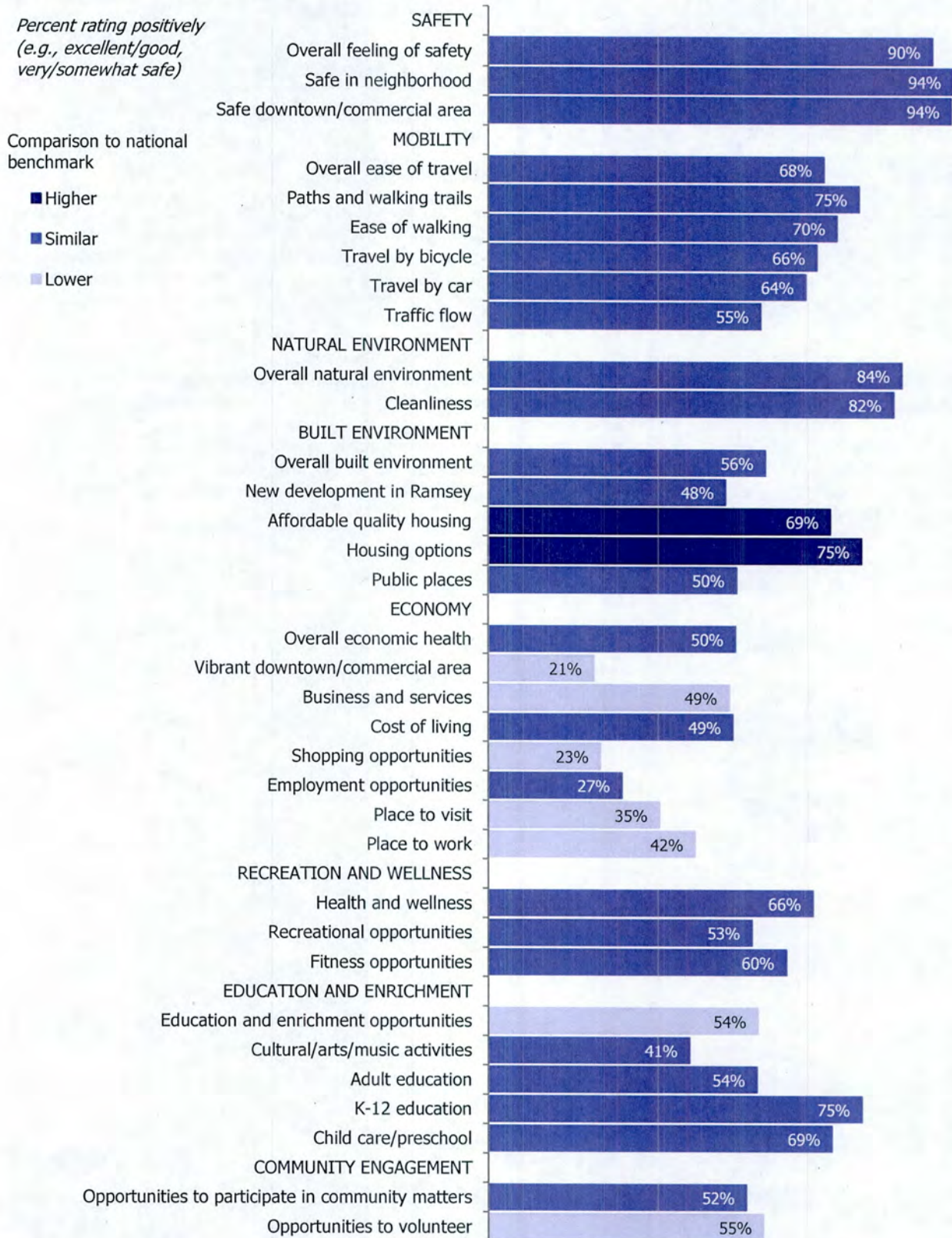
Comparison to national benchmark

■ Higher ■ Similar ■ Lower



The National Citizen Survey™

Figure 1: Aspects of Community Characteristics



# Governance

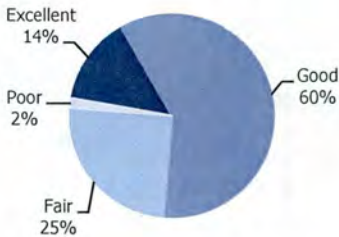
## *How well does the government of Ramsey meet the needs and expectations of its residents?*

The overall quality of the services provided by Ramsey as well as the manner in which these services are provided are a key component of how residents rate their quality of life. On par with other communities, three-quarters of Ramsey residents rated the overall quality of City services as excellent or good.

Survey respondents also rated various aspects of Ramsey’s leadership and governance. All measures of general government performance were similar to the benchmark, including value of services for taxes paid, the City’s overall direction, welcoming citizen involvement, acting in the best interest of the community, being honest, treating residents fairly and customer services. Each of these aspects of government performance received ratings of excellent or good from at least 4 in 10 respondents. Customer service was the most highly rated aspect in this area and received positive ratings from 8 in 10 respondents.

Respondents evaluated nearly two dozen individual services and amenities available in Ramsey. Nearly all of the ratings were similar to ratings in communities elsewhere; only recreation centers received ratings that lagged below the benchmark. Similar to Community Characteristics, the most positively rated services were related to Safety, where all but one of the services received positive ratings from 8 in 10 residents, and the least positively rated service was within Economy (43% excellent or good for economic development). Services related to Natural Environment fared well, with 7 in 10 residents rating drinking water and natural areas preservation well.

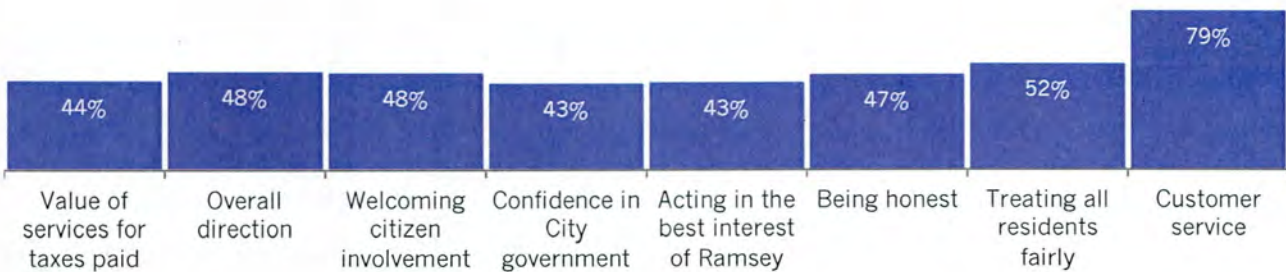
**Overall Quality of City Services**



*Percent rating positively (e.g., excellent/good)*

Comparison to national benchmark

■ Higher ■ Similar ■ Lower



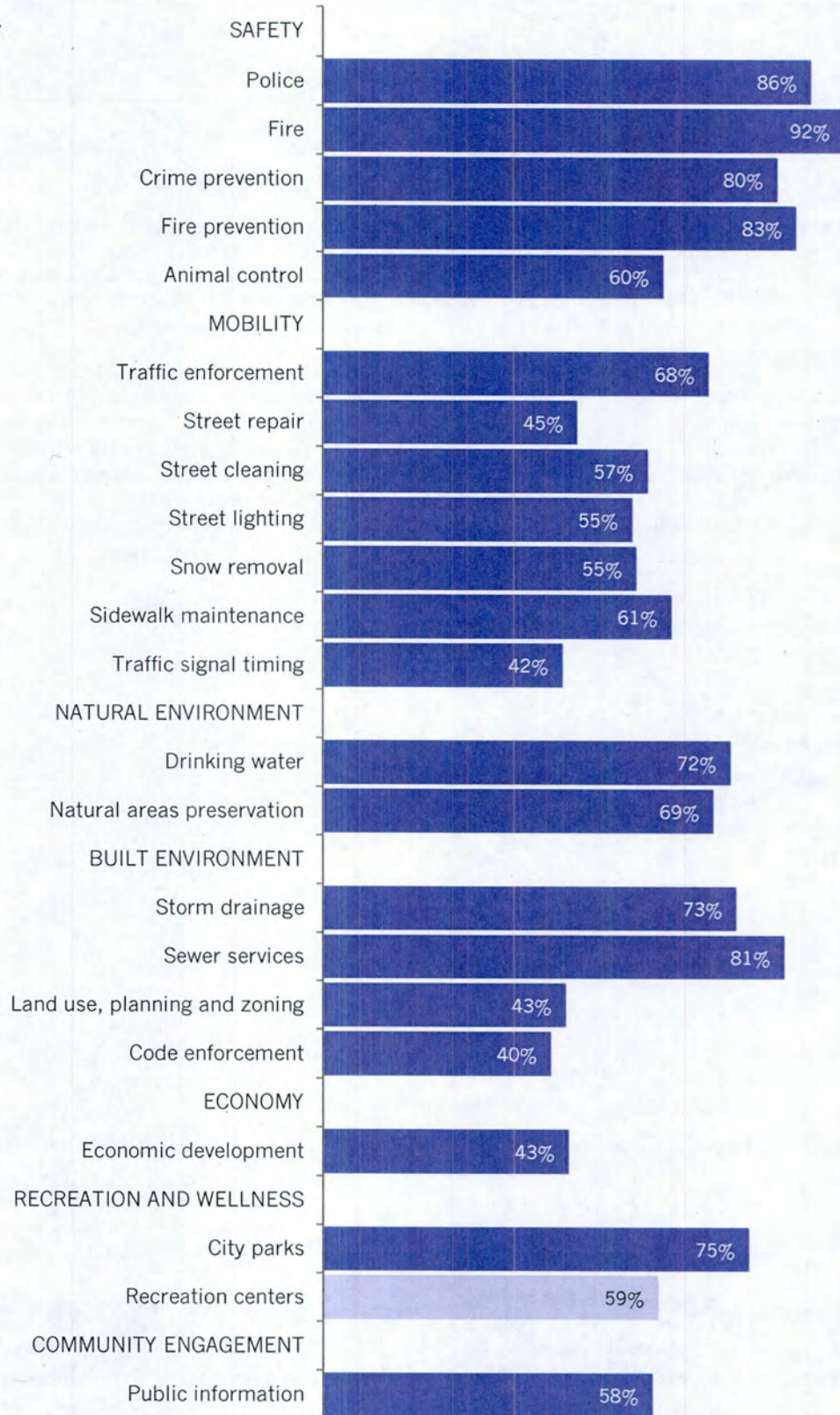
The National Citizen Survey™

Figure 2: Aspects of Governance

Percent rating positively  
(e.g., excellent/good)

Comparison to national  
benchmark

- Higher
- Similar
- Lower

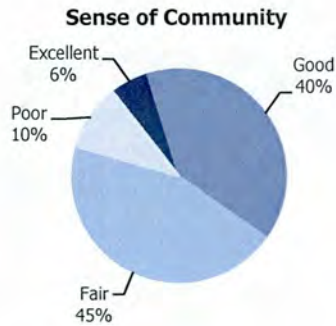


# Participation

*Are the residents of Ramsey connected to the community and each other?*

An engaged community harnesses its most valuable resource, its residents. The connections and trust among residents, government, businesses and other organizations help to create a sense of community; a shared sense of membership, belonging and history. Compared to other communities, fewer residents of Ramsey rated the sense of community as excellent or good (46%). Still, the vast majority of residents said that they would recommend living in Ramsey and had plans to remain living there.

The survey included almost 20 activities and behaviors for which respondents indicated how often they participated in or performed each, if at all. Overall, measures of Participation varied in relation to the benchmark. Areas where resident participation and experiences rated better than elsewhere were in Natural Environment (recycling), Safety (fewer residents had reported a crime) and Built Environment (fewer residents experienced housing cost stress). Although similar to the benchmark, the rate of purchasing goods or services, visiting City parks, being in good health and voting were high and nearly all residents reported that they had not been the victim of a crime. Most of the measures where Participation fell below the norm were under Community Engagement for campaigning, volunteering and attending public meetings. Under Economy, residents of Ramsey were less likely to work in the City where they lived than residents of other communities.



Percent rating positively  
(e.g., very/somewhat likely,  
yes)

Comparison to national  
benchmark

■ Higher ■ Similar ■ Lower

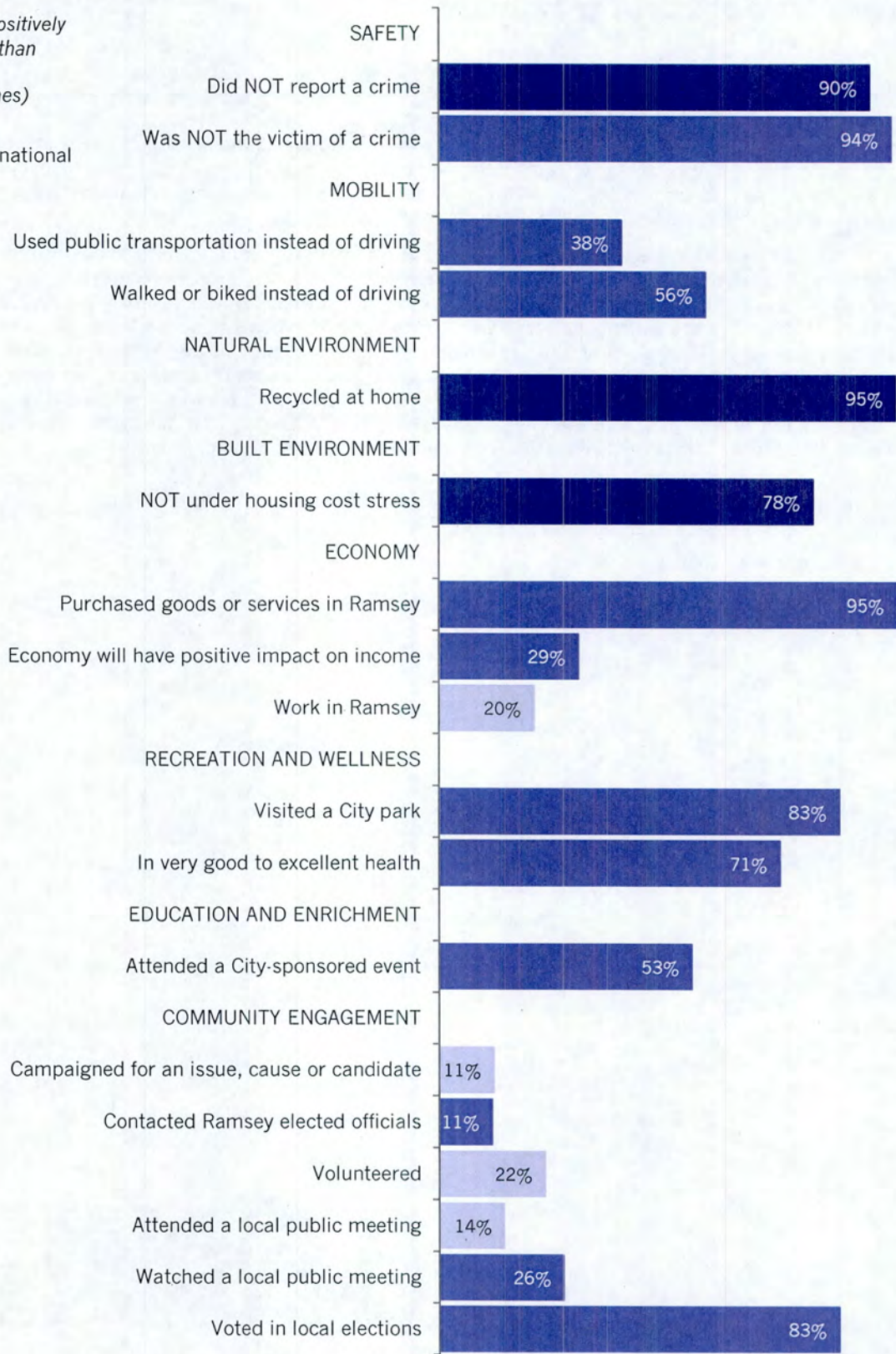


Figure 3: Aspects of Participation

Percent rating positively  
(e.g., yes, more than  
once a month,  
always/sometimes)

Comparison to national  
benchmark

- Higher
- Similar
- Lower

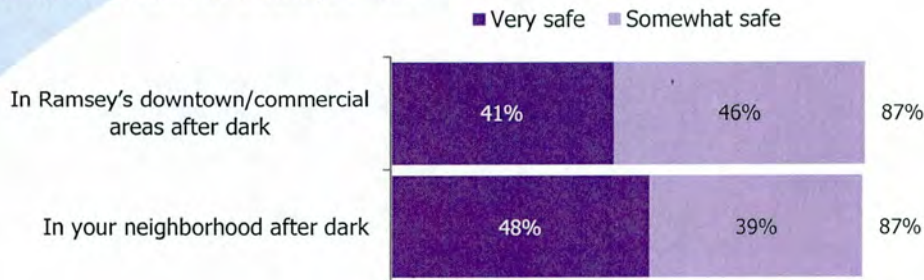


# Special Topics

The City of Ramsey included several questions of special interest on The NCS. These questions covered the topics of safety, sources of information about the City, community events, street construction and other characteristics and services in the community.

In addition to asking about safety in various parts of Ramsey during the day, the survey asked residents about feelings of safety at night. Most residents (87%) reported that they felt somewhat or very safe at night in Ramsey's downtown/commercial areas and in their neighborhoods.

Figure 4: Safety after Dark  
Please rate how safe or unsafe you feel:



Residents rated the quality of trail maintenance and strategic plan development. Two-thirds of residents gave favorable ratings to the quality of trail maintenance. Less than half of residents rated the City's strategic planning as excellent or good and one-third rated it as fair.

Figure 5: Trail Maintenance  
Please rate the quality of each of the following services in Ramsey: Trail maintenance

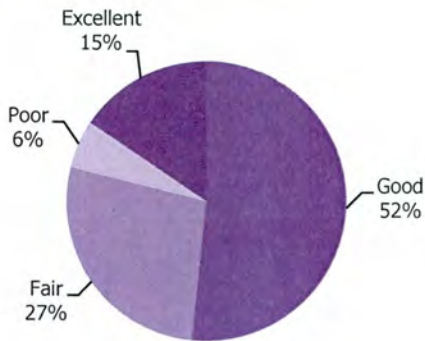
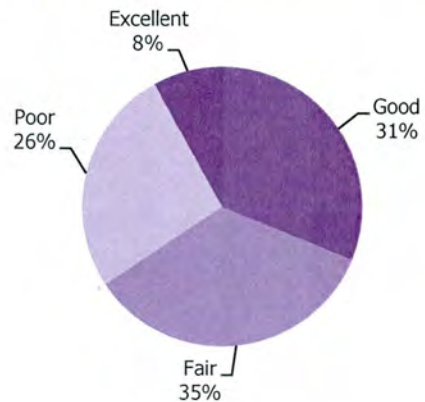


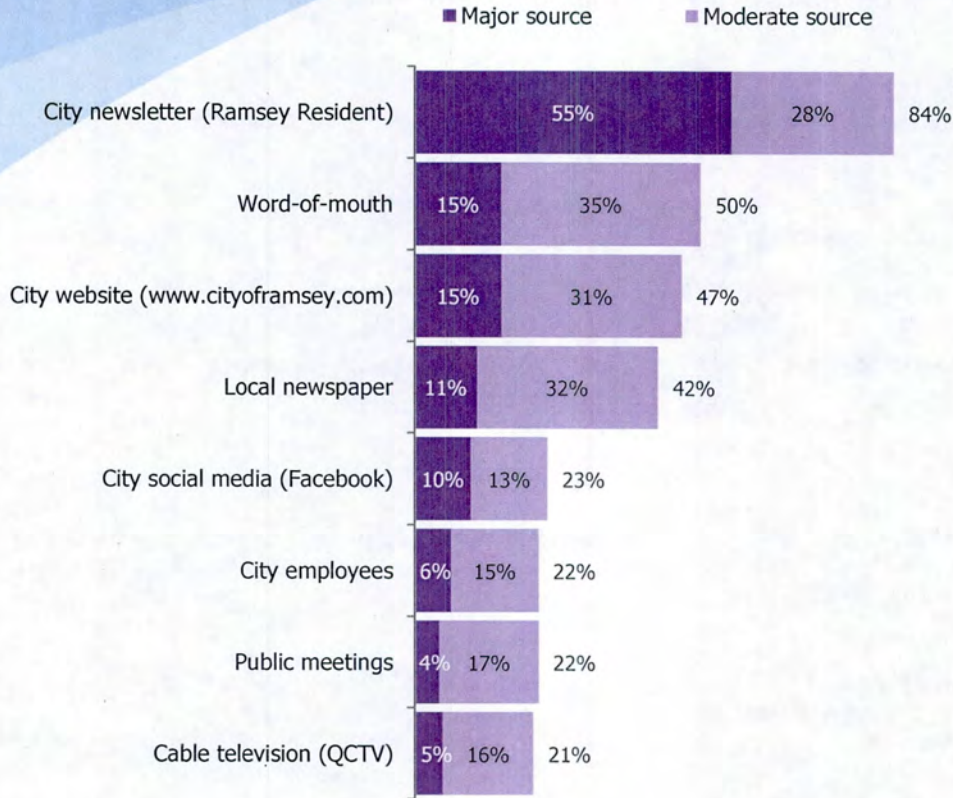
Figure 6: Strategic Planning  
Please rate the following categories of Ramsey government performance: Development and success of a strategic action plan



Residents reported using a variety of sources for information about the City. Most residents (84%) said that they used the City newsletter (Ramsey Resident) as a major or moderate source of information. About half relied on word-of-mouth, the City website and the local newspaper for information about the City of Ramsey. About one-quarter said that the City's Facebook page, City employees, public meetings and QCTV were at least a moderate source of City information for them.

Figure 7: Sources of Information about the City

*To what extent are each of the following a source of information for you about Ramsey city government and its activities?*



A majority of residents rated each of the listed community events favorably. The most positively rated events were Kids Safety Camp (93% excellent or good) and at least 8 in 10 residents rated The Draw music in the park series, Happy Days Festival, Spring/Fall recycling events and pet clinics as excellent or good and two-thirds felt as positively about the Spring Business Expo and Annual Nite to Unite event. Three-quarters of residents said that they liked the current name of the hometown festival, Happy Days; about one-third at least somewhat agreed that it should be changed.

Figure 8: Community Events

Please rate the quality of each event listed below:



Figure 9: Happy Days Festival

Ramsey's hometown festival, Happy Days, is organized by the volunteer Happy Days Committee. To what extent do you agree or disagree with each of the following statements about the event?



A majority of residents rated the overall condition of City streets as excellent or good and one-third rated it as fair. When asked about potential approaches to funding a long-term street reconstruction program, 40% of residents at least somewhat supported special assessments of benefitting properties, versus 33% for electric and/or gas utility fees and 29% for property tax increases.

Figure 10: Overall Condition of Streets

*Please rate each of the following characteristics as they relate to Ramsey as a whole: Overall condition of City maintained streets*

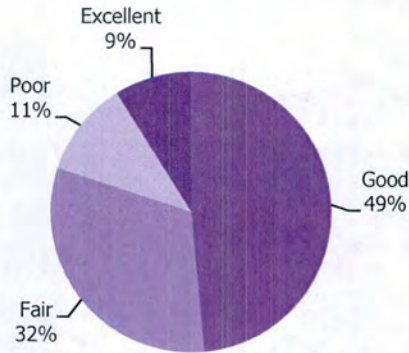
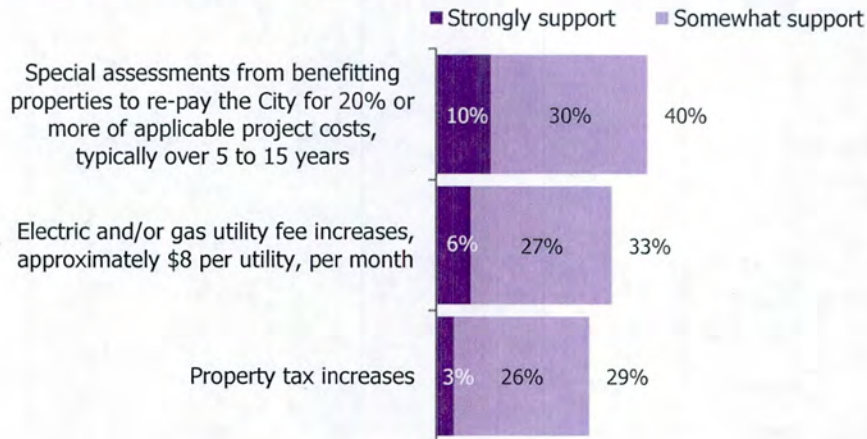


Figure 11: Street Reconstruction

*The City is developing a long-term street reconstruction program for maintaining over 174 miles of public streets throughout Ramsey which will require a reliable funding source. Please indicate to what extent you would support or oppose each of the following funding options for this purpose:*



# Conclusions

## **Ramsey residents enjoy a high quality of life.**

Most residents felt positively about the overall quality of life in Ramsey and the city as a place to live. Ramsey residents also valued the quality of life in their neighborhoods, the city as a place to raise children and its overall appearance; ratings in each of these areas were similar to other communities in the U.S. Ramsey as a place to retire was not perceived as positively as other aspects of the community. While residents of the community appreciated the city, they felt that outside opinion lagged; they rated the overall image or reputation of the city lower than the benchmark. The vast majority of residents would recommend living in the community and planned on staying.

## **Ramsey's Economy is an important focus area for the community.**

Residents identified Ramsey's Economy as a priority for the community. Residents rated Ramsey favorably for its overall economic health, employment opportunities, cost of living and economic development services. The quality of its businesses and services, Ramsey as a place to work, the vibrancy of its downtown/commercial area, Ramsey as a place to visit and the availability of shopping opportunities were rated somewhat less favorably. Still, the number of residents who felt that the economy would have a positive impact on their income in the future was comparable to other communities.

## **Residents feel safe in Ramsey.**

Residents felt that Safety was a positive feature of the community and identified it as another important area to focus on. Residents had a solid feeling of safety in Ramsey overall, in their neighborhoods and in downtown/commercial areas. Similar to residents of other communities, most had not been the victim of a crime, and a lower proportion of Ramsey residents had not reported a crime compared to elsewhere. Residents gave positive ratings to Safety services, including police, fire, crime prevention and fire prevention.

# Business Survey 2013

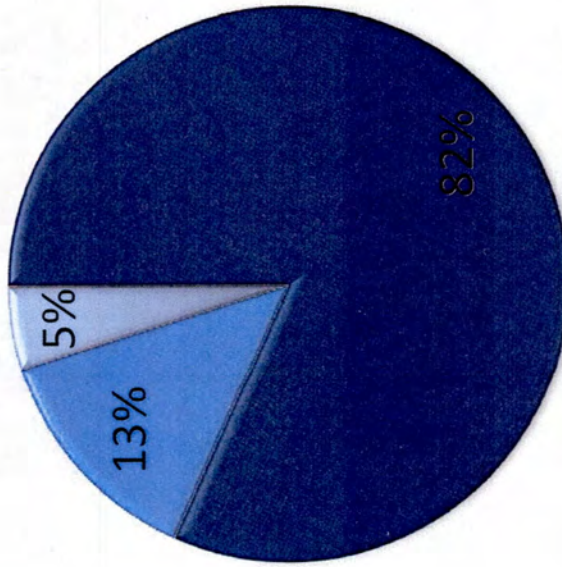
- Business owners/managers were asked to participate in a survey.
- The survey had four sections:
  - 1) Rate 13 different issues as they relate to their business.
  - 2) How aware or interested businesses are in different police services.
  - 3) Any comments or suggestions that would improve police services.
  - 4) What type of training or education opportunities would be beneficial to their business .
- 320 businesses elected to participate in the survey out of approximately 400 businesses.

## **Section 1:**

**Business owners were asked to rate how concerned they were about the following issues**

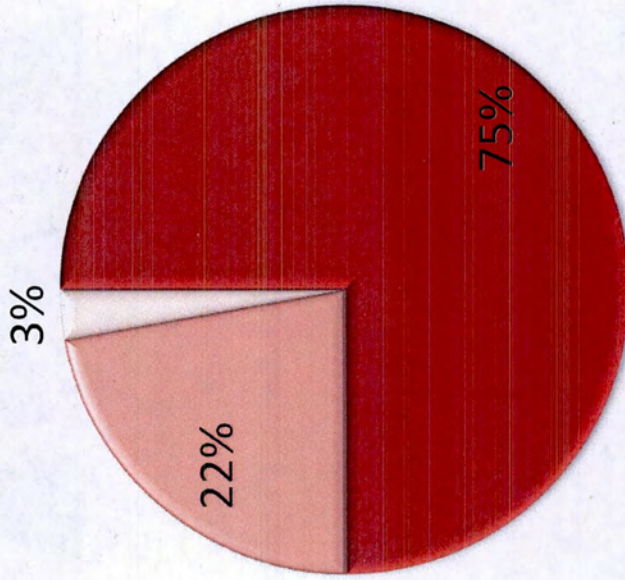
## Being Robbed While You Are Present

■ Not an Issue   ■ An Issue   ■ Serious Issue



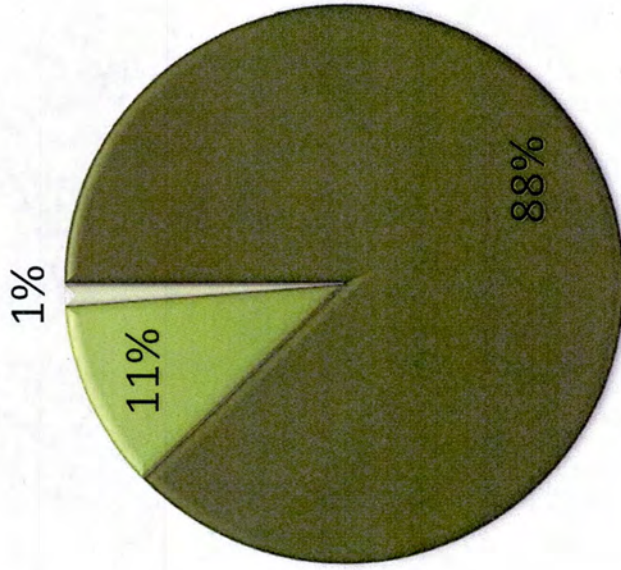
## Check/Credit Card Fraud

■ Not An Issue   ■ An Issue   ■ Serious Issue



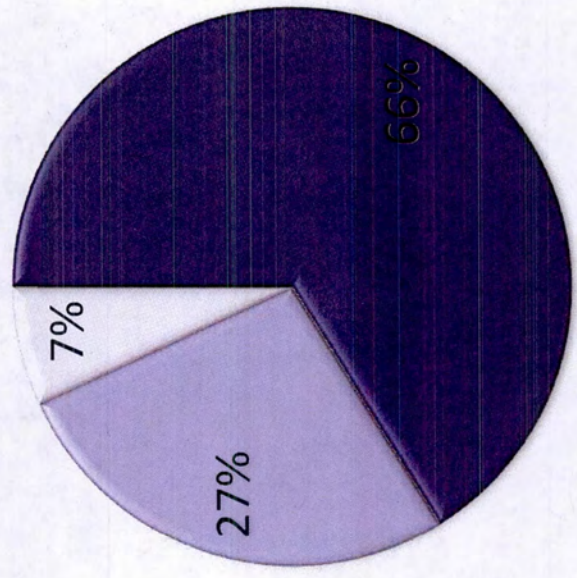
## Employee Theft

■ Not An Issue   ■ An Issue   ■ Serious Issue



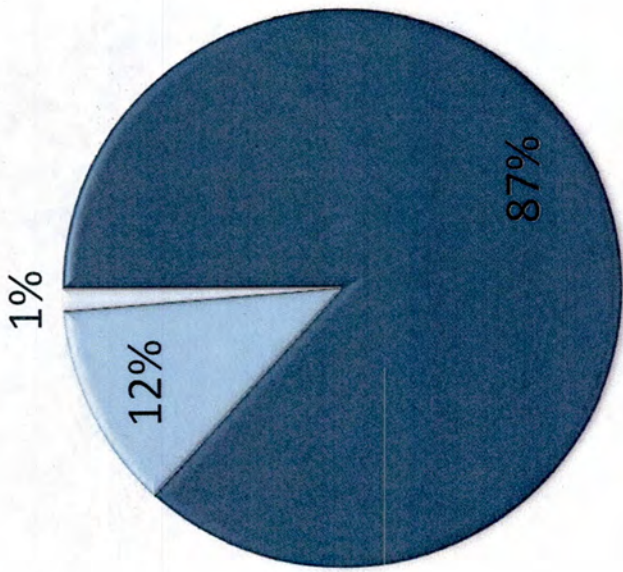
## Illegal Dumping/Littering

■ Not an Issue   ■ An Issue   ■ Serious Issue



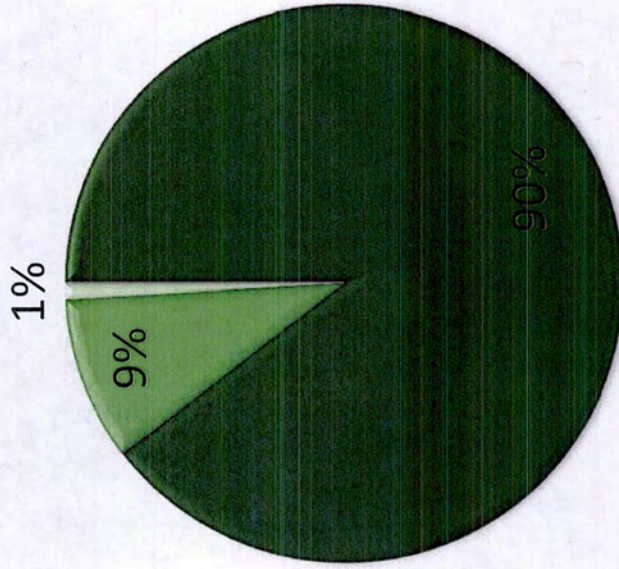
# Loitering

■ Not An Issue   ■ An Issue   ■ Serious Issue



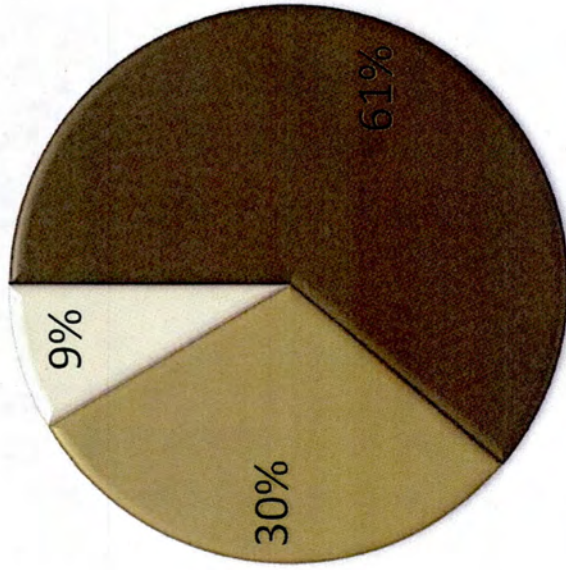
## Parking Problems

■ Not An Issue   ■ An Issue   ■ Serious Issue



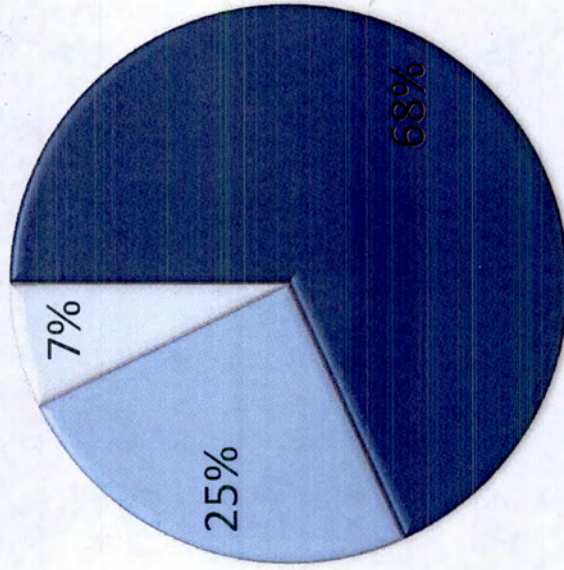
## Someone Breaking Into Your Business

■ Not An Issue   ■ An Issue   ■ Serious Issue



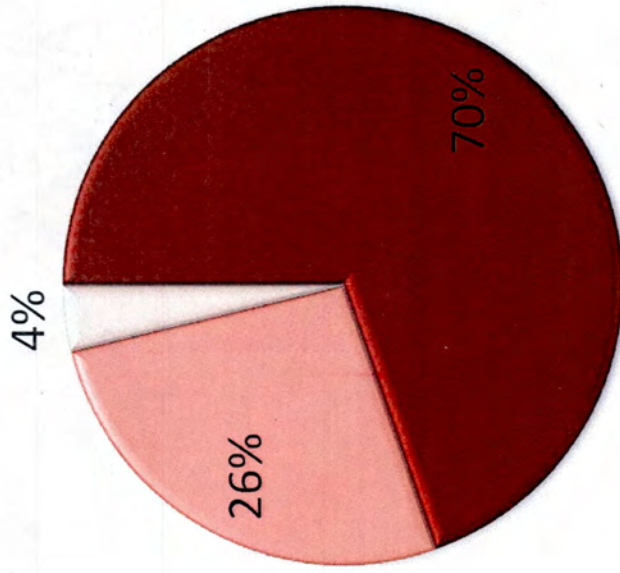
## Someone Vandalizing Your Business

■ Not An Issue   ■ An Issue   ■ Serious Issue



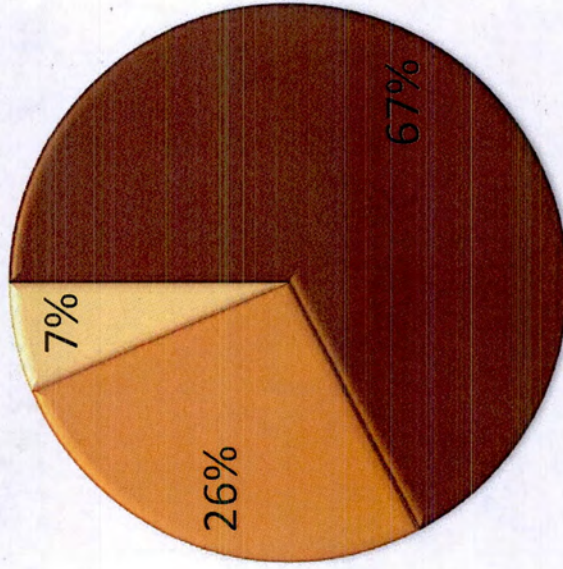
## Suspicious People/Vehicles

■ Not An Issue   ■ An Issue   ■ Serious Issue



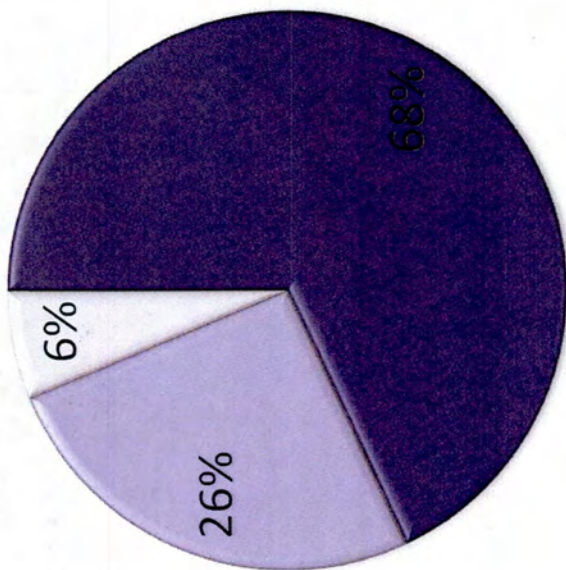
## Theft From Business

■ Not An Issue   ■ An Issue   ■ Serious Issue



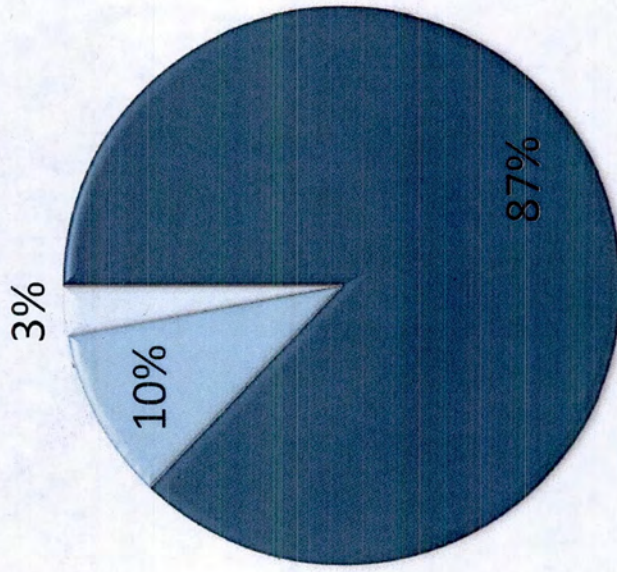
## Theft From Vehicles

■ Not An Issue   ■ An Issue   ■ Serious Issue



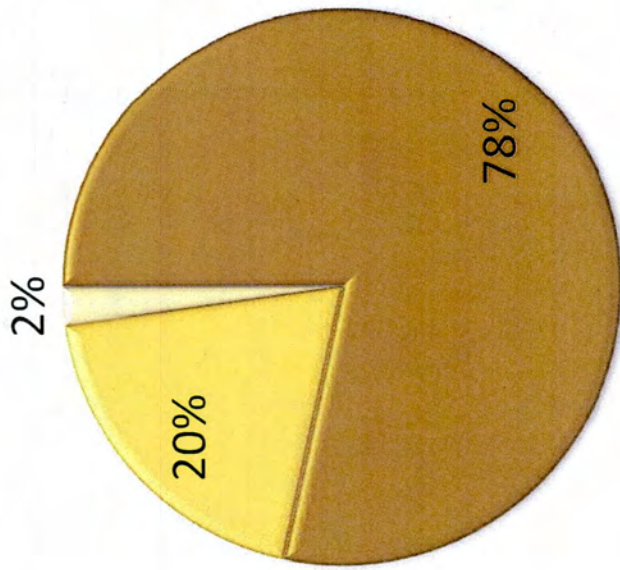
## Traffic/Speeding Problems

■ Not An Issue   ■ An Issue   ■ Serious Issue



## Trespassing On Your Property

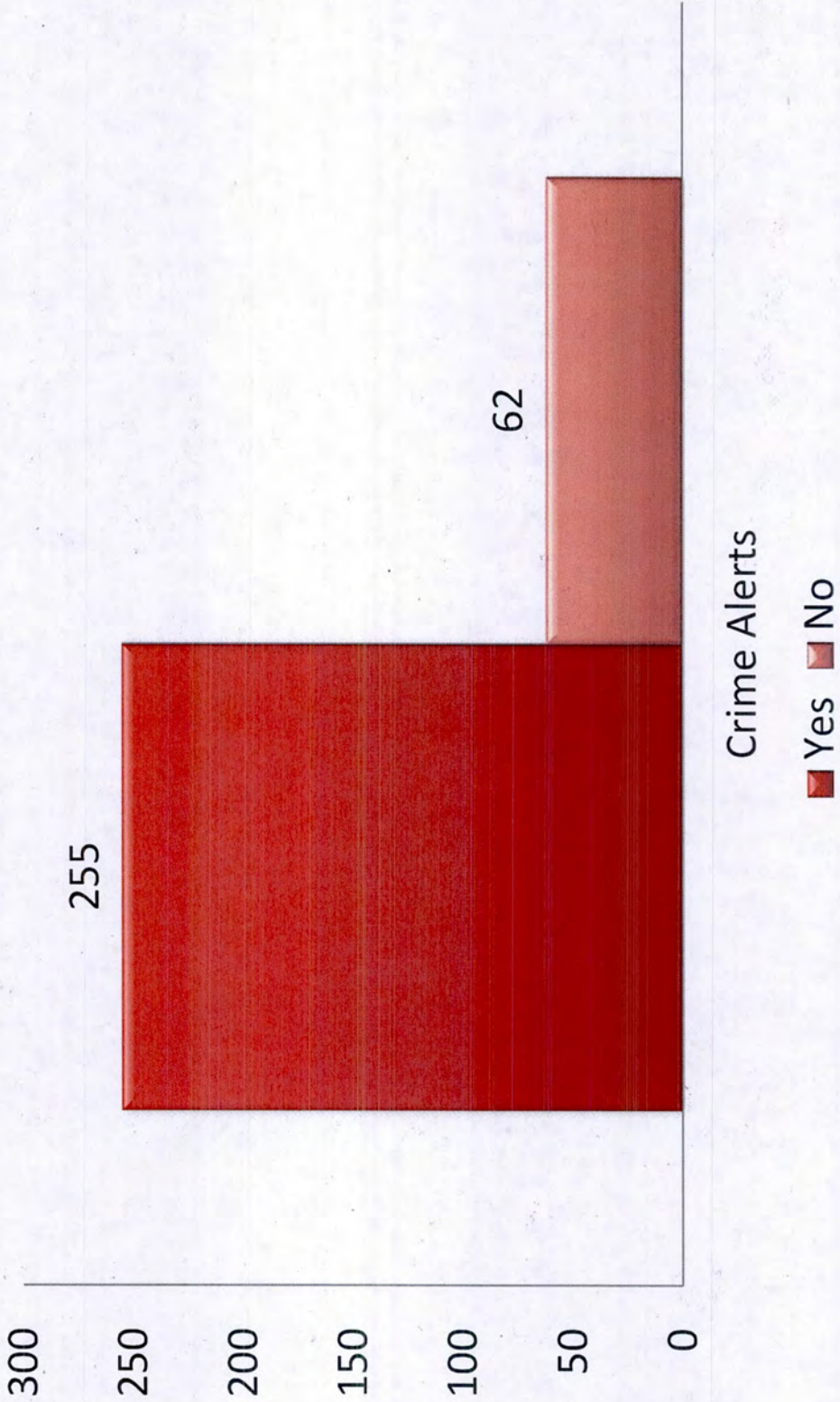
■ Not An Issue   ■ An Issue   ■ Serious Issue



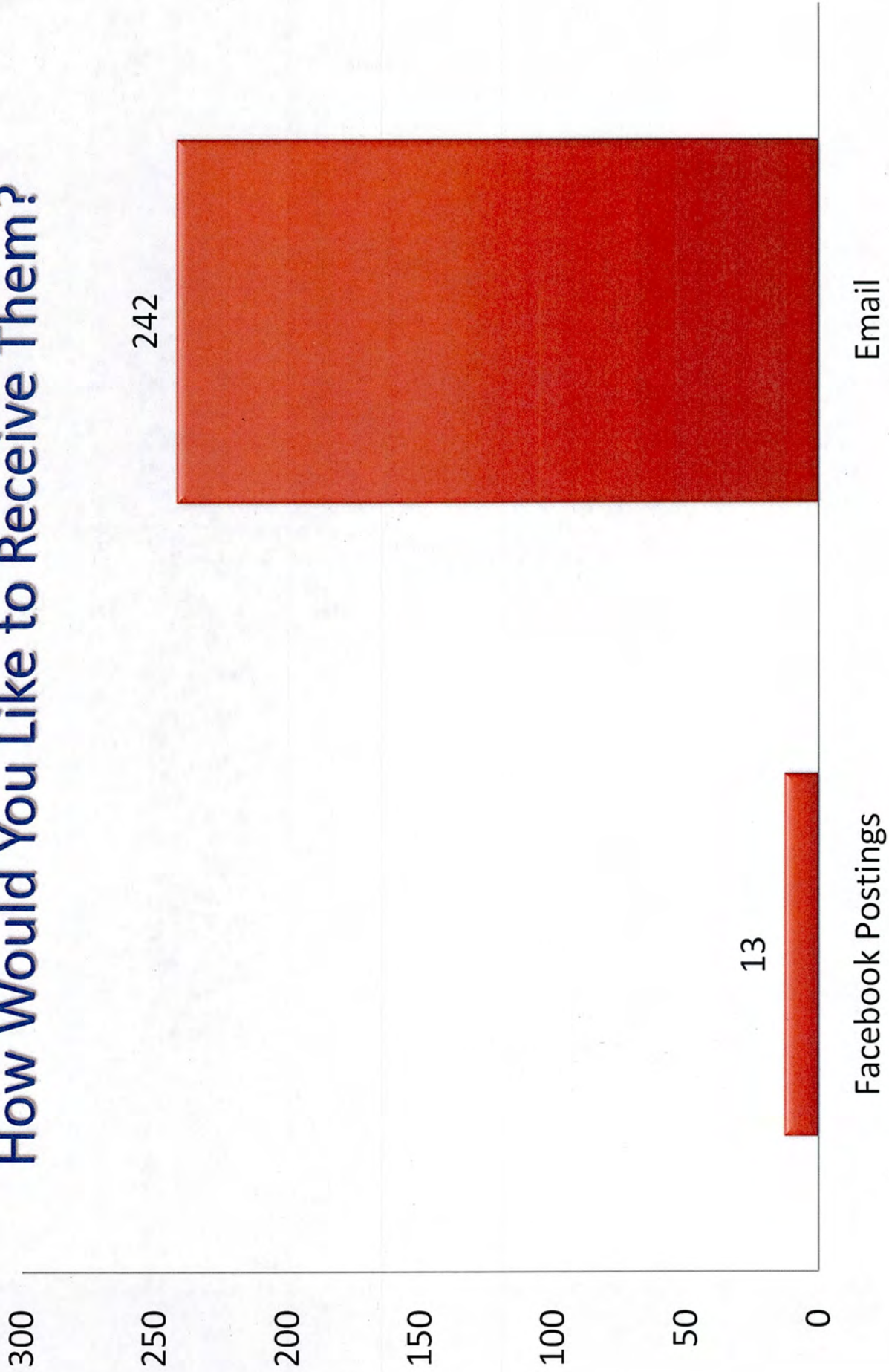
How concerned are you about the following:	Not an issue	An Issue	Serious Issue	# surveys
Being robbed while you are present	267	39	14	320
Check/Credit Card Fraud	240	71	9	320
Employee Theft	281	35	4	320
Illegal Dumping/Littering	211	86	23	320
Loitering	276	40	4	320
Parking Problems	286	31	3	320
Someone breaking into your business	196	97	27	320
Someone vandalizing your business	218	78	24	320
Suspicious People/Vehicles	214	93	13	320
Theft from Business	213	83	24	320
Theft from Vehicles	218	82	20	320
Traffic/Speeding Problems	279	32	9	320
Trespassing on your Property	251	62	7	320

## Section 2: Police Services

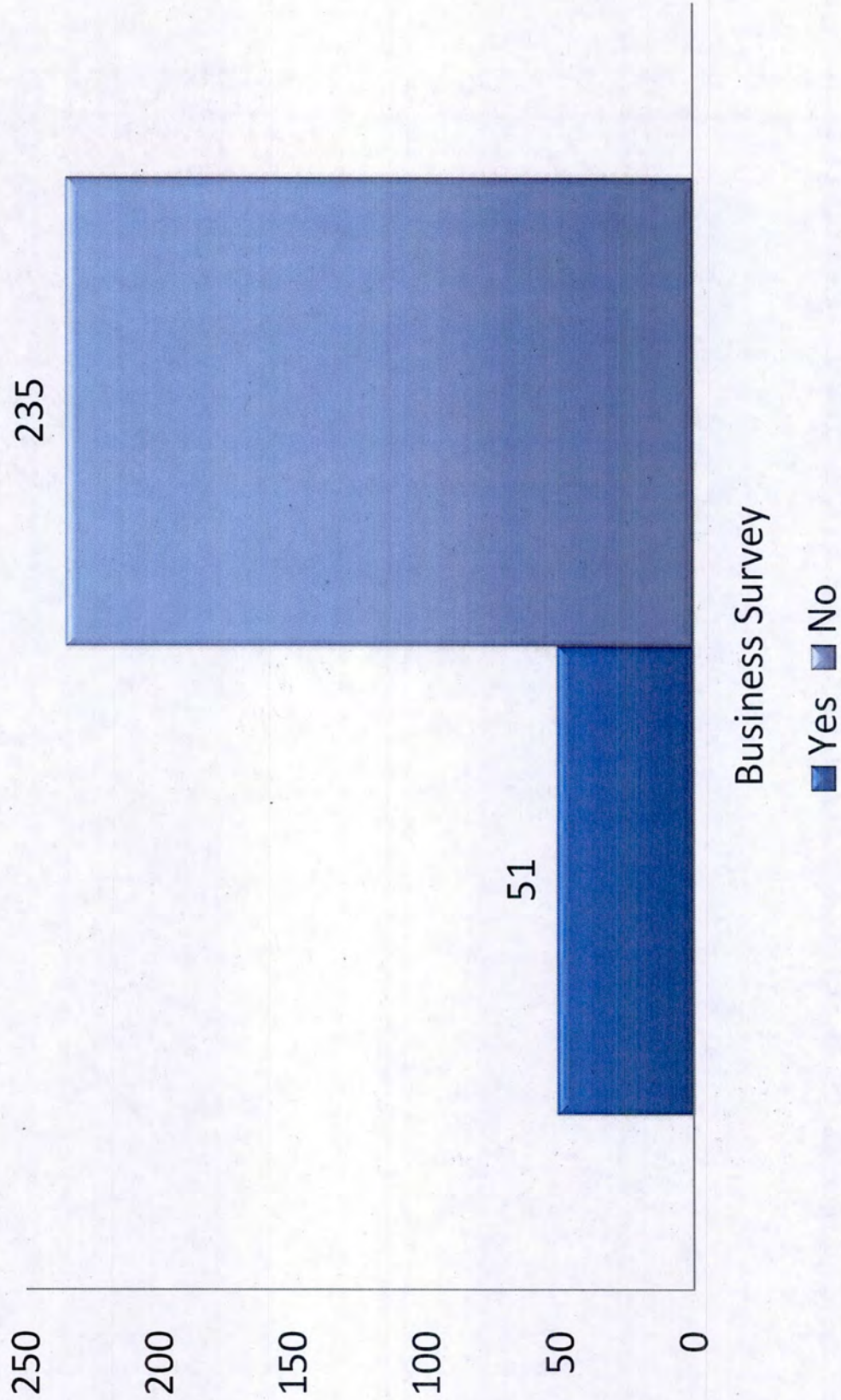
# Would You Like To Receive Notification of Crimes (Alerts) Relevant To You Business?



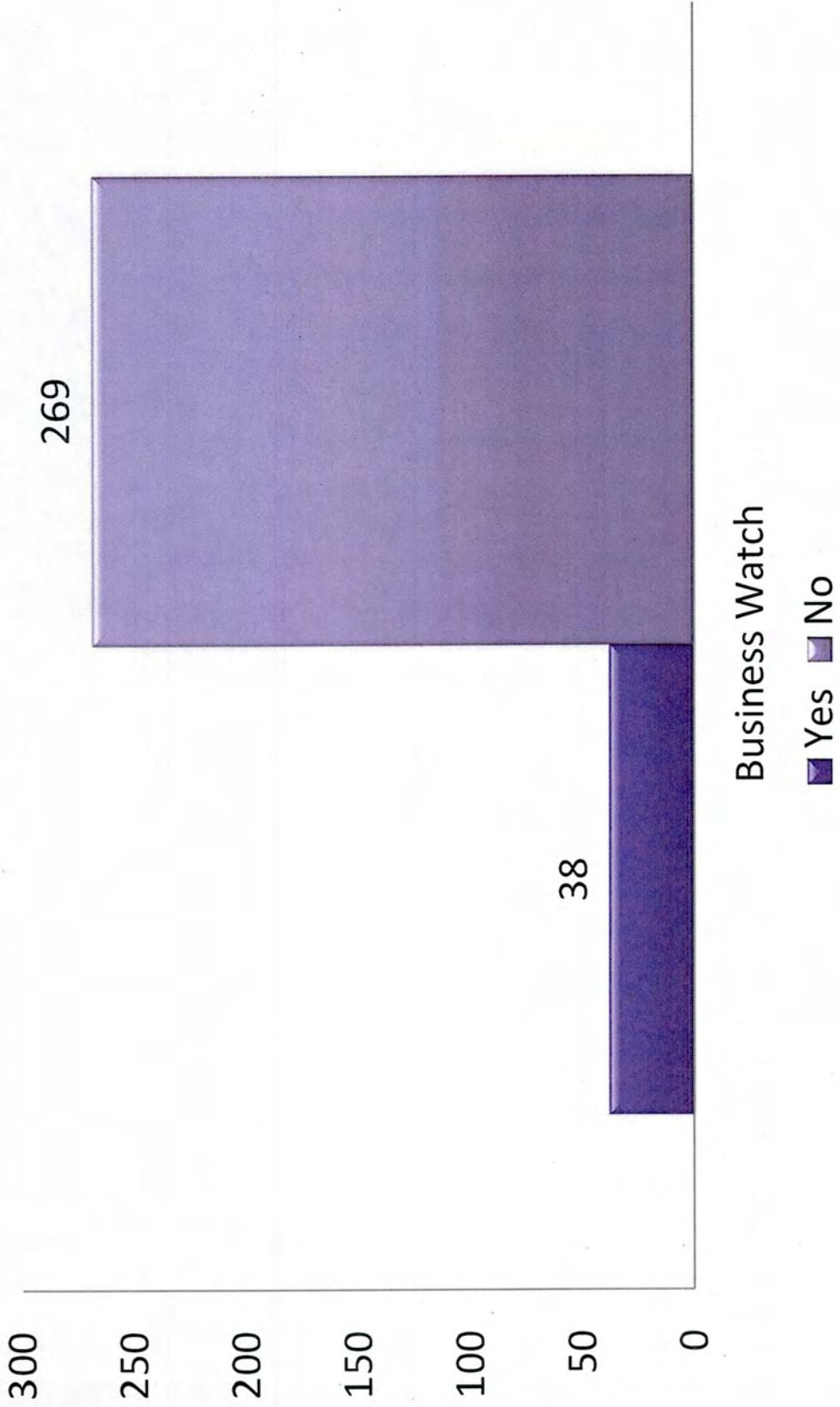
# How Would You Like to Receive Them?



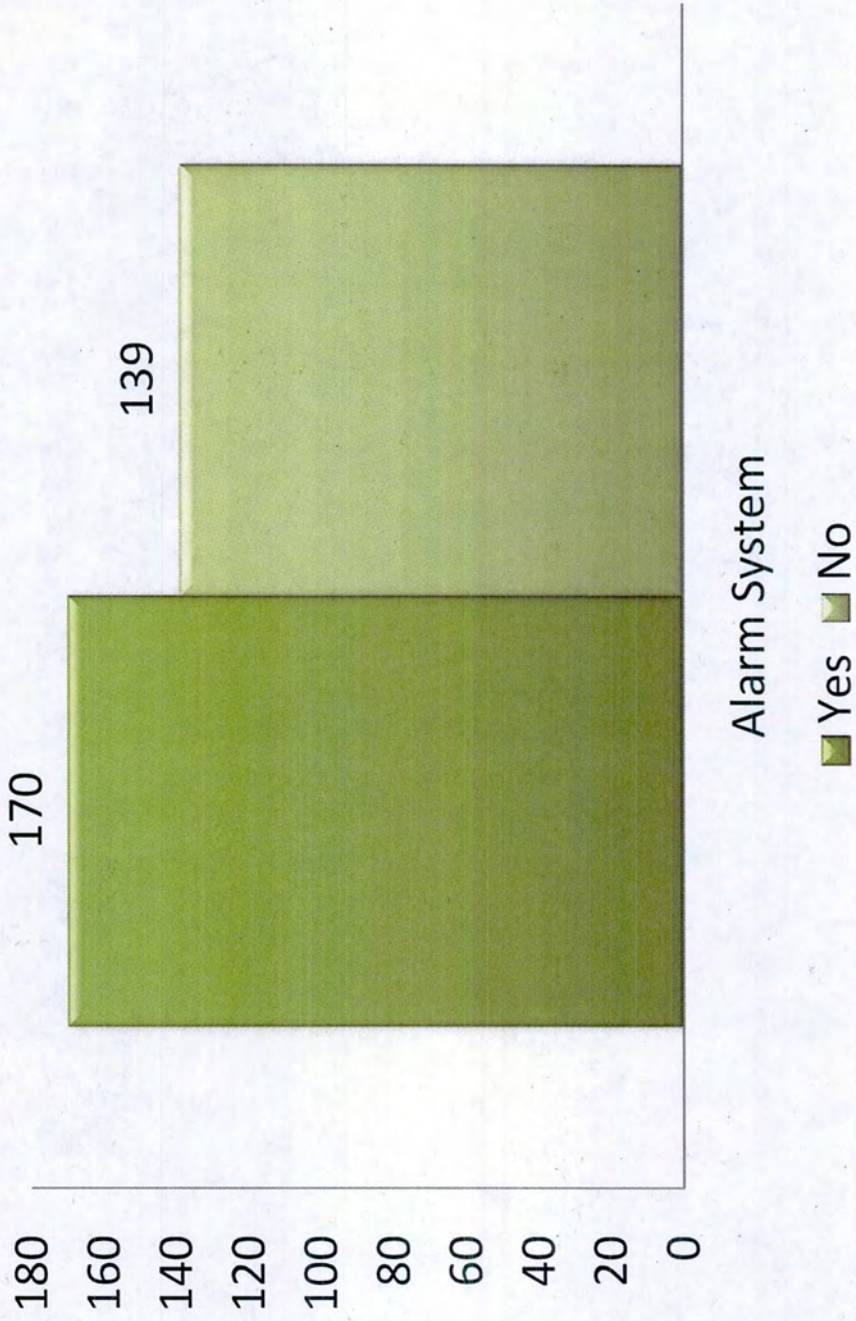
# Are You Interested In A Free Business Premise Survey?



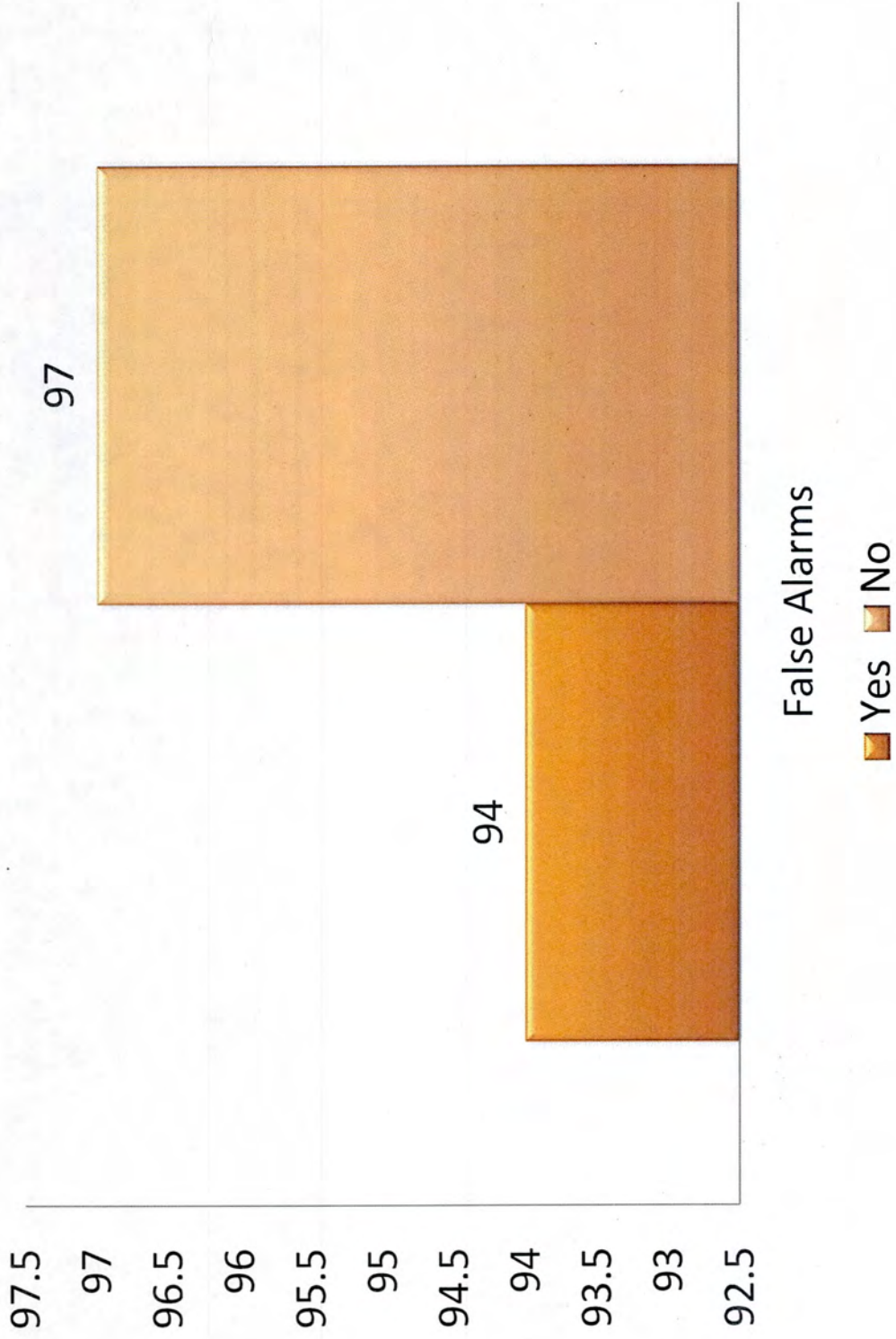
# Are You Aware of the Business Watch Program?



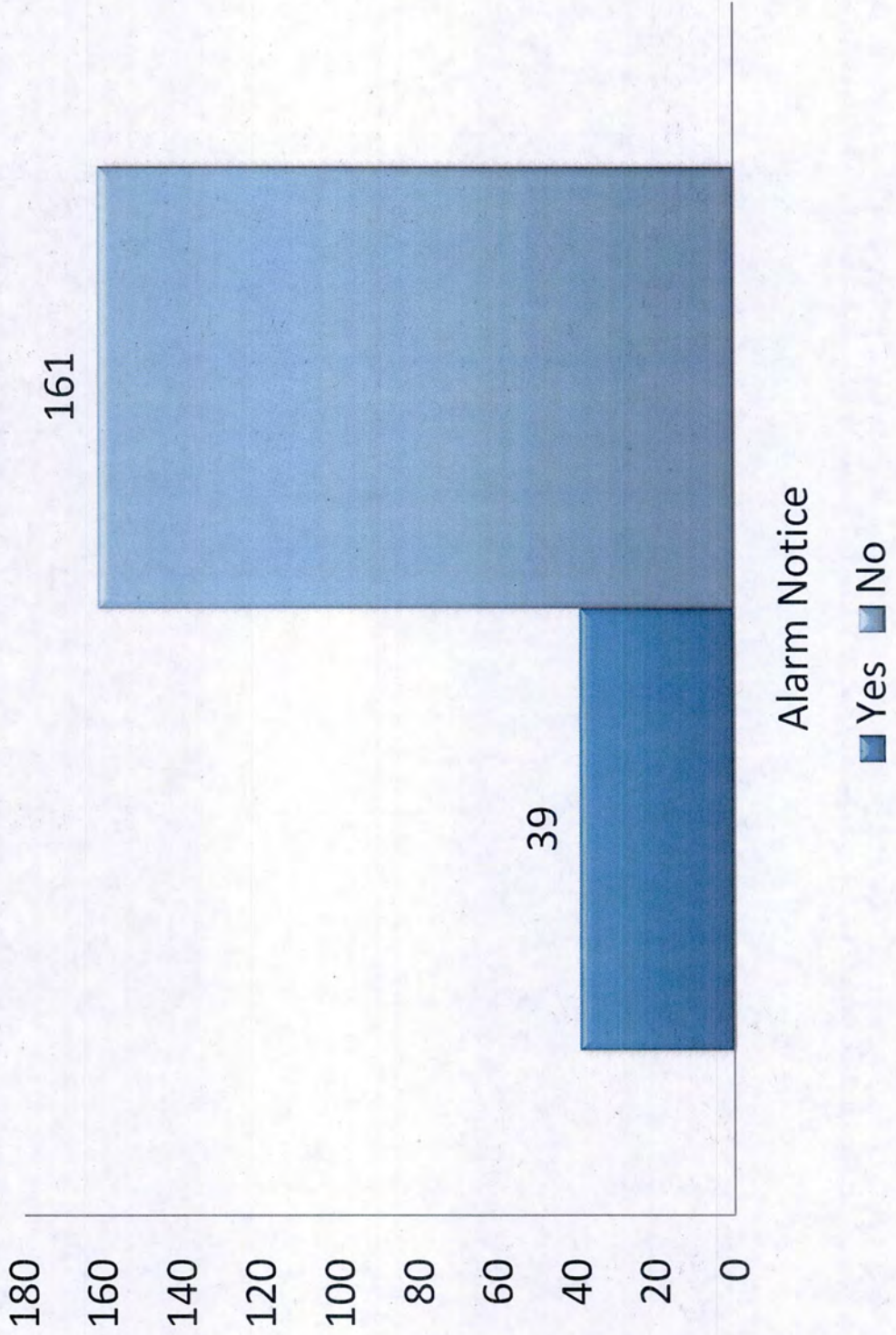
# Do You Have An Alarm System?



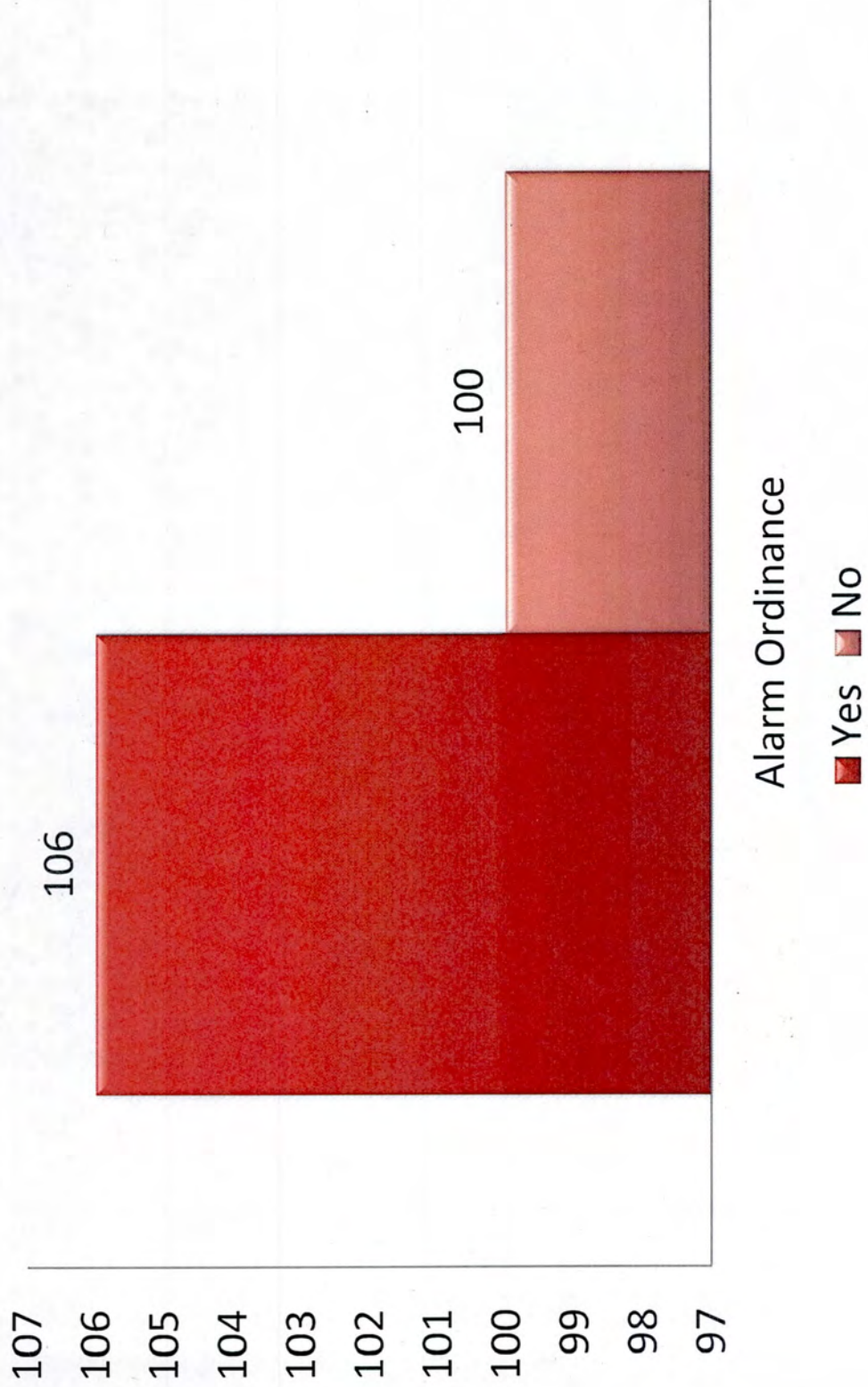
# Have You Had Any False Alarms In The Past 2 Years?



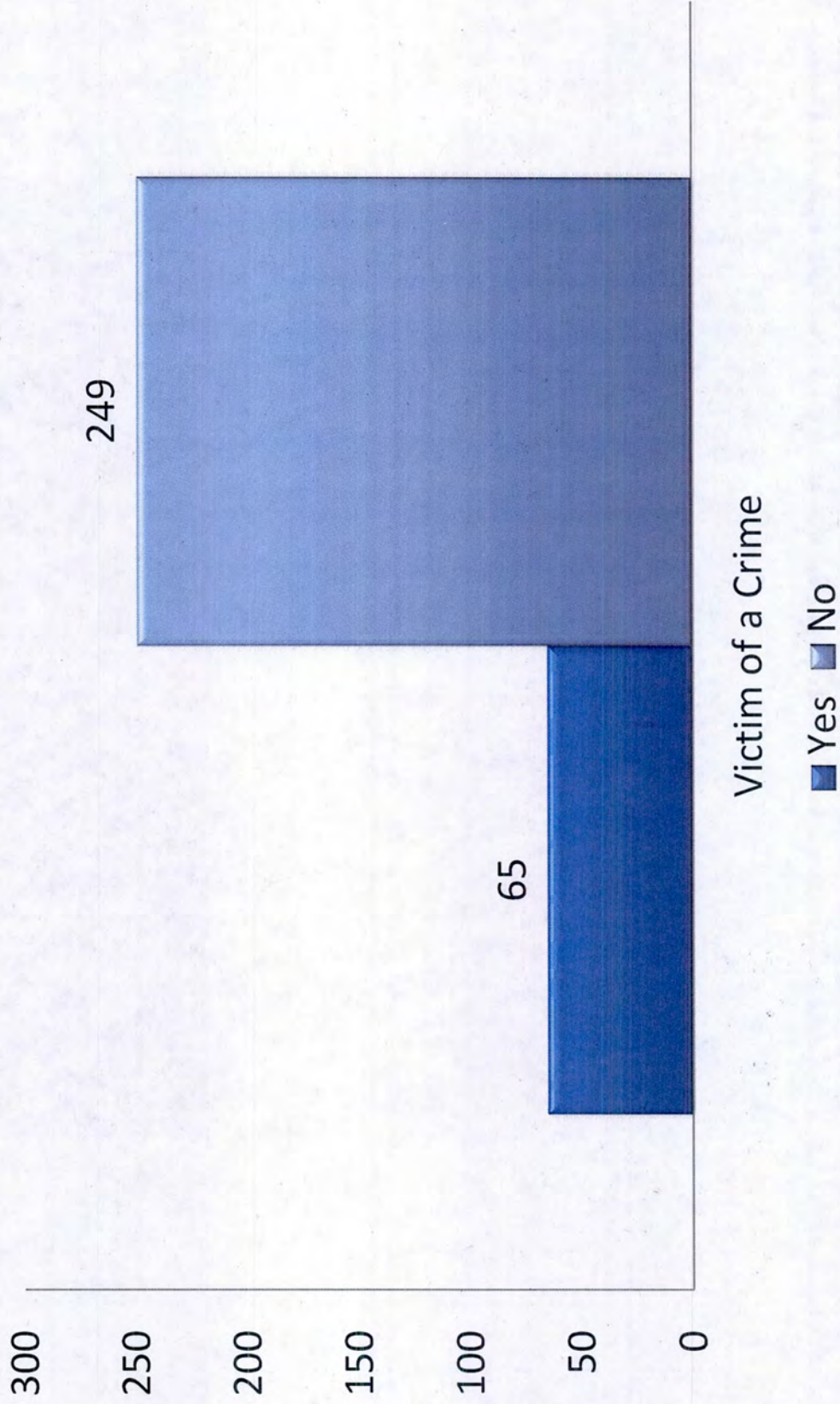
# Has A Green Alarm Card Been Left On Your Business Door?



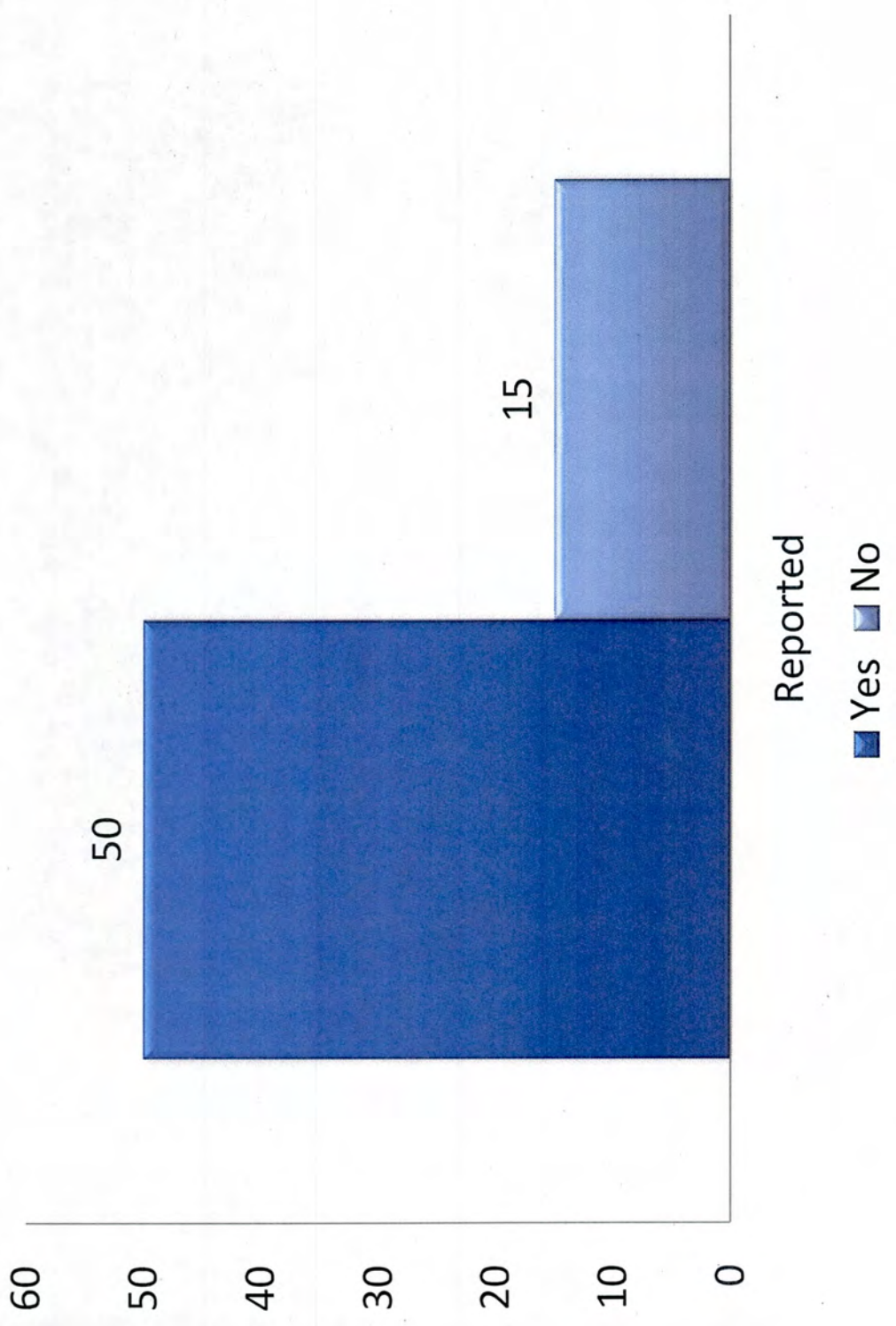
# Are You Aware Of The False Alarm Ordinance?



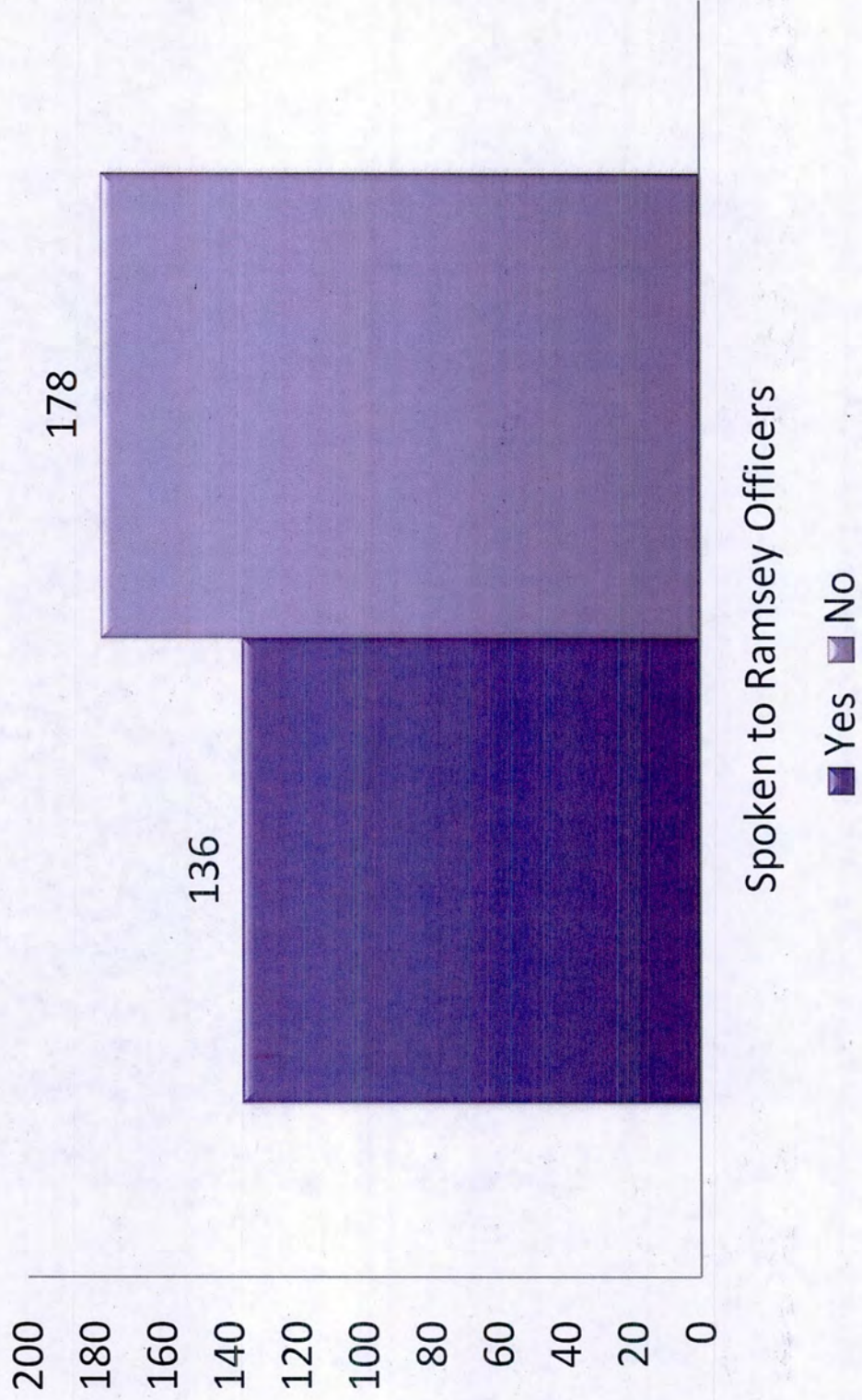
# Has Your Business or Employee(s) Been A Victim Of A Crime In The Last Year?



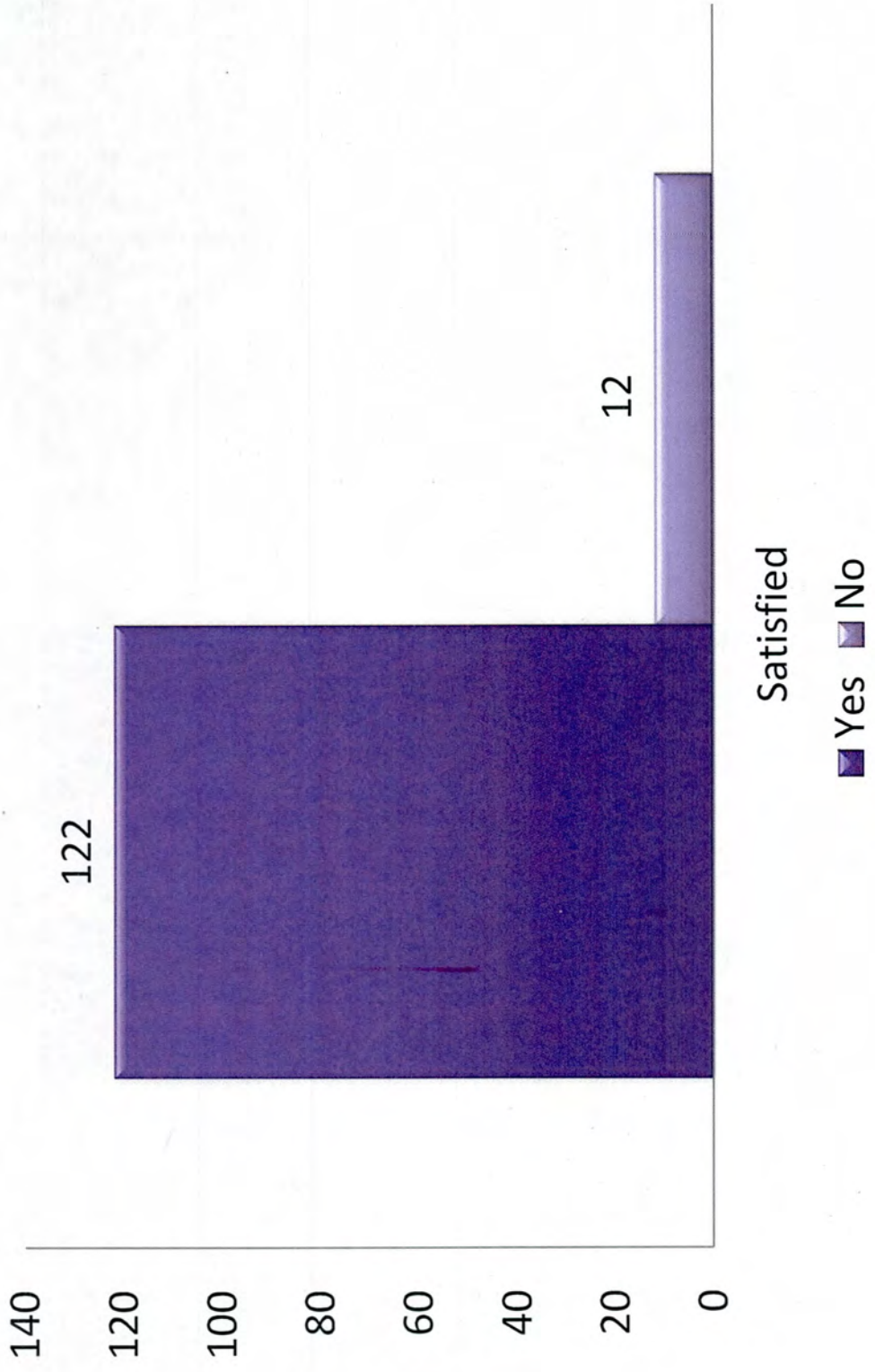
# If Yes, Was It Reported?



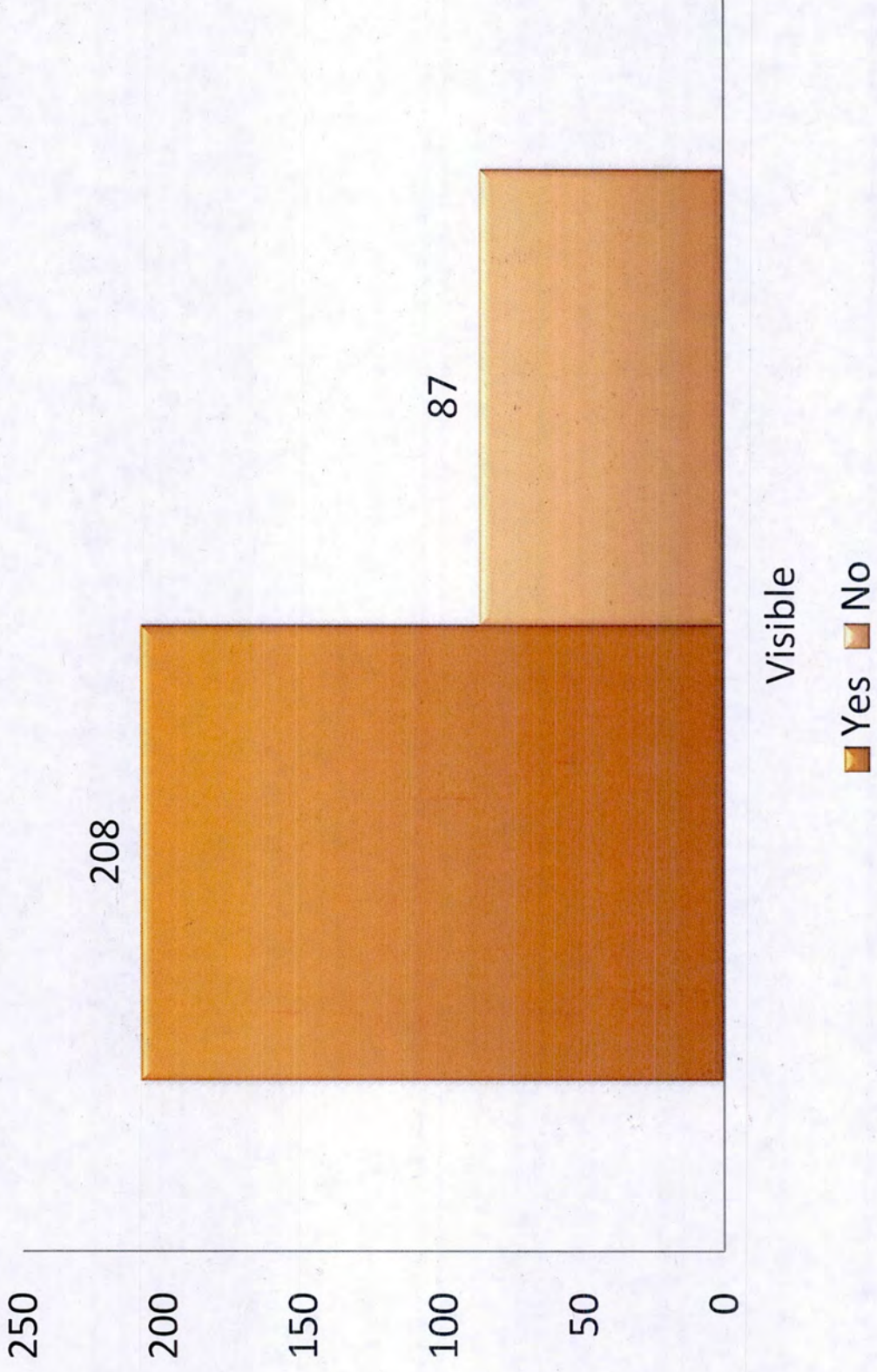
# Have You Ever Spoken To A Ramsey Police Officer Regarding A Problem At You Business?



# If Yes, Were You Satisfied With The Response?



# The Police Are Visible Around My Business.

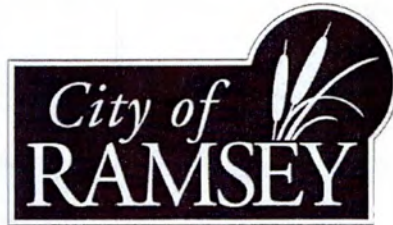


# Suggestions Or Comments That Would Improve Police Services

- Extra Patrol (Illegal Dumping)
- Extra Patrol (Speeding/Traffic)
- Extra Patrol (Parking Issues)
- Extra Patrol (General Business Checks)
- Extra Patrol (Holidays/Weekends/Evenings)
- Extra Patrol (Scrapers/Items taken without Authorization)
- Get Rid of Massage Parlors
- Lower Property Taxes
- Would Like Signs Made Available Saying "No Unauthorized Persons Allowed"
- Safety Issues With Water Building Up at Hwy 10/Sunfish Lake Blvd NW
- Doing a Great Job/Appreciative/Very Professional/Thank You
- BRC Are a Waste of Money

# Training or Educational Opportunities

- CPR
- Bike Safety
- Fire Safety
- Self Defense
- Robbery Training
- Night Time Closing Security Measures
- Business Watch Refresher Training
- Security Cameras (Benefits/Type To Install)
- Active Shooter Training
- De-escalation Training
- Information on Employee Theft
- Conceal and Carry Class
- Online Privacy and Security (ID Theft Training)
- Alcohol Awareness Training (Class Available In The Summer)
- How To Recognize Theft
- Bomb Threats
- Prevent Work Place Violence
- Emergency Procedures (Safety Evaluation)
- School Liaison Officer
- Loss Prevention Training
- Checking ID's and Currency
- Train Derailment



## 2012 BUSINESS VISIT PROGRAM

### *Results & Findings*

*Prepared for:*  
Ramsey Businesses  
March 9, 2013

## RESULTS & FINDINGS

### *What businesses were included in the 2012 business retention and expansion program?*

Staff identified 55 target businesses to launch this program. Businesses were selected based on location, size and industry.

From October 2012 to January 2013, Staff conducted 24 business visits; see below. The remaining 31 businesses will be targeted for the next round of business visits (2013).

2012 BUSINESS VISITS CONDUCTED	
DATE	COMPANY
10/1/2012	RJM and General Paper
11/1/2012	Minnesota Tool and Die Works
11/1/2012	American Print & Digital
11/7/2012	Summit Aerospace Supply, Inc.
11/7/2012	RV World
11/15/2012	Anderson Dahlen
11/15/2012	Panther Precision Manufacturing
11/15/2012	Allina Medical Clinic
11/15/2012	Class C Components
11/19/2012	Command Tooling Systems
11/21/2012	Ace Solid Waste
11/21/2012	B&F Fastener
11/21/2012	Matrix Tool & Design INC
11/26/2012	GMI, INC
11/27/2012	Comfort Suites of Ramsey
11/29/2012	Bolton & Menk, INC.
12/13/2012	Heritage Millwork
1/2/2013	MMI Precision Manufacturing
1/9/2013	Superior Striping
1/10/2013	Life Fitness
1/10/2013	Arrow Components Corp
1/10/2013	Lake Region RV
1/11/2013	Diamond Graphics
1/15/2013	Depot Star

### *What are the results?*

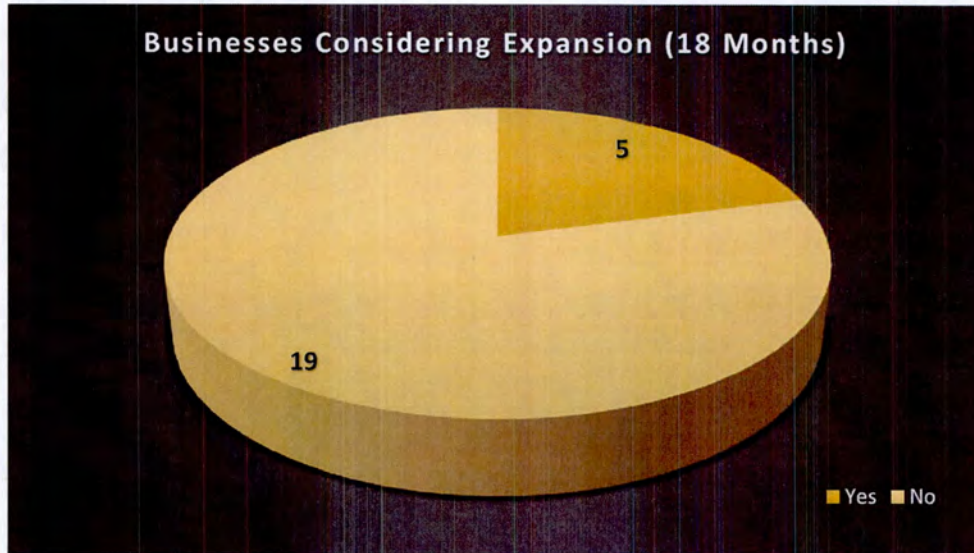
A number findings and leads resulted from the 2012 business retention and expansion program. Please note information has been presented in aggregate. A number of businesses have asked to remain anonymous; therefore specific information from specific businesses remains confidential. Additionally, not all 24 businesses answered every question. Therefore, sample sizes are different for each findings category. Findings categories are listed below:

#### *Findings: Categories*

1. Considering expansion
2. Number of employees
3. Facility
  - Size
  - Ownership
4. Sales
5. Outlook
6. Ramsey
  - When did you locate
  - Where did you relocate from
  - Why locate in Ramsey
7. Markets served
8. Ramsey weaknesses, suggestions for improvement

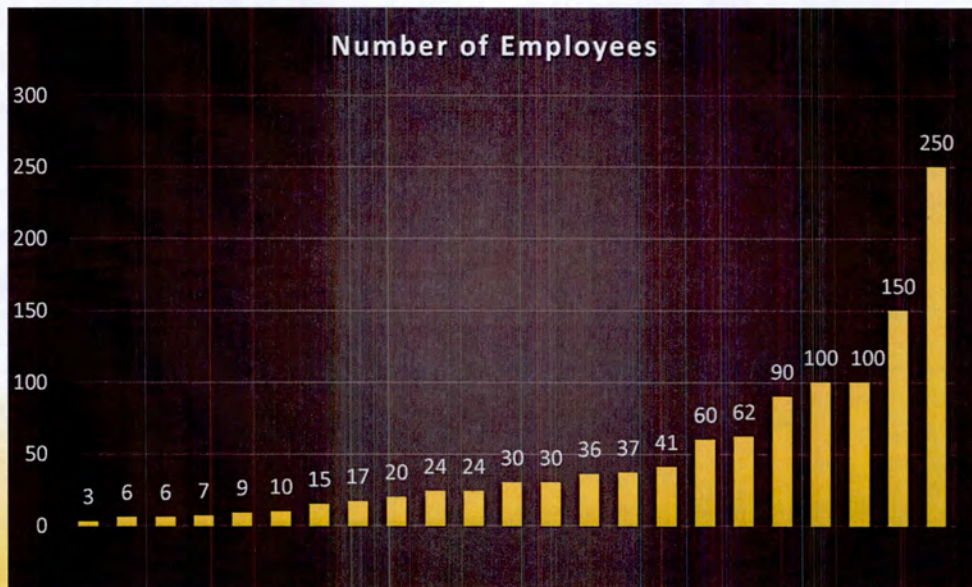
## 1. BUSINESSES CONSIDERING EXPANSION

Businesses that have expressed interested in expanding in the next 18 months are identified below.



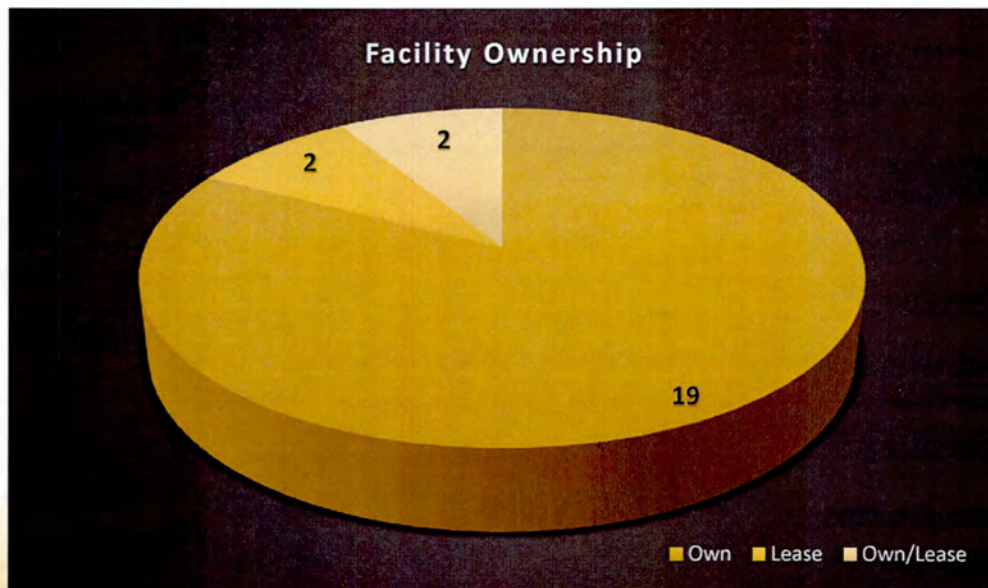
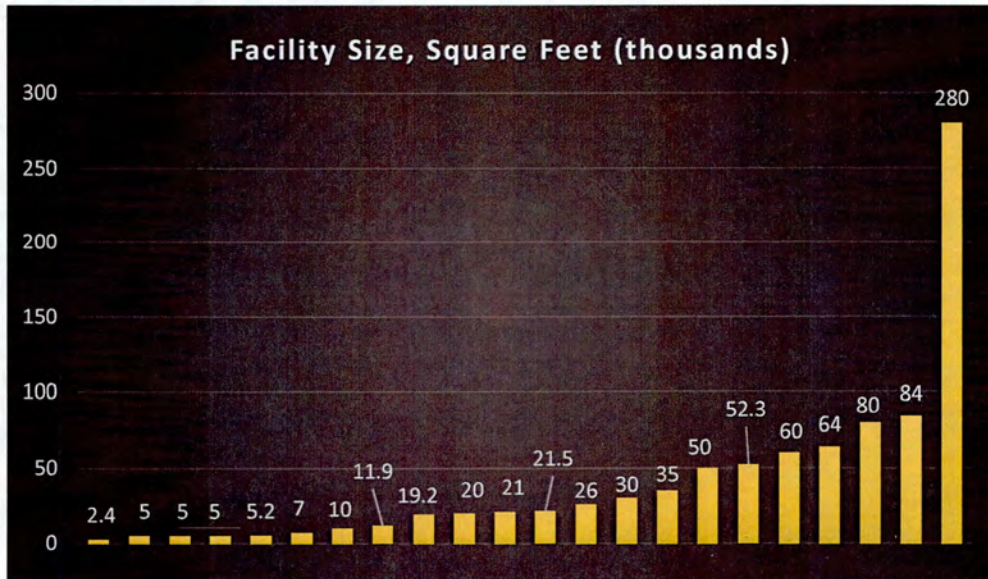
## 2. NUMBER OF EMPLOYEES

Each business was asked how many people they employ. Without drilling down into detail, below are the results (full time). NOTE: a number of employers expressed they have seasonal employees.



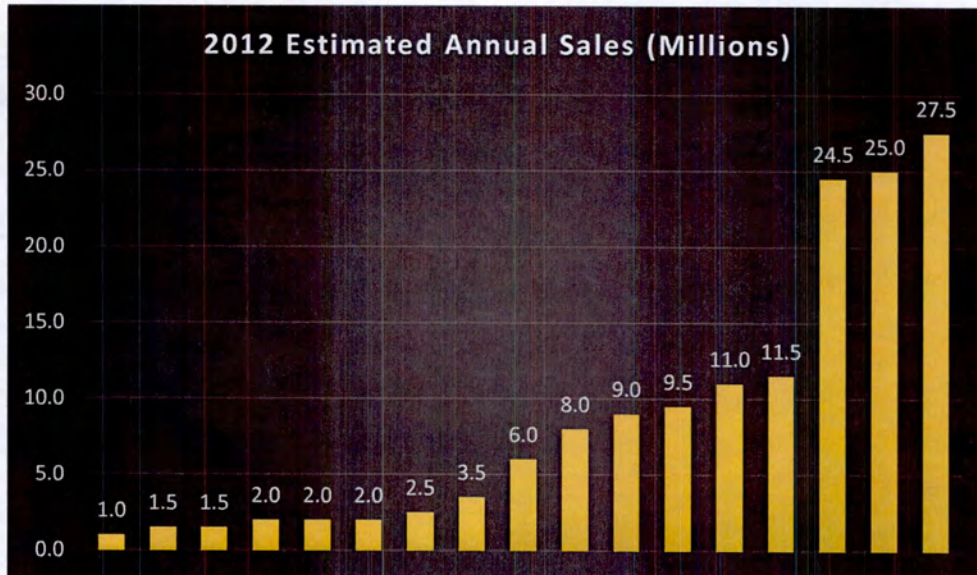
### 3. FACILITY SIZE & OWNERSHIP

Businesses reported the size of their facility (square feet); and whether they owned or leased their facility.



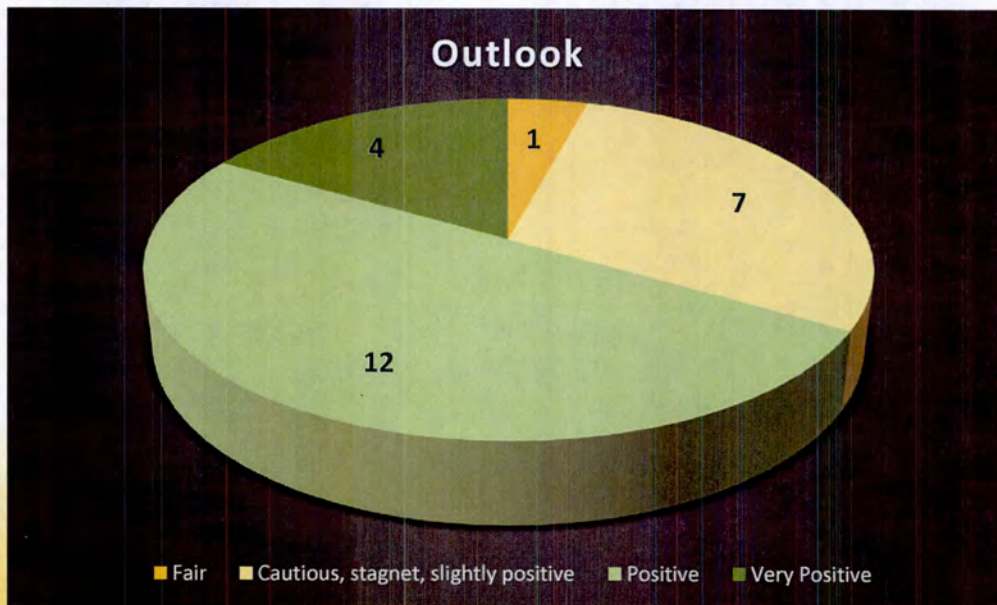
#### 4. ESTIMATED ANNUAL SALES, 2012 GROSS

Businesses reported their 2012 annual gross sales. Listed below are the results.



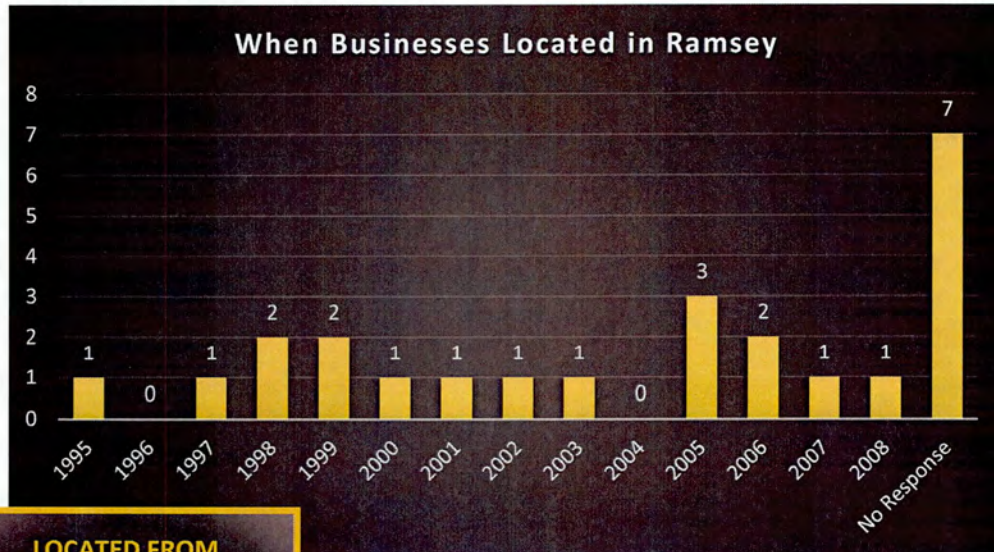
#### 5. OUTLOOK

Businesses were asked what their outlook was; meaning, how do they anticipate the next 2-3 years to go, as far as sales growth. Below are the results.



## 6. RAMSEY: WHEN, WHERE FROM?

Businesses were asked: when did they locate in Ramsey and where did they locate from? Results are listed below.

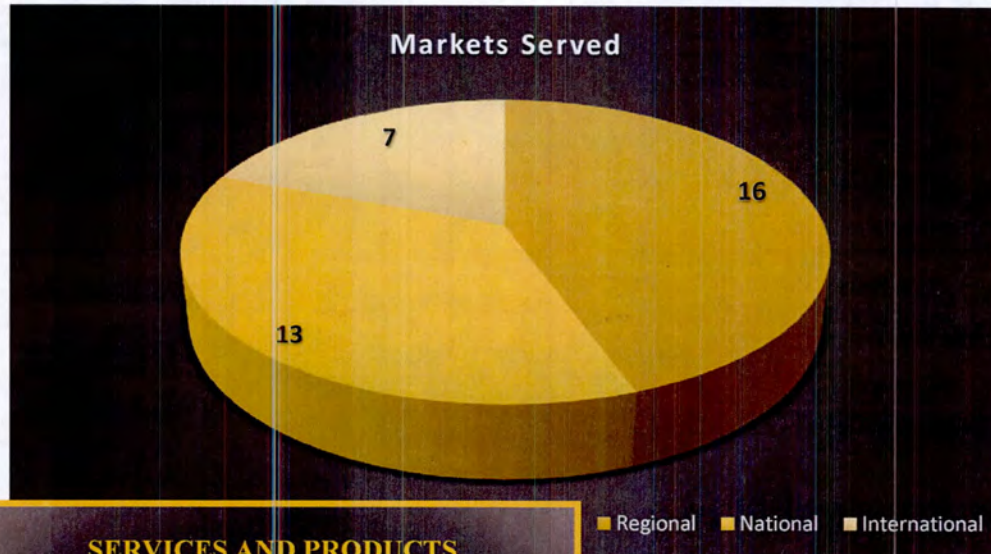


### LOCATED FROM

- Fridley (2)
- Rodgers (2)
- Blaine (2)
- Coon Rapids
- St. Anthony Village
- Anoka
- Albertville
- Dayton
- Andover

## 7. MARKETS SERVED

Businesses were asked what markets they served. Regional is considered Minnesota plus the eastern Dakotas, western Wisconsin and northern Iowa. National is U.S. only. International is anywhere outside the U.S. Many businesses serve more than one market (more answers than sample size). Results displayed below.

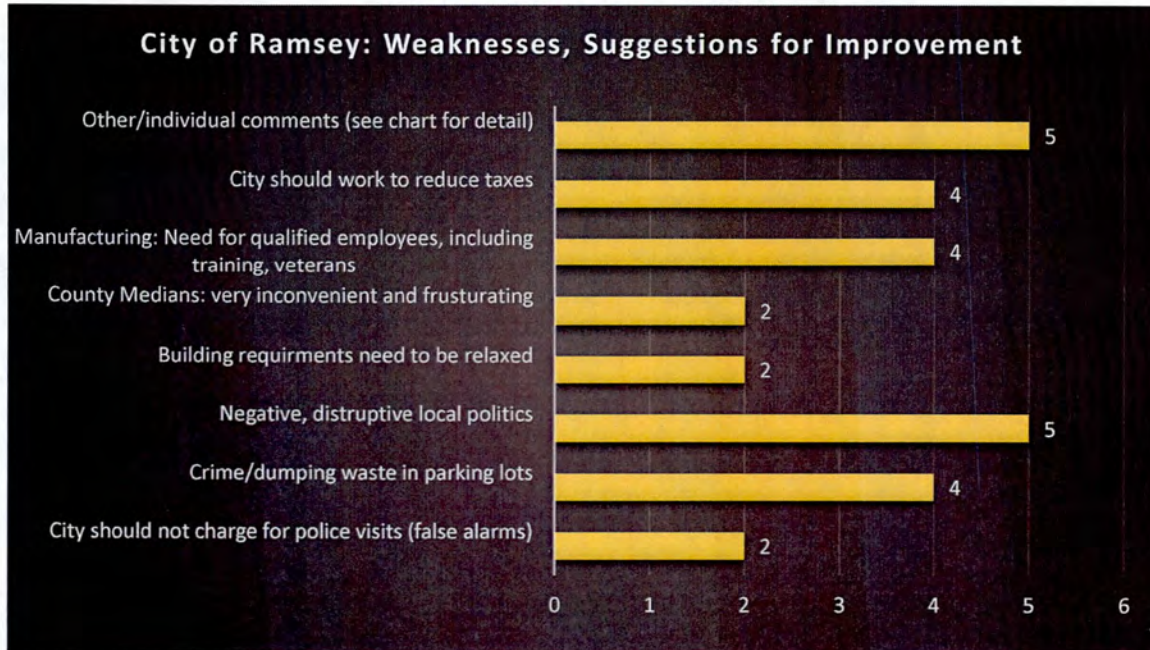


### SERVICES AND PRODUCTS

- Electrical Mechanical Solutions, Repairs and Refurbishing
- Fitness Equipment Manufacturing
- RV Dealerships (2)
- Industrial Machining (5), Tooling (5), Dies (3), Cutting (5), Custom Manufacturing
- Plastic Card Printing
- Medical Services
- Printing Services
- Fastener Supply
- Aerospace and Navel Electric Supply
- Engineering and Surveying Services
- Millwork Production
- Packaging and Paper Manufacturer
- Waste Services

## 8. RAMSEY WEAKNESSES, SUGGESTIONS FOR IMPROVEMENT

Businesses were asked, as far as the City of Ramsey goes, what are our weaknesses and what can we do to improve (from the perspective of a business). Below is a graphical display, on the next page is detailed list. NOTE: some businesses had multiple suggestions and some did not have any: therefore, sample sizes are inconsistent.



(Continued, next page)

## **RAMSEY WEAKNESSES/SUGGESTED IMPROVEMENTS:**

### ***Suggestions made by multiple businesses:***

- Periodically businesses will have false alarms, and the Ramsey Police Department will be called out. In certain situations, the City charges Businesses for said visits/false alarms. Business owners are frustrated--being they pay significant property taxes (tens of thousands). Police visits should not be charged back to a property owner. Lastly, one business owner believes the City should call the contact provided to the City for business registration and communicate there was a visit/alarm/etc. (2)
- A number of businesses are frustrated with the negative local politics in Ramsey; said issues create mistrust, second guessing of City policies and embarrassment for businesses. (5)
- Keeping the local tax levy low is a major priority to Ramsey businesses, as their industries are very competitive. Businesses hope this is a priority to the City Council. (4)
- Large County medians are a major inconvenience and frustration for employers and employees. Giving directions is difficult, access to nearby food and retail options is difficult. The City should be cognizant of boulevards' negative impacts. (2)
- A lack in supply exists for qualified employees in the City's manufacturing sector. Some companies are interested in learning how to recruit locally. Additionally, a couple businesses have indicated they are interested in hiring veterans. (4)
- Commonly, people dump waste and furniture in Ramsey Businesses' parking lots (without permission). Additionally, crime (theft) is common in parking lots; especially behind buildings. A number of businesses have requested more patrols. Issues are most common in the summer. (4)
- Businesses are interested in the use of metal materials for construction of buildings in Ramsey. One business has requested the use of a metal pitched roof. One business believes the City's tree/planting requirements are too ridged and don't account for "real world" scenarios. The City should be more flexible in calculating tree requirements. (2)

### ***Suggestions made by one business:***

- One business has successfully used the program known as "Economic Gardening" and strongly suggests the City consider offering said service to Ramsey businesses.
- The City's sign regulations are too strict in the COR. The City should allow additional signage than the code provides today.
- The City should consider improving their business expo. It is not professional enough, the traffic is too low and they should not allow merchant vendors to attend.
- The City should consider redevelopment of the old HealthQuest property as a biotech incubator.