

City of Ramsey
Agenda
City Council Work Session
Tuesday, April 11, 2017
5:30 p.m.
Lake Itasca Room, 7550 Sunwood Drive NW

- 1. Call to Order**
- 2. Topics for Discussion**
 1. Review of Updated Strategic Plan
 2. Review RFP Process for Towing Contract
- 3. Topics for Future Discussion**
 1. Review Future Topics/Calendar
- 4. Mayor/Council/Staff Input**
- 5. Adjournment**

Meeting Date: 04/11/2017

Information

Title:

Review of Updated Strategic Plan

Purpose/Background:

The purpose of this agenda item is to review and discuss the Strategic Plan document that has been revised based upon discussion at the annual Council/staff planning meeting of February 21, 2017.

Attached is a red-lined version of the Previous Strategic Action Plan (SAP) showing revisions based upon discussion. Items that were completed have been shaded gray and the text has been crossed-out. Any item crossed-out will be deleted from the final version. Revisions include:

- Removing Armstrong Boulevard as a corridor planning priority.
- Adding the School District as a partner in Nowthen Boulevard/CR 5 efforts due to plans for new elementary school.
- Adding Sanitary Sewer as a component of comprehensive planning updates for future City services.
- Revising metrics for retail development to reflect possible smaller scale.
- Adding an item to include the rebuilding of the City web site in 2017.

Timeframe:

The City's Strategic Plan is reviewed, amended as needed, and approved on an annual basis. Once finalized, the plan will move forward for formal Council approval.

Funding Source:

Strategic initiatives that are identified as part of the plan, and require additional financial resources, are reviewed as part of future budget and Capital Improvement Plans discussions.

Responsible Party(ies):

City Administrator Ulrich

Outcome:

Consensus approval of the Strategic Plan and direction to move forward with formal Council approval based upon discussion.

Attachments

[Feb21Minutes](#)

[DRAFT Strategic Plan Update](#)

[Natural Resources Strategic Plan](#)

[Strategic Plan Notes](#)

[Strategic Plan SWOT](#)

Form Review

Inbox

Kurt Ulrich (Originator)

Reviewed By

Kurt Ulrich

Date

04/06/2017 03:44 PM

Form Started By: Kurt Ulrich
Final Approval Date: 04/06/2017

Started On: 04/06/2017 01:45 PM

**CITY COUNCIL STRATEGIC PLANNING WORK SESSION
CITY OF RAMSEY
ANOKA COUNTY
STATE OF MINNESOTA**

The Ramsey City Council conducted a City Council Strategic Planning Work Session on Tuesday, February 21, 2017, at the Ramsey Municipal Center, 7550 Sunwood Drive NW, Ramsey, Minnesota.

Members Present: Mayor Sarah Strommen
Councilmember Jill Johns
Councilmember Mark Kuzma
Councilmember John LeTourneau
Councilmember Chris Riley
Councilmember Melody Shryock
Councilmember Kristine Williams

Also Present: City Administrator Kurtis Ulrich
Finance Director Diana Lund
Fire Chief Matt Kohner
Police Chief Jeff Katers
Parks and Assistant Public Works Superintendent Mark Riverblood
Public Works Superintendent Grant Riemer
Human Resources Manager Colleen Lasher
City Clerk Jo Ann Thieling
Community Development Director Timothy Gladhill
City Engineer Bruce Westby
Asst. City Administrator/Economic Development Manager Patrick Brama

1. CALL TO ORDER

Mayor Strommen called the City Council Strategic Planning Work Session to order at 5:40 p.m.

2. TOPICS FOR DISCUSSION

2.01: Strategic Planning

- Review Agenda and Meeting Objectives

City Administrator Ulrich welcomed everyone to the meeting and played a short video as an introduction to strategic planning. He stated that the City does a lot of different things ranging from law enforcement, road construction, park and recreation, and firefighting. He stated that the core reason for providing services must first be identified which will help to identify the other actions necessary. He summarized the course and purpose for the meeting tonight.

- Lightning Round Table: Greatest Accomplishments in 30 seconds

City Administrator Ulrich asked each of the members present to identify the greatest accomplishment of 2016 in 30 seconds or less.

Public Works Director Riemer stated that Armstrong interchange was a big accomplishment for the City and stated that road reconstruction has also been a great accomplishment. He stated that the City Council ran unopposed and therefore the perception would be that the Council did their job well.

Community Development Director Gladhill stated that the City continued to engage its residents in new and exciting ways, mentioning the launch of e-permits and the upcoming interactive sessions for the Comprehensive Plan process. He stated that it is great that the City is able to increase the involvement of residents in decision making.

City Engineer Westby stated that completing Andrie Street was a huge accomplishment, noting that large amount of effort and time was spent with the residents in that area to make that project a success.

Human Resources Director Lasher highlighted the retirement of Fire Chief Kapler and the hiring of Fire Chief Kohner. She stated that Fire Chief Kohner is not only continuing the great work the department has done but is also implementing new ideas.

Councilmember LeTourneau stated that a high personal accomplishment for himself was the amount of time he was able to contribute to the Council, with what occurred for him personally, and thanked the Council for letting him continue in his position. He also highlighted the work of the EPB, recognizing the new focus that their statement of purpose has provided.

Councilmember Johns agreed that the Council has been working very well with the different Commissions; noting that defining responsibilities and changing things up has worked well.

Councilmember Williams highlighted the work of the EDA, specifically the deal with Platinum Properties to clearly identify the wants of the City.

Councilmember Kuzma stated that he is most proud of his fellow Councilmembers, noting that four members ran in the election unopposed and received 98 or 99 percent of the vote. He noted that is a great success from where the Council had been in the past.

Councilmember Riley stated that the completion of the new fire station was a great accomplishment, noting that the project came in as scheduled. He stated that the ease of the transition of the business park, although not yet complete, is also a big accomplishment.

Asst. City Administrator/Economic Development Manager Brama stated that his top accomplishments would be the Armstrong interchange, the completion of fire station two, improved events with positive momentum, and residential development that will drive increased business development.

Councilmember Shryock appreciated the work of the staff and Council, noting that the groups both continue to cooperate and work hard to create a great highly functioning community. She recognized the increased outreach the City has done, using the Highway 10 Corridor as an example, noting that the City is emerging as a leader that is willing to take those first steps and push forward.

Mayor Strommen referenced the uncontested elections, which she believed is a reflection of the great work the Council has done.

City Administrator Ulrich agreed that the continuity of staff and the Council is important and allows planning sessions like tonight to continue to be productive. He stated that community planning and visioning has continued to build a level of trust with the community.

Police Chief Katers highlighted the Citizen's Academy and other outreach the department has done that has helped to create transparency. He stated that the residents know the service that is provided but they were able to better learn the why the services are provided. He stated that there have been huge strides made in terms of communication.

Finance Director Lund stated that the budget was balanced, even with incorporation of the new personnel positions and road improvements to create a stable tax rate. She also highlighted the AA+ bond rating.

Fire Chief Kohner stated that he would like to focus on community engagement the fire department has done, which helps to provide safer living for the residents and businesses. He stated that the amount of presentations was increased to provide that level of outreach to seniors. He also highlighted the partnership with Allina and an increased response to high level medical calls.

City Clerk Thieling stated that there was a busy election but, with her great team of helpers, they were able to make the event go smoothly and the noted the Councilmembers ran unopposed.

Parks and Assistant Public Works Superintendent Riverblood stated that the unopposed Council was also at the top of his list as that helps to provide quality, high efficient services.

Councilmember Kuzma noted that another accomplishment was the installation of the public safety data system.

City Administrator Ulrich provided an overview of the items that were mentioned and the great accomplishments that were made throughout the year.

- Traffic Light Report 2016: Status of Action Items / Celebrate Success

City Administrator Ulrich provided an overview of the Strategic Plan and the status on the different items.

Finance Director Lund provided additional information on the budget process and a new, more interactive system that can be used to make the process more efficient, fluid, and easy to follow.

City Administrator Ulrich noted that the City is gaining a quote for services and will bring that information back to the Council if desired.

It was the consensus of the Council to further research the more user-friendly and interactive tool for the budgeting process.

Mayor Strommen stated that this direction appears to be more microscale, in regard to the action items on this plan, and believed that this discussion should be on a larger scale as the plan itself may be amended.

City Administrator Ulrich provided a brief overview of the status of the different items on the Strategic Plan and highlighted the items marked yellow.

Councilmember Shryock referenced the key outcome indicators and asked if those are all items that were on the plan prior to completion of the project or whether they were added upon completion.

City Administrator Ulrich stated that primarily those are items that were identified ahead of time and therefore those items are not always all met. He noted that sometimes there are changes in the plan along the way or explained that in some instances the progress is underway and completed but not all the outcomes had been completed yet.

Councilmember Shryock suggested perhaps amending the outcomes as they go to mark the outcomes that were completed, cross off outcomes that did not occur, and add on outcomes that were not predicted ahead of time but did occur.

- Small Group Exercise: Strengths, Weakness, Opportunities, Threats (SWOT)

City Administrator Ulrich split the group into four smaller groups and asked each group to appoint a spokesperson to report at the end of the session. He noted that the one hour timeframe would be split into 30 minutes of identification and discussion and 30 minutes of reporting.

The group broke into small groups to conduct discussions.

City Administrator Ulrich brought the group back together to report the results of their small group discussions.

Community Development Director Gladhill summarized the results of his group's discussion. He began with strengths, identifying a stable tax base, collaborative environment, robust database of survey data, and technology enhancements. He stated that for weakness they identified that there are more opportunities for communication, specifically in The COR and lofty goals, with additional resources needed to accomplish. He stated that for opportunities they identified the built-in natural environment, communication of success, technology enhancements,

variety of housing products, support from neighbors, and legislative support. He stated that for threats they identified funding, especially for transportation as well as the built-in natural environment, return on investments, and the perception of affordable housing.

Asst. City Administrator/Economic Development Manager Brama reported the results of his group identifying the strengths as the mix of housing products, the connection between the rural and urban community, The COR, City owned land which provides control over the land and visions, the Highway 10 access planning study, and the two rivers. He stated that for weaknesses they identified the appearance, perception, and functionality of Highway 10, the MUSA bisect, the lack of control the City has over highways 10 and 47 and County roads, City owned land, and a need for more restaurants and retail. He stated that for opportunity, they identified The ROR (rest of Ramsey) where there is room for growth and development, the appearance of Highway 10, and the ability to take the Highway 10 access plan to the next study. He stated that for threats they identified the two rivers which threaten retail and commercial development, railroad crossings, control over funding for major corridors, and the impacts of a community on the tax base.

City Clerk Thieling communicated the results of her group. She identified the strengths which included great leadership, stable long-term staff with institutional knowledge, great citizen participation, stable tax base, long-term strategic thinking, natural resources, and the City is easy to work with in regard to working with developers, businesses, etc. She stated that for weaknesses they identified transportation infrastructure, lack of long-term funding for roads, water resources, communication, and lack of three deep staff training to cover in shortages. She identified the opportunities noting that the City has room to grow, a possible new zip code and post office, new schools, positive City reputation, transportation improvements, recreation based on natural resources, population close to critical mass which will draw retail, and employee advancement opportunity. She stated that the threats include prior bad press, natural disasters (i.e. train derailments), illegal drug use, competing cities for economic development, lack of state and federal resources for transportation, and Asian Carp in the river(s).

City Engineer Westby reported the results of his group's discussion. He stated that the strengths included the positive Council/staff relationship, good inter-Council relationship, public engagement, high-median household income, and financial stability. He stated that for weaknesses, they identified challenging geography, low density and number of residents, lack of parks in new residential developments, and general lack of understanding/civic engagement on a large scale. He stated that for opportunities they identified the rivers, recreation, high-median household income, good reputation with developers and builders, the purchase of land by the School District for an elementary school, and a lot of entrepreneurs. He stated that for threats they identified the challenging geography, a location between two historical communities, neighboring communities giving away land for development, and a lack of transportation funding. He noted that his group determined that Highway 10 would fit into all four categories.

Councilmember Shryock stated that, in general, the responses were very alike and, going forward, that will assist in this process.

Human Resources Manager Lasher suggested that positive relationships were identified on all of the boards.

Councilmember Kuzma noted that while some groups think of items as threats, others view them as opportunities.

RECESS AND RECONVENE

The meeting was recessed at 7:10 p.m.

The meeting was reconvened at 7:25 p.m.

- Small Group Exercise: Strengths, Weakness, Opportunities, Threats (SWOT) Remission and Goals - continued

City Administrator Ulrich stated that during the break, staff grouped the results of the SWOT exercise to identify common themes.

Community Development Director Gladhill reviewed the common themes identified during the small group exercise and noted that these themes will be used in the updating of the Comprehensive Plan.

City Administrator Ulrich explained the correlation between the different categories and noted that they will be able to use the strengths and opportunities to overcome the weaknesses and challenges.

- Review and Prioritize Existing and Proposed Action Items for 2017 - Discuss and Identify Resources Needed to Accomplish Strategic Action Items

City Administrator Ulrich asked if there are any additional items that should appear on the list.

Councilmember Johns noted that the potential new elementary school brings opportunities for planning in terms of infrastructure and trail/sidewalk connections within the one mile walking area.

City Administrator Ulrich noted that there are four corridors identified (Highway 10, Highway 47, County Road 5 and Armstrong Boulevard) ranking Highway 10 as the highest priority.

Mayor Strommen asked how the corridor studies relate to the transportation chapter of the new Comprehensive Plan. She stated that while each of the corridors are important, there is an overall question of how people move in and out of the city. She asked if they are looking at this plan from the right scale.

Community Development Director Gladhill stated that the transportation chapter is very broad and looks at a high-level overview and will identify gaps. He stated that the corridor studies would occur to flush out further details after the transportation plan is completed.

Councilmember Riley suggested removing Armstrong from the corridor study as he did not feel that it held the same importance as the other three roadways.

City Administrator Ulrich noted that Armstrong was added as there were concerns with safety and noise but improvements have been made to address those concerns. He agreed that Armstrong does not have the same type of concerns that the other roadways have.

It was the consensus of the Council to remove Armstrong from the list of corridors.

Councilmember Riley suggested adding the School District to the Highway 5 corridor as their purchase and development will increase the need for this corridor.

Mayor Strommen stated that while the corridor studies are great, she wanted to ensure that a large-scale picture is not lost in the process as there is a need to identify the flow of traffic in and out of the community.

Community Development Director Gladhill noted that staff will be meeting with the School District and County monthly to discuss this elementary school project.

Councilmember Shryock stated that perhaps the School District should be considered with key outcomes for other areas as well.

Mayor Strommen stated that she is struggling with where to place the item but agreed that planning for the second elementary school should be reflected in the plan.

It was the consensus of the Council to place the item under smart citizen focused government.

Mayor Strommen referenced the long-term water supply and confirmed the consensus of the group to also reflect sewer under that item. It was noted that the language should be changed from develop to update as there are already sewer and water plans that simply need to be updated.

Community Development Director Gladhill noted that the item will be retitled to long-term water resource and there will be individual tactics regarding water and sewer.

Councilmember Williams provided a suggested edit for the element regarding retail development, as the plan currently addressed key metrics that are not in harmony with what is reasonable to occur in Ramsey.

Community Development Director Gladhill suggested changing the language to say that they would like to see an increase in retail development, leaving out the key metrics.

Mayor Strommen noted that she would want to see quality retail development and perhaps the metrics could be developed at a later time.

Councilmember Kuzma stated that he would not want to see the wording so loose that it takes away from the drive and momentum.

Councilmember LeTourneau agreed that is why a goal is important to tie into the item. He asked if the business park mentioned west of Armstrong is still feasible or whether that item should be generalized.

Asst. City Administrator/Economic Development Manager Brama provided additional details on the proposed business park, noting that they are in the process of rezoning and amending the Comprehensive Plan. He estimated that the timeline would be five to six months, should everything continue to move forward. He noted that a detailed case will come before the Council on March 14th. He also provided information on Highway 10 planning and a communications plan for the residents, businesses, and stakeholders. He stated that the communications plan will come before the Council in the next month or so.

City Administrator Ulrich referenced code enforcement, specifically proactive versus reactive. He asked the opinion of the Council in terms of the level of enforcement provided.

Community Development Director Gladhill noted that currently the City is exclusively reactive with code enforcement. He noted that it is a struggle to find a balance between enforcement and available staffing. He stated that at some time there would need to be more resources if there is a desire for more code enforcement activity.

Police Chief Katers noted that it is a joint effort between Community Development and the Police departments. He agreed that if there is a higher level of enforcement desired there would need to be more resources allocated. He stated that they do hear the complaint of unequal enforcement but noted that they are reactive at this point.

Community Development Director Gladhill noted that even at this level it is hard to keep up with being reactive to complaints.

Police Chief Katers stated that perhaps this is not the best use of time for a licensed officer. He asked for the input of the Council on this matter.

Councilmember Kuzma stated that he does not believe there is a problem and likes the reactive nature of code enforcement, noting that he does not want the City to go out looking for violations to issue residents.

Councilmember Shryock agreed that the City should not go out looking for violations. She liked the reactive process but was concerned that staff has time following up on the complaints they do receive as that can be frustrating for residents. She noted that perhaps that concern could be addressed but still remain reactive.

Mayor Strommen stated that the goal is not to punish people that are not compliant but to make sure that people feel safe and have pride in their neighborhood and therefore code enforcement should be the last tool used to reach that outcome. She asked if there are neighborhoods with

clusters of violations and noted that perhaps there is a different tool that could be employed in those situations outside of code enforcement. She noted that some people are not aware that they would need to call with complaints and so perhaps there is another tool that could be used.

Community Development Director Gladhill agreed that there could be more resources, such as a housing resources position that could look at other forms of assistance and outreach.

Councilmember Shryock stated that sounds similar to the neighborhood resource coordinator that other communities have. She asked if there is a section on the website that allows people to click on their question to find an answer. It was confirmed the City website does have this ability.

Councilmember LeTourneau stated that he would support putting more resources towards this issue so that staff can outline how to address this issue outside of simply code enforcement. He stated that staff should also include a staffing estimate not only for creation but for ongoing responsibilities.

City Administrator Ulrich noted that staff will explore that element.

It was the Council consensus to delete number 21 from the tactics.

Mayor Strommen referenced the illegal drug use and Drug Task Force officer position. She asked if a list should be created to track items like this, as obviously the item has not yet been completed.

Police Chief Katers noted that they can measure the figures as time goes on and continue to provide reporting to measure the level of effectiveness.

Councilmember Shryock noted that this is an instance where certain elements of the item could be crossed off as completed while others be identified as continued monitoring or work occurring.

Councilmember LeTourneau stated that the event of hiring the individual was accomplished and the key outcomes, while important, were not the original event.

Councilmember Kuzma stated that he did not notice the rebuild of the website on the list and noted that could be incorporated.

Councilmember LeTourneau noted that there also needs to be focus on social media and the incorporation of those tools to reach residents, in addition to the City website.

Councilmember Riley referenced the item regarding more volunteers and the hiring of a staff person to coordinate volunteers, noting that it seems counterintuitive.

Councilmember Shryock noted that there is a process beyond the discussion tonight where the Council and staff can flush out further details and identify if perhaps there is a current staff person that would be able to coordinate volunteers.

City Administrator Ulrich noted that perhaps at a future work session the Council and staff can discuss the process for a potential public works facility. He noted that some crucial decisions will need to be made regarding this project in 2017/2018.

- Discuss Next Steps/Closing Comments

City Administrator Ulrich noted that staff will make revisions as discussed and bring the item back to the Council at a future work session within 30 to 45 days.

Councilmember LeTourneau noted that the initiatives should also be reviewed to determine if another strategic tactic should be listed on the items that have been greyed out, and also to review the tactics against the SWOT analysis.

Mayor Strommen cautioned to ensure there is sufficient time available for discussion at the future work session, noting that it should be the only topic on the agenda.

3. ADJOURNMENT

The Strategic Planning Work Session of the City Council was adjourned at 8:53 p.m.

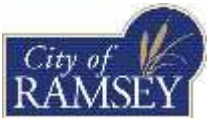
Respectfully submitted,

Kurtis G. Ulrich
City Administrator

ATTEST:

Jo Ann M. Thieling
City Clerk

Drafted by Amanda Staple
TimeSaver Off Site Secretarial, Inc.







Strategic Action Plan February 2017 Update

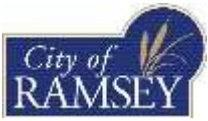
MISSION

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	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
			Key  Red: On hold/stopped  Yellow: Needs Discussion  Green: on track  Completed			Uses adopted 2017 Budget as benchmark. Assumed to hold constant for 2018 to determine additional resources needed to accomplish initiative.
Improve budget preparation to identify operational efficiencies and cost-savings	1) Develop an all-inclusive integrated budget document that will incorporate Strategic Planning items, adopted budgets, CIP, metrics, and trend information.	June 2015	December 2018	<ul style="list-style-type: none"> Integrated budget completed for 2016 - complete Distinguished Budget Award received in 2018 <u>Increased in budget process and communication.</u> 	Lund	<ul style="list-style-type: none"> <u>Need direction on alternative budget document format. Software for internet-based citizen engagement for budgeting</u>
Increase economic growth and development	2) Sale of City-Owned Parcels that are listed for sale for economic development.	2017 Summer 2015	Summer 2018-2019	<ul style="list-style-type: none"> City owned land will be positioned: "as-competitive-as-possible" in today's real estate market. Removed development "unknowns" for prospects and significantly improved project timelines. 100 % properties shovel-ready certified. Land sale closings above previous three year term. 	Brama	<ul style="list-style-type: none"> 2011-13 <u>\$750K, 3.02 acres</u> 2014-16 <u>\$4.2M, 25.1 acres</u>



Strategic Action Plan February 2017 Update

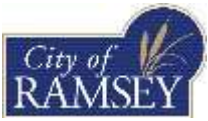
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Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
Increase economic growth and development (cont.)	3) Recruit new industry and market-ready major retail businesses to Ramsey	Ongoing	Fall 2017 (Fall 2019 proposed)	<ul style="list-style-type: none"> Secured two (2) new 30,000+ square foot additional retail facilities. Secured two (2) new 30,000+ square foot industrial facilities. 	Brama	<ul style="list-style-type: none"> No additional resources requested <u>Industrial goal completed.</u> <u>Retail goal not completed; outside of City control</u> <u>City currently re-visioning The COR, and considering hiring a master developer</u>
	4) Establish new Business Park, west of Armstrong Boulevard	Spring 2016	Summer 2016 (Fall 2017 proposed)	<ul style="list-style-type: none"> <u>Business Park will be positioned: "as competitive as possible" in today's real estate market.</u> <u>Removed development "unknowns" for prospects and significantly improved project timelines.</u> <u>Attain State of Minnesota Shovel-Ready Status for Business Park land parcels.</u> <u>Arterial Infrastructure cost-share agreements in place.</u> <u>Policy for selling Hageman Holdings owned land established.</u> <u>Property officially rezoned appropriately to allow for a business park.</u> 	Brama	<ul style="list-style-type: none"> No additional resources requested <u>Goal not completed yet.</u> <u>All action items are in place, and in motion. Expected to be completed in the next six months.</u> <u>Project was delayed due to major change in land use by a major property owner.</u>
	5) Develop and plan for key infrastructure improvements (AUAR improvements, extensions of municipal utilities, and major transportation corridors.	April 2015	December 2017	<ul style="list-style-type: none"> Meet the COR AUAR milestones Scheduled prioritized projects in CIP Revised JPA construction schedule - Meet the scheduled milestones. Reviewed possible extension of sewer and water to 167th and Hwy 47 area Mobility improvements made to major highway corridors (i.e. US Hwy 10, Hwy 47 and CR 5) 	Westby	<ul style="list-style-type: none">



Strategic Action Plan February 2017 Update

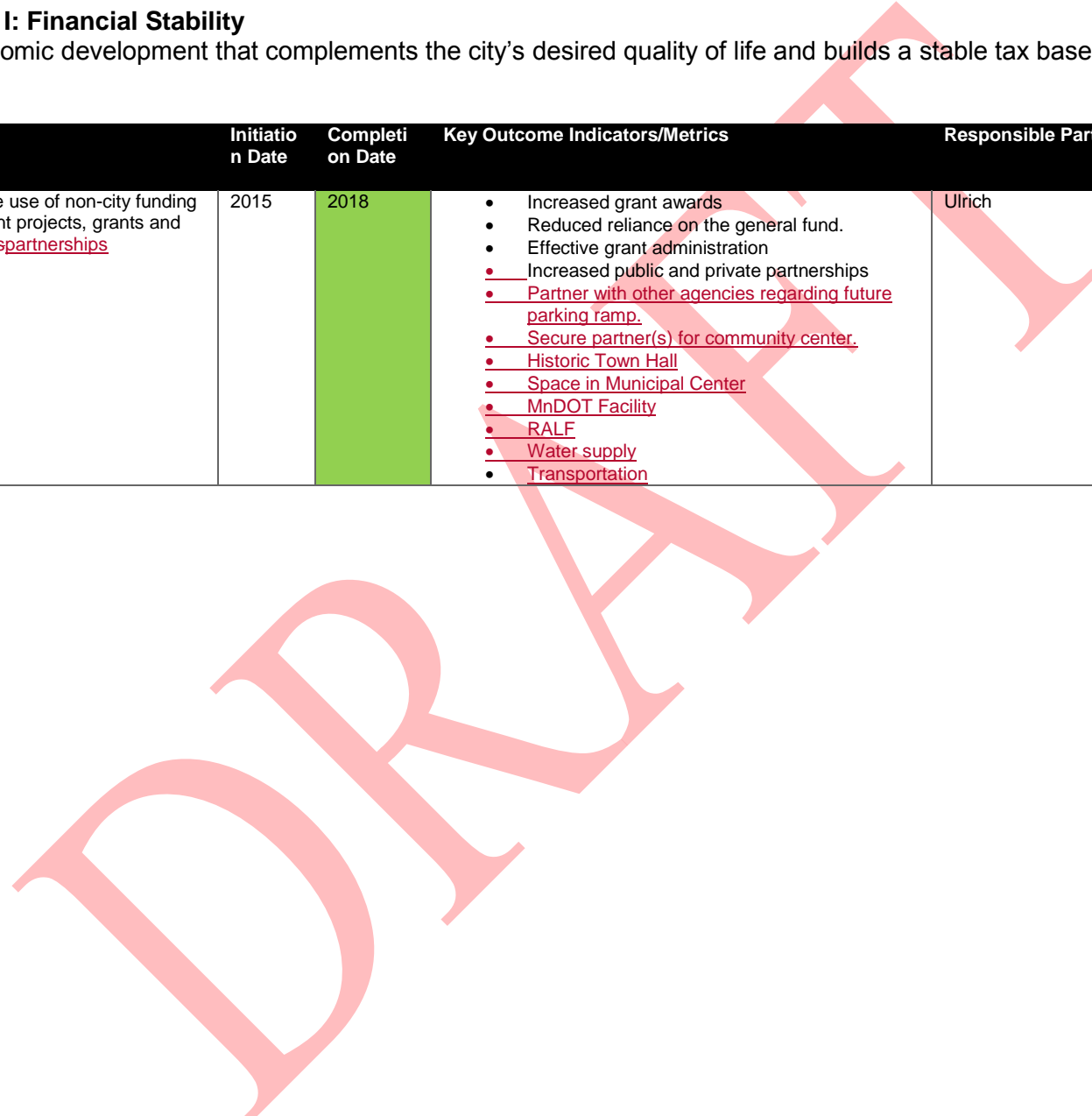
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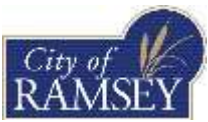
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Leverage outside funding sources	6) Optimize use of non-city funding through joint projects, grants and partneships <u>partnerships</u>	2015	2018	<ul style="list-style-type: none"> • Increased grant awards • Reduced reliance on the general fund. • Effective grant administration • Increased public and private partnerships • <u>Partner with other agencies regarding future parking ramp.</u> • <u>Secure partner(s) for community center.</u> • <u>Historic Town Hall</u> • <u>Space in Municipal Center</u> • <u>MnDOT Facility</u> • <u>RALF</u> • <u>Water supply</u> • <u>Transportation</u> 	Ulrich	•





Strategic Action Plan February 2017 Update

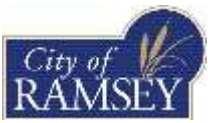
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To work together to responsibly grow our community, and to provide quality, cost-effective, and efficient government services

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	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
Improve the safety and mobility of major road corridors	7) Actively lobby State Legislature and Federal Congressional Delegation for \$170M to construct the identified Highway 10 corridor priorities	March 2015	December 2018	<ul style="list-style-type: none"> State and federal funding secured for high priority TH Highway 10 projects. Preliminary design for Highway 10. Policy Packet for next Highway 10 projects in Ramsey. 	Ulrich	<ul style="list-style-type: none">
	8) Introduce legislation requesting state funding for highway-rail separation at Ramsey and Sunfish Lake Blvd. rail intersections.	March 2015	May 2018	<ul style="list-style-type: none"> Allocation of up to \$10 M in state bonding for projects. 	Ulrich	<ul style="list-style-type: none">
	9) Initiate a regional effort to complete Preliminary Engineering and Environmental Review for all projects of the Highway 10 Study	March 2015	December 2018	<ul style="list-style-type: none"> Preliminary Design and Engineering in regard to MNDOT TH10/MnDOT/Anoka County US Highway 10 Access Planning Study projects are commenced. 	Ulrich	<ul style="list-style-type: none">
	10) Develop a communications strategy in regard to Highway 10 improvements	Summer 2015	Summer 2016	<ul style="list-style-type: none"> 1-2 page flyer (marketing material) summary of Highway 10 Created project webpage on City website. "Support network" of businesses and land owners willing to assist in lobbying established. "Lobbying List" outlining an inventory of people the City should be communicating with (lobbying) established. 	Brama	<ul style="list-style-type: none"> No additional resources requested. All steps completed except flyer. Draft flyer has been completed, finalized in next 60 days.



Strategic Action Plan February 2017 Update

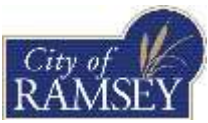
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Ensure that the city is a connected city that is part of a comprehensive regional transportation system that enables all citizens to easily navigate the community and attracts business development.

Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
Improve the safety and mobility of major road corridors (continued)	11) Complete a Comprehensive Plan for Transportation	January 2017	December 2017	<ul style="list-style-type: none"> Vision and plan for complete transportation 	Westby/Gladhill	<ul style="list-style-type: none"> Already budget for.
	12) Conduct CSAH 5 Corridor Study (land use and traffic integrate in cooperation with the County)	April 2015	October 2018	<ul style="list-style-type: none"> Corridor study completion in 2017 At least one high priority improvement project commenced by 2018 	Westby	<ul style="list-style-type: none"> \$50,000 in professional services Commence after completion of Comprehensive Transportation Plan
	13) Conduct MN State Hwy 47 Study in cooperation with MNDOT and City of Anoka	April 2015	October 2018	<ul style="list-style-type: none"> Corridor study completion in 2017 At least one high priority improvement project commenced by 2018 	Westby	<ul style="list-style-type: none"> \$50,000 in professional services Commence after completion of Comprehensive Transportation Plan
	13) Conduct Armstrong Blvd traffic study in cooperation with the County	July 2015	October 2018	<ul style="list-style-type: none"> Corridor study completion in 2017 At least one high priority improvement project commenced by 2018 	Westby	<ul style="list-style-type: none"> \$50,000 in professional services
Create a diverse and robust offering of recreational opportunities	14) Develop a comprehensive recreation plan that inventories existing recreation programs, services, and infrastructure at the local, regional, and national level	5/2015	10/2017	<ul style="list-style-type: none"> Present findings and recommendations in 2017 as part of budget development for 2018 implementation Art in the Park and other recreation opportunities for all ages. 	Riemer/Riverblood	<ul style="list-style-type: none"> Funds provided in 2017 budget for pilot program



Strategic Action Plan February 2017 Update

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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	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
	15) Develop Plan for future parks, trails, and open space capital improvements	2015	2017	<ul style="list-style-type: none"> Completed Master Park and Trail Plan Update CIP Aligned with Parks Plan Complete Needs Assessment for Community Center 	Gladhill/Riverblood	<ul style="list-style-type: none"> \$25,000 for professional services for Community Center programming.

DRAFT



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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	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
Improve and maintain the safety of the community	16) Reduce illegal drug activity in the community	June 2015	January 2017	<ul style="list-style-type: none"> Increased number of arrests for drug crimes Maximized collaboration of Anoka Hennepin Drug Task Force by allocating staff to task force Increased intelligence on drug activity Reduced criminal activity in community related to drug use Increased community awareness of illegal drug activity Evaluate effectiveness of Drug Task Force Officer after Year 1 through Year 3. 	Katers	•
	17) Provide adequate public safety staffing based on City's growth factors	June 2015	September 2016	<ul style="list-style-type: none"> Metrics developed to support 2016 and future public future public safety staffing requests Maintain response time for police and fire per balanced score card metric. 	Ulrich	•
	18) Consider security cameras to enhance safety and security	June 2015	June 2016/2018	<ul style="list-style-type: none"> Visible deterrent to criminal activity Reduction of Vandalism to city owned property by 10 % Assisted in identification of criminal suspects Provided increased sense of security in public spaces. Investigate Mobile camera system or other alternative approaches. 	Katers	• \$20,000 to \$75,000 in equipment and software
	19) Expand and improve residential rental licensing program	April 2015	Dec. 2016	<ul style="list-style-type: none"> Cost Benefit analysis completed Improved property maintenance Improved landlord/tenant relationships Improved public safety response Evaluate effectiveness after Year 1. 	Gladhill	•



Strategic Action Plan February 2017 Update

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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	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
Create a strong positive image for residential neighborhoods, and business districts, and key corridors	20) Meet or exceed community expectations in regard to response times for code complaints. <u>Improve the image of residential neighborhoods, business districts, and key corridors.</u>	2016	<u>2017-2018</u>	<ul style="list-style-type: none"> Centralized enforcement program with consistent metrics Improved communication of notices of violation Response times of 14-30 days Enhanced focus on key corridors (Highway 10, and Highway 47, and Nowthen Boulevard). Eliminate duplication in data. <u>Improved image of residential neighborhoods.</u> Better resources for residents and neighborhoods. Tools such as licensing to add value to neighborhoods and districts. Proactive enforcement in key nodes. 	Gladhill	<ul style="list-style-type: none"> <u>0.5-1.0 FTE</u> <u>\$50,000 in professional services for corridor plans</u>
Enhance Community Engagement	21) Create a program for citizen recognition. <u>Identify opportunities for community volunteer work and citizen recognition</u>	June 2015	<u>December 2016-2018</u>	<ul style="list-style-type: none"> Implemented citizen recognition program Incorporate recognition contests into recreation programming Increased citizen volunteer hours 	Ulrich	<ul style="list-style-type: none"> <u>0.5 FTE</u> <u>Possible shared position.</u>
	22) Identify opportunities for community volunteer work. <u>Combined with above tactic.</u>	June 2015	<u>December 2016</u>	<ul style="list-style-type: none"> Increased citizen volunteer hours 	Ulrich	<ul style="list-style-type: none"> <u>0.5 FTE</u>



Strategic Action Plan February 2017 Update

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Strategic Imperative III: Smart, Citizen-Focused Government

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Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
Enhance Community Engagement (cont.)	22) Increase engagement opportunities in future land use decisions	2015	2018	<ul style="list-style-type: none"> Adopt a citizen engagement framework for 2040 Comprehensive Plan update Determine appropriate scale of update to the City's Comprehensive Plan Complete required 2040 Comprehensive Plan update Clarified vision for the COR <u>Comprehensive land use plan for new elementary school and surrounding area.</u> <u>Create a comprehensive education plan in conjunction with the school district.</u> <u>Utilize social media and pop up meetings.</u> 	Gladhill	<ul style="list-style-type: none">
Enhance the level of customer service	23) Evaluate staffing deployment and process effectiveness	2015	2017	<ul style="list-style-type: none"> 10 Business Day Building Permit Plan Review 48 Hour Inspection Window Centralized Permits and Licenses Division Improved management and ensured equity of enforcement of City-Owned properties Improved support to Environmental Policy Board (EPB) <u>Evaluate areas of customer service effectiveness and services.</u> <u>Update and enhance the Balanced Scorecard Metrics.</u> 	Gladhill	<ul style="list-style-type: none">
Define and promote Ramsey Brand	24) Develop strategy with Ramsey Brand as umbrella while still promoting sub-areas of the community (The COR, 167 th Avenue, Future Business Park, etc.)	2018 Spring 2015	Summer 2016 (Summer 2019 proposed) 2018	<ul style="list-style-type: none"> <u>Unified marketing/communications with consistent use of Ramsey Brand (refreshed materials and policy).</u> <u>Implementation of Ramsey logo in future COR materials and signage (same for other sub-districts)</u> <u>Create sub-district base marketing/ communication materials and sign templates, while keeping the overall Ramsey Brand a priority (167/47, COR, Bunker/47, business parks).</u> <u>Create parks/ trails marketing/ communication materials and sign templates while keeping the overall Ramsey Brand a priority.</u> <u>Review all Ramsey events flyers/ materials, and consider updating to better reflect overall Ramsey Brand.</u> 	Brama	<ul style="list-style-type: none"> <u>Basic all-purpose marketing and comm. Tools/ guidelines completed in early 2016.</u> <u>Need to develop sub-district logos/ comm. (i.e. 167th, The COR, etc.)</u>



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Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
	25) Acquire a ZIP Code for Ramsey	Spring 2015	December 2017 <u>(indefinite timeframe proposed)</u>	<ul style="list-style-type: none"> New and unique ZIP Code assigned to Ramsey 	Brama	<ul style="list-style-type: none"> No additional resources. Metric dependent upon USPS.
	27) Create a community sign plan that focuses on community gateways and focal points.	2015	2016	<ul style="list-style-type: none"> Revised zoning code Monument signage plan for the City completed Tenant panel distribution policy completed Funding and Priority Plan 	Brama	<ul style="list-style-type: none"> Folded into the corridor improvement plans tactics, and The COR system planning
Improve the image of key corridors (Highway 10, CR5, and Highway 47)	28) Use property-owner/citizen engagement strategies	2016	2016	<ul style="list-style-type: none"> Adopted Statement of Goals Improved image of key corridors through completion of Corridor Plans 	Gladhill	<ul style="list-style-type: none"> 2017 Budget now has appropriate resources for this step. \$20,000 for streetscape design Combined with tactic to improve the image of residential neighborhoods, business districts, and key corridors.



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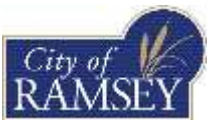
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Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
	29) Proactively Implement Corridor Improvements through public investment and code compliance initiatives	2016	2018	<ul style="list-style-type: none"> 30% of targeted property clean-up per year of plan 	Gladhill	<ul style="list-style-type: none"> 0.5 FTE Combined with tactic to improve the image of residential neighborhoods, business districts, and key corridors.
Ensure long-term sustainability of Public Water System	26) Work with neighboring cities and regulating agencies to identify regional solution(s) for sustainable water supply/water treatment facility	2015	2018	<ul style="list-style-type: none"> Commitment to regional solution for long-term water supply Active participation of neighboring cities/regulating agencies 	Westby	<ul style="list-style-type: none">
	27) Develop a Comprehensive Plan for City long-term water resources plans supply	2015	2016/2018	<ul style="list-style-type: none"> Updated Comprehensive Water Supply Study Consider grant for feasibility study of surface water supply. Updated Comprehensive Wastewater Supply Study 	Westby	<ul style="list-style-type: none">



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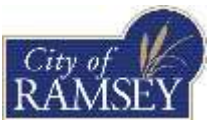
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Strategic Imperative IV: An Effective Organization

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

Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
Improve City communications with the community	32) Adopt a Formalized Communications Plan Improve City Communications	Winter 2015	Early 2016 2018	<ul style="list-style-type: none"> Council adopted communications plan. The adopted plan outlines specific outcome for each specific tactic. 	Brama	<ul style="list-style-type: none"> Reviewed by CC on 2/14
	28 Establish new and improved website	2017	2018	<ul style="list-style-type: none"> More user friendly and technologically advanced website completed. Important attributes: <ol style="list-style-type: none"> 1) 100% mobile friendly website (2) ability to process online payments (3) clear formatting/ categorizing for ease of use by different customer groups (4) online registration for events and room rental (5) ability to easily add/ drop modules as needed 	Brama/ Fredrickson	<ul style="list-style-type: none"> Increase IT Technician to Full Time (0.25 FTE)
	29 Pro-Active, & Progressive, and Robust Communication	2017	2018	<ul style="list-style-type: none"> Define what pro-active and progressive communication means for Ramsey (what does success look like for this goal). Identify resources needed to accomplish goal. Implementation of new pro-active communication strategies. 	Brama/ Wenberg	<ul style="list-style-type: none"> Potentially new staff resources, and/or redeploy existing administration department resources/ responsibilities. Need to define scope in order to define resources.



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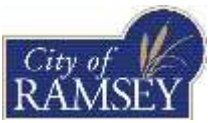
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Strategic Imperative IV: An Effective Organization

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

Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
Improve and sustain high employee morale	30) Develop a Staff recognition program	April 22, 2015 Kick-off	Ongoing	<ul style="list-style-type: none"> Formal Staff Recognition Program Developed and Implemented Staff feeling recognized and valued by peers Staff promoting positive accountability to our core values by peers Promoted teamwork and brand Sustained or improved morale Consider a refresh of program for variety and relevance. Discuss with Labor Management Committee. 	Lasher	•
	31) Initiate a strategy to highlight City Employees and job duties (put a face to a name and highlight their contribution to the community)	July/Aug. 2015	Ongoing (monthly) RR Publications as scheduled	<ul style="list-style-type: none"> Increased awareness of Dept. Functions. / increased staff recognition Increased awareness of specific roles and specific current events / increased staff recognition. Promoted Ramsey Brand / increased staff recognition. 	Lasher	•
Continue to implement process improvement initiatives	32) Review existing events and consider the value to the City operational efficiencies	June 2015	September 2018	<ul style="list-style-type: none"> Status of each City event (i.e., include or not) in 2016 budget determined Can this one be taken off all together? Seek technology enhancements. Performance measurement data. Consolidate operations for efficiencies. 	Ulrich	•



Strategic Action Plan February 2017 Update

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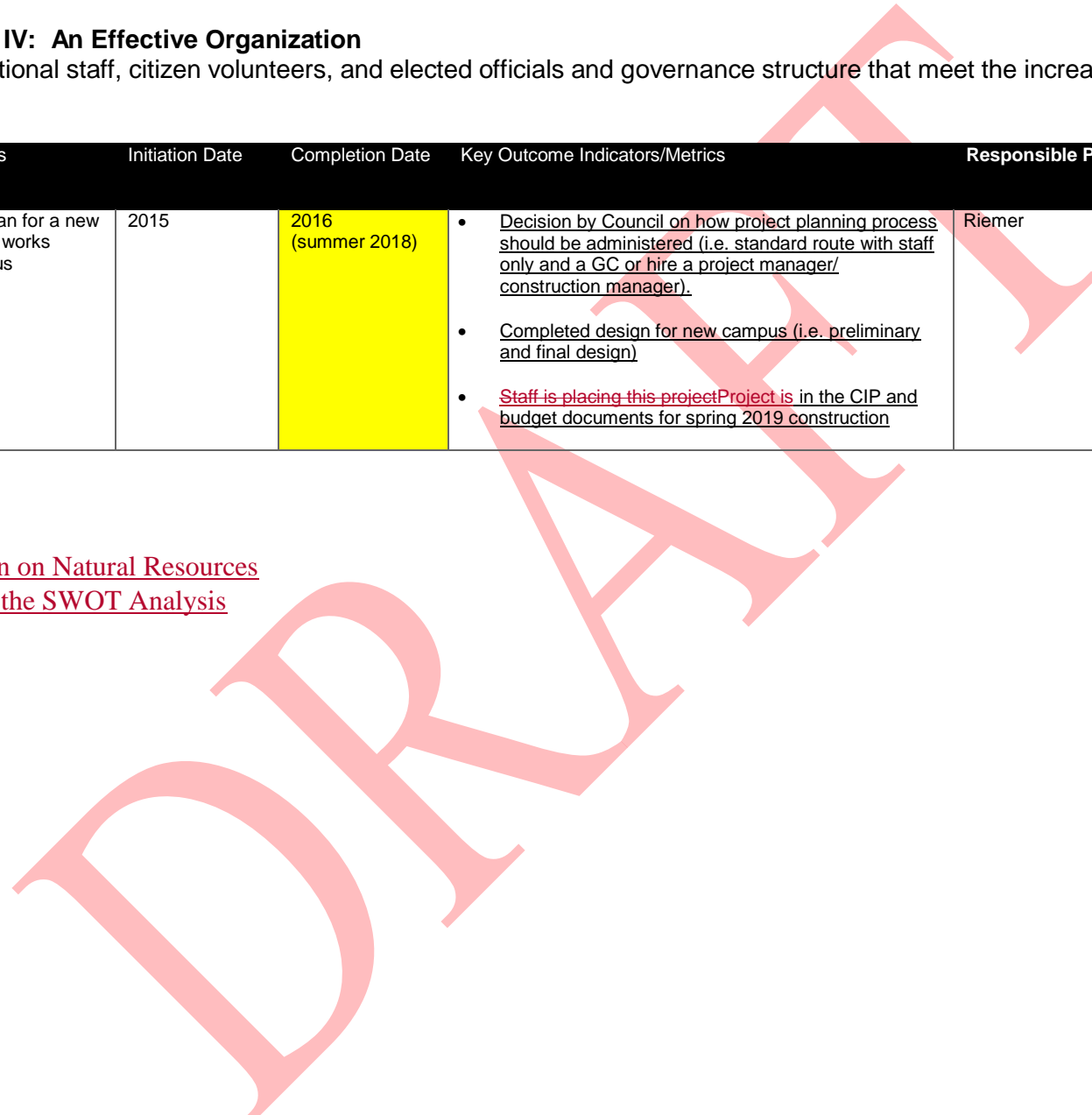
Strategic Imperative IV: An Effective Organization

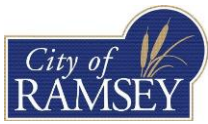
Maintain a highly functional staff, citizen volunteers, and elected officials and governance structure that meet the increasingly ever-changing needs of the organization

Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
Plan for public facilities to meet City's growth	33) Plan for a new public works campus	2015	2016 (summer 2018)	<ul style="list-style-type: none"> <u>Decision by Council on how project planning process should be administered (i.e. standard route with staff only and a GC or hire a project manager/ construction manager).</u> <u>Completed design for new campus (i.e. preliminary and final design)</u> <u>Staff is placing this project in the CIP and budget documents for spring 2019 construction</u> 	Riemer	<ul style="list-style-type: none"> <u>2016 goal of obtaining a space needs analysis, feasibility report, and discuss effect of project on future city budget completed.</u> <u>This tactic has been updated for next step in the process.</u>

Items to Add:

- EPB discussion on Natural Resources
- Add results of the SWOT Analysis





Environmental Policy Board Work Plan 2017 – 2019

STATEMENT OF PURPOSE

The Environmental Policy Board (EPB) will promote environmental awareness and conservation practice by citizens by advising the City Council on policy issues, review of new development proposals, communication and education. Through careful review, the EPB will present multiple perspectives, ideas, and new technologies that promote both discovery and accountability.

Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
Enhance Protection of Natural Resources	Community Development/ Parks	EPB 1.1 – Ensure sustainability of food supply and food web by promoting pollinator friendly practices and initiatives.	2017	2018	0.25 FTE	TBD	Anderson/ Riverblood	<ul style="list-style-type: none"> • Create polices to maintain and expand pollinator friendly landscapes on public lands through collaboration with the Parks & Recreation Commission • Improve communications and resources regarding pollinators to residents and businesses
	Community Development	EPB 1.2 – Protect water quality of Mississippi River from additional sediment loading due to shoreline erosion	2017	2019	0.25 FTE	TBD	Anderson	<ul style="list-style-type: none"> • Identify impacted properties owners interested in participating in bank stabilization projects • Identify applicable grant programs as source of funding for projects
	Community Development/ Public Works	EPB 1.3 – Extend the longevity of drinking water supply by reducing demand on groundwater	2017	2018	0.25 FTE	TBD	Anderson	<ul style="list-style-type: none"> • Develop incentives and or programs to promote water conservation throughout community • Develop resources and establish means to distribute the information to the general public
	Community Development	EPB 1.4 – Reduce amount of material entering waste stream and explore more reuse options	2017	2017	0.25 FTE	None	Anderson	<ul style="list-style-type: none"> • Implement an organics recycling pilot program to divert largest component of trash (organics) to reusable product (compost) • Improve communications and resources regarding composting to residents and businesses

Lightning Round—Best of 2016

- Unopposed city council |||||
- Citizen engagement |||
- Road reconstruction |||
- Employees/People |||
- Fire Station #2 |||
- Armstrong Interchange ||
- Relationships w/commissions/ Council ||
- Smooth election ||
- Residential growth (context of retail) |
- Successful events |
- EPB Statement of Purpose |
- EDA, purchase agreement with Platinum |
- Future Business Park |
- Highway 10 Corridor, legislative leader |
- Communication Improvements |
- Stable Tax Rate |
- Bond Rating |
- Partnering with Allina |

Strategic Plan Update Notes

1. Corridor Improvement Plans (Connected Community)

- a. Highway 10 remain high priority
- b. Highway 47 remain high priority
- c. CSAH 5 take advantage of new school proposal
- d. CSAH 83 remove
 - i. How do we move people efficiently in/out of Ramsey, what is the overall plan? Should this item be discussed in within a larger plan, versus individually?
 - ii. Should the corridor plans include other items (streetscape, traffic, image, utility extensions, etc.).
 - iii. Corridors effect each other, should consider combining CSAH 5 and Highway 47.

2. New Ramsey Elementary School (add to strategic plan, new item)

- a. smart-citizen focused government

3. Long Term Water Resources (new item)

- a. Update Comp Sewer & Water Plan as tactics
- b. Replace former Comp Water item

4. Update Economic Development Recruitment tactic to be more realistic about the retail/ restaurant, and really meet our goals of obtaining a quality users

5. Consider making the various Highway 10 improvement goals clear/ consistent, and better connected (seem broken up)

- 6.** Website should be a standalone tactic, consider adding to Strategic Plan.
 - a.** How do I, on the website for various items. Consider improving the self-service of our website.
 - b.** Highlight social media, and mixed media strategy (do we call this something different than “website”)...
 - c.** Consider rolling into the “progressive and positive communication” item.
 - d.** Should there be a digital communications tactic/ plan?

- 7.** Explore a positive approach to code enforcement efforts, bring back a new approach for Council review. Neighborhood resource officer.

- 8.** Remove the Create a Program for Citizen Recognition tactic. Potentially consider updating initiative.

- 9.** Review all gray items for potentially considering updating for a new tactic (example, reduce illegal drug activity—what is the progress).

- 10.** Bring back the Volunteer Coordinator item for further discussion, appears to be different viewpoints.

- 11.** Keep the updated tactic for Improve Communications tactic. Bring back ideas. Although a goal was accomplished, the initiative sill is not—and came up in the SWOT.

12. Review outcome of the SWOT (data collected), and review in context of the strategic plan initiatives. Do we need to add anything to the plan?

2017 Strategic Plan Update

SWOT Analysis

In early 2017, the City Council kicked off an update to its Strategic Plan through an analysis of the organization's strengths, weaknesses, opportunities, and threats. This exercise provided a tool to filter potential updates to the Strategic Plan. The raw data from this process is listed below.

Strengths

- **Development Opportunities**
 - Mix of residential; urban and rural
 - Housing stock variety
 - The COR
 - City Owned Land (control of vision)
- **Natural Resources**
 - Two Rivers
- **Effective Organization/Leadership**
 - Council/Staff relationship
 - Achieved many goals
 - Commissions
 - Council Relationship
 - Staff
 - Stable, long-term staff with institutional knowledge
 - Great leadership
 - Strategic process
 - Long-term strategic thinking
 - Collaborative environment
 - Organizational leadership stable
 - Institutional knowledge
 - Technology enhancements
 - Survey data
- **Public Engagement**
 - Strong citizen engagement process
 - Public engagement
 - Citizen engagement opportunities
- **Residents**
 - Great citizens
 - People
- **Highway 10**
 - Highway 10
 - Highway 10 Access Planning Study
- **Financial stability**
 - Stable tax base
 - Stable tax base

- Financial stability
- High median income

Weaknesses

- **Infrastructure and Funding**
 - Control of major transportation routes
 - Transportation infrastructure
 - Lack of long-term funding for roads
 - Highway 10 flow
 - Highway 10 appearance
 - Highway 10
- **Communication**
 - Communication
 - Ways to communication
 - Communicate rooftops = retail
 - Response plan to social media
- **Resource Availability**
 - Not “3 Deep’ with Staff
 - General lack of connection and engagement
 - Sufficient resources to achieve plan
- **Land Use Policies/Vision/Communication**
 - City-Owned Land
 - Water resources/drinking water
 - Density/# of residents
 - Clarification of plan for The COR
 - Retail/restaurants
 - Challenging geography
 - Lack of parks in new residential developments
 - MUSA bisect
 - Tension between competing goals

Opportunities

- **Positive Attitude**
 - Progressive
 - Proactive
- **Infrastructure and Funding**
 - Legislative support
 - Transportation improvement – safety and economic development
 - Support from neighboring communities
 - Highway 10 Preliminary Design
 - Highway 10 appearance/cleanup
 - Highway 10
- **Growth**
 - Land to sell
 - Room to grow

- Vision
- Population close to critical mass
- Room for growth
- The ROR – development and resource opportunities
- **Education**
 - New elementary school
 - New elementary school/future high school
- **Image**
 - City easy to work with
 - Communicate our success
 - Perception of developers
 - Positive image
- **Economic Development**
 - Technology
 - Entrepreneurship
 - New ZIP Code/Post Office
 - Business Park
- **Natural Resources**
 - Built and environment
 - Rivers
 - Recreation based on natural resources
- **Housing and Community Development**
 - High median income
 - Variety of housing opportunity
- **Miscellaneous**
 - Internal advancement opportunities

Threats

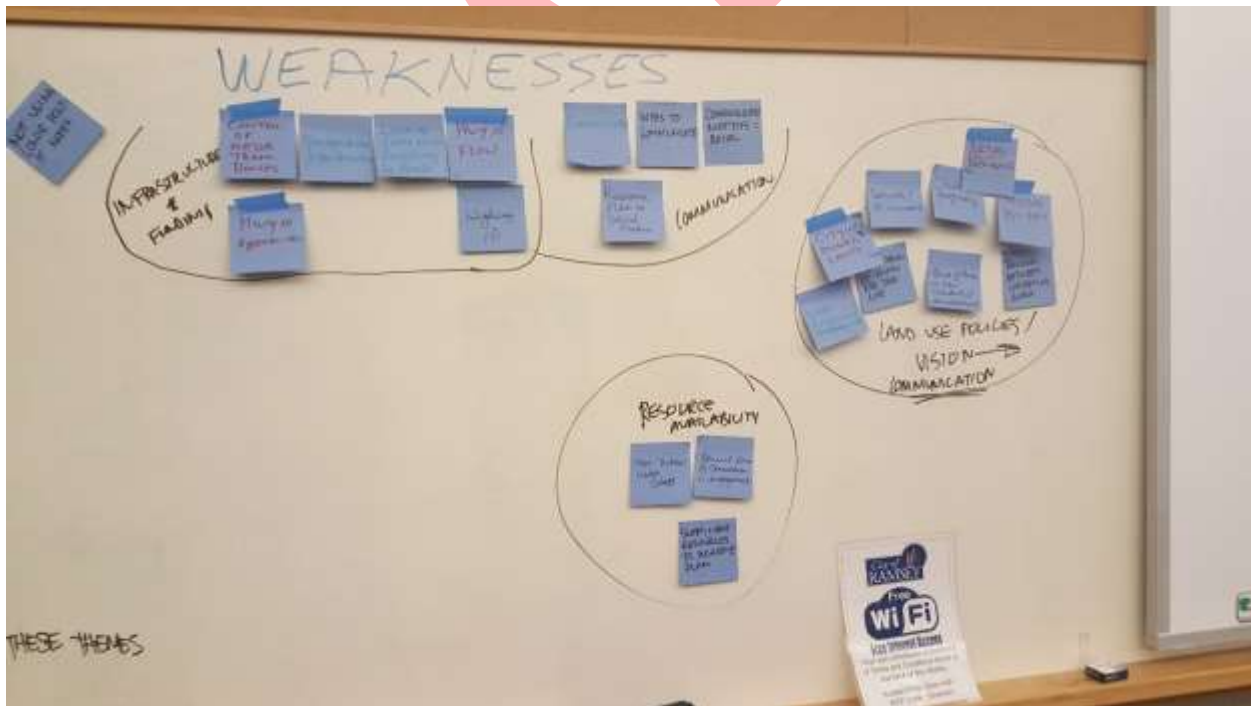
- **Infrastructure and Funding**
 - Lack of State and Federal resources for transportation
 - Funding
 - No control of Highway 10 funding
 - Lack of transportation funding
 - Highway 10
- **Economic Development**
 - Loss of tax base – business park
 - Competing cities economic development (other communities giving land away)
 - Neighboring communities giving away land
 - Between two historic communities
- **Natural Environment**
 - Natural disasters/train derailments
 - Built and natural environment
 - Two rivers
 - Railroad

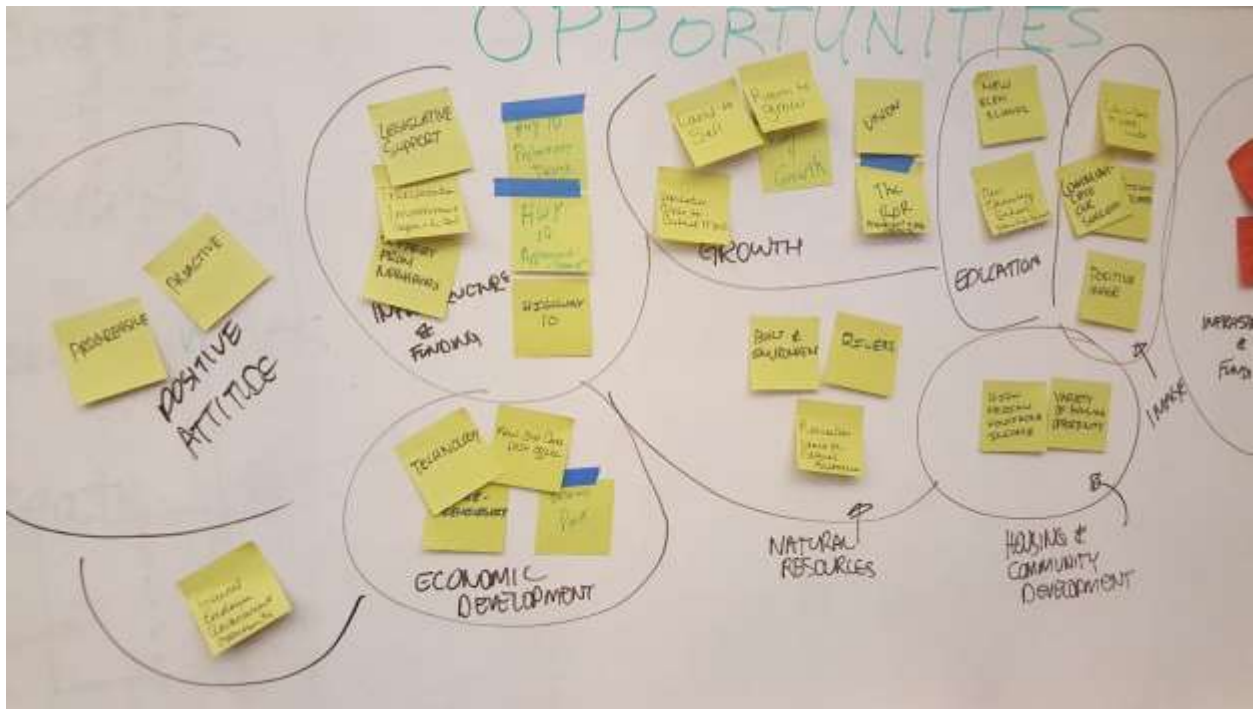
- Challenging geography
- **Cohesive Vision**
 - Balance vision with return on investment
 - Growth versus stable tax base
- **Housing and Community Development**
 - Perception/lack of awareness of affordable housing
 - Bad press
- **Crime**
 - Illegal drug use

Photos of Process









Meeting Date: 04/11/2017

Information

Title:

Review RFP Process for Towing Contract

Purpose/Background:

The City of Ramsey has a two-year contract for towing services with North Star Towing that will expire June 30, 2017. Staff is requesting authorization to begin the RFP process for a towing vendor. Staff is also prepared to discuss prior contracts, the RFP process previously used, and concerns. A request was made to council by previous proposal submitters to review the RFP process for fairness during the 2015 RFP process.

Attached to the case is the current city purchasing policy which addresses professional services and specifically the towing contract. The RFP document used for 2015 is also attached to the case.

For reference, the following is a list of prior towing contracts with the city:

North Star Towing had the contract from 2007-2009

Champlin Towing had the contract from 2009-2015.

North Star has the contract from 2015-2017.

Timeframe:

Funding Source:

Responsible Party(ies):

Outcome:

Concensus approval to move forward with the RFP Process for towing services as modified based upon discussion.

Attachments

Purchasing Policy

Towing RFP 2015

Form Review

Inbox

Kurt Ulrich

Form Started By: Jeff Katers

Final Approval Date: 04/05/2017

Reviewed By

Kurt Ulrich

Date

04/05/2017 10:44 AM

Started On: 04/05/2017 07:50 AM

ORDINANCE #16-12
CITY OF RAMSEY
ANOKA COUNTY
STATE OF MINNESOTA

AN AMENDMENT TO CHAPTER 2 OF THE CITY CODE, WHICH CHAPTER IS KNOWN AS ADMINISTRATION, OF THE CITY CODE OF RAMSEY, MINNESOTA

AN ORDINANCE AMENDING CHAPTER 2 DIVISION 2. – PURCHASING AND REPEALING AND REPLACING SECTIONS 2-272 THROUGH 2-278 OF THE RAMSEY CITY CODE

Section 1. Purchasing Guidelines

1.1 Policy Statement

The goal of the Purchasing Policy is to ensure that all purchases are consistent with Minnesota Statutes, to establish internal controls, to maintain the appropriate documentation and to ensure the best value for the public money.

1.2 Authorization

The purchasing policies of the City of Ramsey are established by the City Council under the City Charter (Section 6.4), the City Code and state statute. City funds may only be spent for purposes that are expressly or implicitly authorized by statutes or the City’s charter and must be for a public purpose.

1.3 Budget

Under state statute and City Charter, the annual adoption of the General Fund Budget shall constitute City Council appropriations for the year. Budgetary control shall be exercised at department and fund levels. The City Administrator shall identify Department Heads or other staff who shall be responsible for each fund or department in the annual budget. These individuals shall be responsible for compliance with the annual budget and for all expenditures related to their respective departments.

1.4 Quick Reference Guide

VALUE OF PURCHASE	QUOTATIONS NEEDED	APPROVAL BY	APPROVALS REQUIRED
Less than \$100	None	Department Head City Administrator City Council	Yes No Yes-Annual Budget Adoption
\$101-\$5,000	Departmental Discretion	Department Head City Administrator City Council	Yes No Yes-Annual Budget Adoption
\$5,001-\$25,000	Two Written Quotes City Administrator Discretion	Department Head City Administrator City Council	Yes Yes Yes-Annual Budget Adoption
\$25,000-\$100,000	Two Written Quotes or RFP’s or Sealed Bids	Department Head City Administrator City Council	Yes Yes Yes
Greater than \$100,000	Sealed Bids	Department Head City Administrator	Yes Yes

		City Council	Yes
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- When time is of the essence, the City Administrator is authorized to sign for the purchase of any item or combination of items not included in the budget in an amount not to exceed Five Thousand Dollars (\$5,000) provided a budget amendment is prepared for Council approval at the next regularly scheduled Council Meeting.

NOTE: If a Cooperative Purchasing Agreement is in place, quotations are not needed.

Section 2: Purchasing Practices

2.1 Ethics/Relations with Vendors

The City of Ramsey holds its employees to the highest ethical standards. Purchases shall be conducted so they foster public confidence in the integrity of the city’s procurement system, and open and free competition among prospective suppliers. In keeping with this value, employees should avoid the following practices when making purchases on behalf of the City:

Circumventing competitive bidding requirements.

Examples of this include:

- Splitting purchases so that they can be made through several small purchases.
- Using the emergency procedure process when no true emergency exists.
- Using a ‘sole source’ exemption when competition is available.

Denying one or more vendors the opportunity to bid on a contract when they have no history of default or failure in performance.

Examples of this include:

- Using unreasonably restrictive specifications.
- Pre-qualifying bidders on a discriminatory basis.
- Removing companies from a bidders list without just cause.
- Requiring unnecessary high bonding.

Giving favored vendors an unfair advantage.

Examples of this include:

- Providing vendors with non-public information regarding their competition’s offer in advance of a bid opening.
- Making information available to favored vendors and not to others.
- Giving un-favored vendors inaccurate or misleading information.

Accepting gifts from vendors.

- Minnesota Statutes 471.895 prohibits government employees from receiving gifts except where they are included as part of the cost of a product, good or service provided (such as a meal provided as part of a conference).

Section 3: Decentralized Purchasing

The City of Ramsey has a decentralized purchasing program, meaning that each department is responsible for making its own purchases of materials and services for their operation. Such items as office supplies, paper products and other general supplies that are used throughout the City will be centrally assigned to one department for purchase. The responsibility lies within each department to obtain bid or quotes, maintain records of bids or quotes, prepare purchase orders, receive deliveries and approve invoices for payment.

Section 4: Purchasing Alternatives

4.1 Uniform Municipal Contracting Law, Chapter 471.345

It shall be the policy of the City of Ramsey that the Uniform Municipal Contracting Law, Minnesota Statutes Chapter 471.345 shall be the policy of the city. Changes in this law will automatically become the policy of the city. City policy may be more restrictive than State Law, but may not be less restrictive. Records of quotes and bids shall be retained for at least one year after the completion of the contract or purchase or until the annual audit for the year of purchase is completed, whichever is longer.

4.2 Sealed Bids/Major Purchases (See League of MN Cities Information Memo Entitled Competitive Bidding Requirements in Cities)

- A formal sealed bid procedure is required for all purchases in excess of \$100,000 except professional services.
- A purchase (contract) that exceeds \$100,000 cannot be split into several smaller purchases (contracts) to avoid the sealed bid process.
- City Council approves all bids and specifications.
- A published notice is required in the official city newspaper at least ten days in advance of the bid opening. The notice may also be published on the city's official website or in a recognized trade journal.
 - A public construction project that exceeds \$50,000 must meet the Responsible Contractor Requirements (Minn Statute 16C.285)
- All bid openings are to be administered by the City Administrator and/or the originating department.
- The preparation of all specifications are to be the responsibility of the City Administrator and/or the originating department.
- Required authorization for plans and specifications is the responsibility of the City Administrator and/or the originating department.
- The City Council must formally approve the bid contract.

4.3 Quotes/Intermediate Purchases

If a purchase is estimated to exceed \$25,000 but not to exceed \$100,000, the purchase may be made either by sealed bids or by direct negotiation based upon quotations. If a purchase is made in this range, staff members are required to obtain at least two written quotes and the quotations must be kept on file for at least one year. All such quotes must be forwarded to the Finance Department with the purchasing documents.

If a purchase is estimated to be \$25,000 or less, the purchase may be made by either obtaining quotations or by buying the item directly on the "open market". If the quotation option is chosen, at least two quotes will be obtained and forwarded to the Finance Department with the purchasing documents.

4.4 Professional Service Contracts:

- **Cities are not required to follow the competitive bidding process when contracting for professional services such as those provided by doctors, engineers, lawyers, architects, accountants, as well as other services requiring technical, scientific or professional training.**

The city retains outside professional services in the area of:

- Legal
- Planning
- Auditing
- Assessing
- Engineering
- Banking
- Towing

Those contracts for professional services which are included in the City's General Fund Budget will be approved annually with formal adoption of the City's Budget.

4.5 Request for Proposals (RFP)

- RFP's will generally be used to solicit proposals for professional services.
- An RFP will automatically be solicited for those services that exceed a City cost of \$15,000 or have a value to the solicitor in excess of \$15,000 (ex: towing contract).
- An RFP will be solicited every three years (for standard city services such services as legal and towing) to five years (for banking and auditing). City Council may, at its discretion, formally extend a current standard services contract upon the recommendation of city staff.
- Authorization by City Council will be given to staff to issue a RFP.
- All RFP's will be advertised in the city's official newspaper and on the city's official website.
- City Council must formally approve the proposal.

- Typical information to address in RFP's includes:
 - Background and scope of the project.
 - The project's budget to ensure that the proposals stay within that range.
 - Proposal requirements should include adequate information to allow for proper review and evaluation including:
 - Description of firm and qualifications, including any specialized experience related to the project.
 - A list of similar projects the firm has completed.
 - Project timetables including: estimate of hours, breakdown of hours by phase, and the city's expectation for a completion date.
 - Designation of a firm principal who will be in charge of the project.
 - Statement that either no subcontractors are allowed or that all subcontractors will be identified and are subject to the city's approval.
 - Estimate of cost to provide the service, outline of fee schedule and payment schedule.
 - Description of city's selection process.
 - City's evaluation criteria which typically may include:
 - Quality and thoroughness of the proposal.
 - Similar past experience and/or expertise.
 - References.
 - Cost estimate
 - The following statement must be included: The city reserves the right to reject any and all proposals, waive all technicalities and accept any proposal deemed to be in the city's best interest.
 - Submit deadline: date, time, project name, and addressee.
 - Statement: "Proposers are solely responsible for delivery of their proposals to the city before the deadline. Any proposal received after the deadline will not be considered and will be returned."
 - Information about where questions should be directed.

NOTE: Staff should make sure that all proposers are given the same information.

Attach a copy of the agreement proposed to be used for the project, including the city's insurance certificate. The agreement includes provisions to which the firm must agree, so it is important that they see the agreement up front. It is suggested that the RFP be submitted to the city attorney for review prior to distribution.

4.6 Emergency Purchases

Under Minnesota’s Emergency Management Act, the city has the authority to enter into contracts during an emergency without following many normally required procedures. An emergency is defined as “an unforeseen combination of circumstances that calls for immediate action to prevent a disaster from developing or occurring”. A disaster is “a situation that creates an actual or imminent serious threat to the health and safety of persons, or a situation that has resulted or is likely to result in catastrophic loss to property or the environment, and for which traditional sources of relief and assistance within the affected area are unable to repair or prevent the injury or loss”.

During an emergency or disaster, the City Council may waive compliance with the time-consuming procedures or formalities concerning:

1. The performance of public work
2. Contracting
3. Incurring obligations
4. Renting equipment
5. Purchasing supplies and materials

Emergency purchases will only be allowed when the mayor issues a proclamation declaring an emergency, and the steps listed in Minn Statute 12.29 are completed.

4.7 Cooperative Purchasing Agreements

Where a purchase contract has been awarded by the State of Minnesota, another local government, a cooperative of local governments, or a federal agency in compliance with applicable State Statutes, and where it is legally permissible for the City of Ramsey to participate, a purchase may be though the vendor named in that contract without advertising for bids or obtaining quotes.

4.8 Credit Card Use

According to Minn. Statute 471.382, the City Council may authorize the use of a credit card by any city officer or employee otherwise authorized to make a purchase on behalf of the city.

Authority for Credit Card Holder

City staff having authority to make certain purchases will be eligible credit cardholders. A department director may request a credit card for city authorized purchasers when there is a demonstrated efficiency to be gained. The Assistant Finance Director must review and approve each request before the card is issued. Before any credit card is issued, the authorized cardholder will be required to acknowledge and agree to the terms of use by signing the form entitled “Terms of the City of Ramsey MasterCard”.

The department director is responsible for notifying the Assistant Finance Director when any changes occur to the cardholder’s status.

Types of Purchases Allowed by Credit Card

A purchase by credit card must comply with all statutes, rules, and city policies applicable to city purchases. Specifically:

1. All purchases must be made by the authorized card holder
2. All credit card purchases must comply with the city’s Purchasing Policy guidelines for quotes and bids
3. All expenditures must be within the limits established by the department budget.

Types of Purchases Prohibited

Use of a city credit card is prohibited for the following purchases:

1. Personal purchases of any kind
2. Alcoholic Purchases of any kind

If a city employee makes a purchase by credit card that is inconsistent with this policy and/or is not approved by the Council, the employee is personally liable for the amount of the purchase.

Procedures and Documentation

Finance will receive the monthly bill and respective cardholder will receive a copy of the monthly statement of charges. The cardholder is responsible for obtaining and attaching detailed invoices and receipts for all charges on the statement and provide a public purpose/description of the expense and submit all of the documentation to the department director or designee by the due date. Payment will be made if the billing matches all completed credit card invoices and receipts.

4.9 Public Purpose Expenditures

Pursuant to the statutes and laws of the State of Minnesota which regulate the expenditure of public funds for public purposes, The Ramsey City Council believes it is necessary and appropriate to provide assistance and guidelines to the officials, employees, and representatives of Ramsey to aid in the determination of when public funds may be spent for a public purpose.

To provide that assistance and guidance the Ramsey City Council adopted Resolution #06-11-369 Discretionary Expenditures Policy that outlined the following items that are deemed to meet the City Council definition of public purpose expenditures:

Meals and Refreshments:

1. Meals are allowed as part of a city business meeting in which the character of the meeting would involve predominantly non-city employees.
2. When they are part of a breakfast/lunch/dinner meeting for official city business when it is the only practical time to meet and when it involves non-city employee participants (i.e. business developers or business representatives). Only the expenses incurred by city employee(s) may be reimbursed. The City Administrator is allowed some discretion regarding expenditures for meals as per the personnel policy.
3. When they are part of the structured agenda for an offsite conference, workshop, seminar, training session, or meeting in which the City Administrator or a department director has authorized the employee to attend for training and development purposes (this does not include routine staff meetings).
4. All meetings shall be scheduled to minimized inclusion of meals. At meetings of a minimum length of five hours consisting primarily of city employees when the refreshment and/or meals are an integral part of the event and are necessary to sustain the flow of the meeting, and if the meeting is one of the following:
 - a. A department-wide annual staff meeting for employees; or
 - b. A non-routine organization-wide staff meeting for all managers and/or supervisors; or
5. During official meetings of the City Council
6. A dinner meal for staff during performance of election-related duties on Election Day.

Recognition Events/Purchases:

1. The City Administrator may authorize modest expenditures for food and refreshments for the following employee events, each of which shall not take place more than once per year:
 - a. Annual Employee Breakfast
 - b. Annual Employee Luncheon
 - c. Other Recognition Events that may arise.

Special Events:

1. Special events such as Happy Days, National Night Out, the Volunteer Recognition event and other events that involve or invite participation by the general public. These events and any city expenditures for them require prior specific approval by the City Council and also include city expenditures for participation fees, donated gifts, door prizes, etc.

Community and Business Relations:

1. The City recognizes the importance of establishing and maintaining a positive image with the business and civic community. Participation in certain periodic or annual events is a necessity to maintain a positive image. Annual dinners or galas, or golf tournaments that are sponsored by an organization that the City has a business or community relationship with are examples of business and civic community events (i.e. Chambers of Commerce and other community partners).
 - a. The City Administrator will coordinate participation at such events to ensure representation and ensure that duplication is avoided for purposes of cost containment.
 - b. The City Administrator will review on an annual or semi-annual basis upcoming events to discuss attendance and representation at business and community events.
 - c. The City Council will annually establish a maximum amount of community and business relation expenses by an affirmative approval.

Alcoholic Beverages:

1. The purchase of alcoholic beverages is not allowed.

Clothing and other Sundry Items:

1. Employees may receive T-shirts, and other sundry items of nominal value (\$5.00) when these items are made available to the general public or if these items are determined by the City Administrator to be important to the successful involvement of employees in special city-sponsored or city-supported sponsored events (i.e. National Nite Out, Happy Days, etc.). Employees may be supplied with uniforms, clothing, boots and other gear necessary for the performance of their job as per the City of Ramsey Personnel Policy or applicable labor agreements.

Section 5: Payment

The City of Ramsey uses various processes in making payments for goods and services.

5.1 Standard Purchase Orders

Purchase orders are used when required by the vendor to acknowledge the City's request for goods and services. A copy of the purchase order will be sent to the vendor when requested.

- Obtain purchase order numbers from Finance Department.
- The completed purchase order will be attached when invoice is received and submitted to respective department to authorize payment.

5.2 Check Requests/Immediate Pay

The Finance Department policy is for bills to be paid from the accounts payable bills list submitted bi-weekly to City Council for approval. For certain exceptions, check requests/immediate pay may be used under the following guidelines:

- Immediate pay is for payments that need to be made prior to Council meeting approval date. Such items include taking advantage of discounts, avoiding late charges, purchases requiring payment with order, etc.
- Immediate pay checks will be issued upon one day notice. Exceptions to the one day notice is for investments and emergency purchases.
- Checks will be issued, mailed, or returned to appropriate department.

5.3 Invoices

- Invoices, purchase order, or expense reimbursement forms must be returned to the Finance Department with proper authorization and account coding to be processed on the bills list for City Council approval.

5.4 Account Coding

All requests for payment including invoices, check request, purchase order, or expense reimbursement forms must have an eight digit code to process payment. Responsible Department Head will indicate the fund/department and object number from which payment will be expensed. Reference should be made to departmental budget(s) for department and object numbers.

5.5 Petty Cash

- Receptionist shall be the custodian of the petty cash.
- Petty Cash shall not exceed \$100.00.
- Used for reimbursement to employees for items \$20.00 or less for expenditures made on behalf of the City.
- Receipt and/or expense reimbursement form must be submitted with proper departmental authorization obtained prior to reimbursement.

5.6 Payment Processing

- Invoices, check request, purchase orders or employee expense reimbursement forms must be submitted to the Finance Department.
- Detailed receipts, stating reason for public purpose expenditure, must be submitted with employee expense reimbursement forms.
- Immediate pays are due to the Finance Department at least one day in advance of the payment day.
- Department Heads must have fund/department and object codes to process payment. Refer to departmental line item budget for proper coding.
- Checks may not be made out to cash or bearer.

5.7 Electronic Funds Transfer

Electronic Funds Transfer may be required in some cases to complete a business transaction. The funds are transferred electronically between the city's bank account and the respective business party's bank account. These transactions need to follow the same guidelines for payment processing in Section 5.6.

5.8 Employee Expense Reimbursement

Employee expense forms are required for reimbursement to employees of city-related expenses on a bi-monthly basis. All employee expense forms must contain proper account codes, department approval, and detailed receipts must be attached where applicable.

Section 6: Capital Outlay and Fixed Assets

6.1 Capitalization Threshold

Capital outlay purchases are for items costing more than \$10,000, are a tangible asset, and have a life expectancy of more than one year. These items must be included in each department budget. It should be noted that sales tax (if applicable) must be included as a cost of the item purchased when determining if the purchase is a capital outlay item.

If the individual purchase is greater than \$10,000 includes (General Government and Enterprise Fixed Assets) the item is a capital outlay purchase and now should become a recorded fixed asset. The amount to record for that fixed asset would be any charge “to place the asset in its intended location and condition for use.” For example: if the city were to purchase a street vehicle, all of the following would be considered part of the cost of that asset: the vehicle, warning lights, decals, sales tax, licensing and any other costs to put the asset into its usable condition.

Capital outlay purchases less than \$10,000 are inventory assets. Example of inventory assets: Computers, printers, furniture, cameras.

SECTION 7. SUMMARY

The following is the official summary of Ordinance #16-12 which has been approved by the City Council of the City of Ramsey as clearly informing the public of the intent and effect of the Ordinance.

The Ordinance Repeals the existing City Code Division 2 - Purchasing Sections 2-272 through 2-278 and replaces it with a new division 2 – Purchasing. This division is adopted pursuant to and under the authority of section 6.4 of the City Charter

SECTION 8. EFFECTIVE DATE

The effective date of this Ordinance is thirty (30) days after its passage and publication, subject to City Charter Section 5.07.

Adopted by the Ramsey City Council the day of , 2016.

Mayor

ATTEST:

City Clerk

Introduction Date: October 25, 2016
Posting Dates: October 26 – November 7, 2016
Adoption Date: November 7, 2016
Publication Date: November 11, 2016
Effective Date: December 12, 2016

CITY OF RAMSEY

REQUEST FOR PROPOSAL

**TOWING, IMPOUNDING AND STORAGE
OF MOTOR VEHICLES**

Proposal Release Date: May 15, 2015
Proposal Due Date: June 15, 2015 4:30pm

Chief Jeff Katers
Ramsey Police Department
7550 Sunwood Dr.
Ramsey, MN 55303
(753)-427-6812

Introduction

The City of Ramsey, Minnesota, hereby issues a Request for Proposal for the intended purpose of retaining a service to provide Towing, Impounding and Storage of Motor Vehicles for the City 24 hours per day, 365 days per year, on an as needed and directed basis. Such direction is to be by the Chief of Police, the Fire Chief, the Director of Public Works and the Director of Fire and Building Inspections, of the City of Ramsey or their authorized and legal representatives.

Interested parties in the Towing service business may submit a proposal for Towing, Impounding and Storage of Motor Vehicles services. Each proposal must be submitted in a sealed envelope. To be considered a valid proposal, all interested Towing service businesses must submit proposals consistent with the terms and conditions outlined herein on or by 4:30 p.m. on Monday, June 15, 2015. A copy of the RFP may be received by contacting Chief Jeff Katers, Ramsey Police Department, 7550 Sunwood Dr NW, Ramsey, MN 55303.

The contract for service shall commence on July 1, 2015 and terminate on June 30, 2017.

RFP Process and Limitations

Prospective Towing service businesses please note that this is a request for proposal process and not a request for bids. The City of Ramsey will take all factors into consideration when determining the appropriate service provider for Ramsey. This RFP outlines minimum terms and conditions that must be met in order to be considered a viable proposal. Any proposal that does not meet the minimum requirements will be rejected. Towing service businesses have the option of making a proposal that is above and beyond the minimum terms and conditions. There will be no public bid opening.

The RFP does not commit the City of Ramsey to award or pay any costs incurred in preparation of a Towing service business's proposal. The City may modify any part of the RFP at any time prior to the contract selection. The City will modify the RFP only by issuing a written addendum. Addenda will be consecutively numbered in the order they are issued. The City reserves the right to reject all proposals. The City reserves the right to cancel this RFP if it is in the best interest of the City. The selection of this contract is contingent upon the approval of the Ramsey City Council.

Any addenda issued by the City will be mailed to all that are specifically known by the City to have received an original RFP. The City is not responsible for a Towing service business that does not receive an addendum.

Each towing service business may supplement their proposal once in response to each addendum. Towing service businesses may also clarify their proposals in response to a written request by the City for supplemental information. The City will consider no other proposal supplements.

All submissions by the towing service business will become part of the selected towing service business's contract by the City.

Any proposal received after 4:30 p.m. on June 15, 2015 will not be considered and will be returned to the towing service business unopened. Once the City receives the proposals, Towing service businesses cannot modify or withdraw their proposal unless directed by the City. All proposals become the property of the City of Ramsey, and will be considered public information after a proposal has been selected. Towing service businesses may label certain sections as "Proprietary," as allowed by the Minnesota Government Data Practices Act, and those sections will not be made public.

Submittal of RFP

Proposal shall be submitted to the attention of

Chief Jeff Katers
Ramsey Police Department
7550 Sunwood Dr NW
Ramsey, MN 55303

Deadline for submission of proposals is 4:30 p.m., Monday, June 15, 2015.

Questions relative to the RFP should be directed to Chief Katers at (763) 427-6812. Requests for clarification(s) will be considered until five (5) working days prior to proposal due date.

Terms and Conditions

1. In order to qualify for consideration under these terms and conditions, the potential Contractor's proposal must state what satisfactory equipment the Towing service actually owns, plans to buy, or is planning to rent at the time the proposal is submitted. The potential Contractor must also have direct access to trained, available personnel at the time the contract begins, in order to provide immediate and prompt service as ordered and requested by the authorized City officials. The qualifying of proposals to meet this will be permitted, such as the acquisition of equipment being dependent upon proposal selection, etc. Failure to have or have access to the listed equipment when the contract is to commence will void the contract.
2. The successful Contractor must own or have available within a 10-mile radius of the Intersection of Ramsey Blvd NW (Co Rd 56) and Bunker Lake Blvd NW (Co Rd 116), Ramsey, MN 55303, the following equipment as a minimum:
 - A. To tow passenger vehicles, including cars, light trucks, vans, utility vehicles, 4-wheel drive vehicles, motorcycles, and recreational vehicles (to include ATV's, snowmobiles and mini-bikes), one truck having a manufacturer's gross vehicle weight rating of 12,000 lbs., to be equipped with a crane and winch, and further equipped to control movement of the towed vehicle, and
 - B. To tow vehicles of $\frac{3}{4}$ ton to 1 $\frac{1}{2}$ ton capacity, one truck having a manufacturer's gross vehicle weight rating of 16,000 lbs., to be equipped with a crane and winch, and further equipped to control movement of the towed vehicle, and

- C. One truck having a manufacturer's gross vehicle weight rating of 52,000 lbs., to be equipped with a crane and winch, and further equipped to control movement of the towed vehicle, and
- D. Equipment sufficient and designed to move vehicles not amenable to towing or to move a completely demolished vehicle by means of dollies or low bed trailers.
- E. Equipment for 2-way communications with Anoka County Central Communications (Dispatch).

A listing of all equipment to be utilized shall be submitted with the proposal. Such listing shall show the make and model of all equipment available for use under this contract, along with size and all other pertinent information, such as specialized equipment not necessarily herein specified, but which may be a factor in performing effectively and efficiently.

All equipment to be used by the Contractor under this contract shall be maintained in good repair and condition. The City reserves the right to inspect the equipment from time to time for the purpose of determining that equipment condition is in conformance with the terms and conditions and the contract.

- 3. In order to be in consideration for proposal selection, all storage and parking lot facilities and all equipment to be used by the Contractor under this contract must be located within a 10-mile radius of the Intersection of Ramsey Blvd NW (Co Rd 56) and Bunker Lake Blvd NW (Co Rd 116), Ramsey, MN 55303. The storage and parking lot facilities must meet all of the applicable State building code standards and municipal license and zoning requirements, including those relating to screening and landscaping of the City in which the facility is located.
- 4. The facilities proposed to be utilized under this contract must have the capability of storing a minimum of one (1) vehicle inside and a further capability of providing storage for a minimum of ten (10) vehicles outside. Inside storage will be necessary only when so requested or directed by an authorized official of the City of Ramsey as identified in these terms and conditions. When a direction is given to store a unit inside, such directions may be accompanied by certain instructions for security measures to be employed. The security responsibilities become the responsibility of the storing agent while the unit is in his/her keeping.
- 5. The Contractor performing under this contract shall assume all and full responsibility for the conduct of his/her employees. The Contractor guarantees that all of the employees performing under this contract will be adequately trained in their profession, will respond promptly to all calls, will provide safe and adequate equipment (as herein specified), be clean and neat in appearance, use decent language, free of profanity, and treat the public courteously at all times. Request for service from the Ramsey Police Department must be given first priority by all towing dispatchers serving as agents for the Contractor.

6. The Contractor will be solely responsible for loss or damage to any vehicle, including all equipment and contents, from the time direction is given by the authorized City representative turning the vehicle over to the Contractor or his Agency and until such time as the vehicle is legally released to the registered or actual owner or legal agent thereof.
7. The performing Contractor must agree to maintain proper records of all vehicles received. The record keeping system shall meet the approval of the Ramsey Chief of Police and records are to be available at all times for inspection by authorized City officials. The records must include a copy of the police impounding report. A report shall be submitted monthly to the Ramsey Chief of Police detailing all vehicles towed for the City and charges incurred during that current month. All contents of such reports shall meet the approval of the Ramsey Chief of Police.
8. All vehicles towed or impounded are to be released only upon receipt of the proper legal release form to be issued by the Ramsey Police Department, except for private tows. In special cases, a verbal release may be given by the Ramsey Police Department. The release form will then include the name of the department official that approved the release.
9. While performing under this contract and under these terms and conditions, the Contractor or his/her designated representative(s) must be present at the storage facility for the purpose of releasing vehicles to authorized persons Monday through Friday, between the hours of 8:30 a.m. and 4:30 p.m. (excluding legal holidays). During Saturdays, Sundays, and legal holidays, the Contractor must be available between 12:00 p.m. and 2:00 p.m. by appointment only. It is not necessary that the Contractor or his/her designated representatives be physically present at the storage facility, but the City must be able to contact the Contractor or his/her designated representative on an as needed basis during these times. Providing the City with a phone number where the Contractor can be reached during these times would be adequate for purposes of this paragraph.
10. It shall be agreed under this contract that motor vehicles will not be driven at any time during the towing procedure. In the event that the vehicle is without tires or has flat tires, the performing Contractor agrees to tow the vehicle without damaging the wheels and further agrees not to tow any vehicle on its rims, on wheels without tires, or on flat tires.
11. Upon arrival at the scene of a tow where a vehicle accident has occurred, the performing Contractor, in addition to the physical removal of the vehicle, assumes full responsibility for removing any vehicular parts or debris, excluding liquids and commercial cargo, resulting from the accident. This clean-up is to be completed without any additional compensation.
12. The performing Contractor shall be entitled to a charge for his/her towing and storage services pursuant to the fees submitted in the accompanying proposal. The Contractor shall agree that neither the City nor any Department thereof is responsible for any charges as a result of towing and/or storage and that the Contractor assumes all liability for any and all unpaid charges. NOTE: This provision and these terms and conditions are in no way a law or regulation relating to the "price, route, or service of

any motor carrier... with respect to the transportation of property” under 49 U.S.C. Sec. 14501 (C)(1)(1997).

13. If an involved private owner/operator makes a timely request for a tow by someone other than our Contractor, such request shall be honored by the Police Department. In either instance, the owner/operator is solely responsible for all associated charges.
14. For vehicles identified by the Police Department as subject to forfeiture, and subsequently released to the Police Department pending the outcome of forfeiture proceedings, the performing Contractor shall indicate a flat rate charge per forfeited vehicle. The flat rate shall include towing, storage on the date of the tow, and three days of storage after the date of the tow. The flat rate applies to all cars, light trucks, vans, utility vehicles, 4-wheel drive vehicles, motorcycles, and recreational vehicles (to include ATV's, snowmobiles and mini-bikes), identified by the Police Department as subject to forfeiture by the City.
15. Should the Contractor fail to appear at a designated tow point **within twenty (20) minutes** after receiving a call for a tow, the City reserves the right to call another towing service to perform the work.

If the Contractor is called and is unable to respond due to conditions beyond his/her control, the authorized City officials shall be immediately so informed, and the right is hereby reserved to call another service to perform the work.

In the event that at any time, it becomes necessary for the City to request the services of another towing service for the reasons detailed above, the City retains the right to hold the Contractor retained under this contract responsible for any additional charges over and above the fee schedule recorded in this proposal. Such charges shall be assessed only if the response time is due to negligence or laxity on the part of the Contractor, which negligence might include equipment failure.

16. The Contractor performing under this contract shall operate and maintain its parking and storage facility in compliance with the terms of this contract and all State and City applicable laws, ordinances, rules and regulations that are presently in effect or which may hereafter be adopted. Pursuant to Minnesota Statutes section 168B.06, subdivisions 1 and 2, it is the responsibility of the Contractor taking a vehicle in custody to give notice of the taking within five (5) days to the vehicle owner and/or lien holder(s).
17. The Contractor performing under this contract shall allow other towing companies into their facility to retrieve or claim vehicles that they have been authorized to remove.
18. No alterations or modifications of the terms of this contract shall be valid unless made in writing and signed by authorized representatives of both parties hereto.
19. In the event of a breach by the Contractor of any terms or conditions of this agreement, the City shall have, in addition to any other legal recourse, the right to terminate this agreement forthwith.

20. Either party may terminate this contract upon the serving of such termination notice to the other, in writing, thirty (30) days prior to the intended termination date.
21. A copy of this contract, along with the authorized fee schedule, shall be posted in a conspicuous place in the Contractor's place of business.

Failure to meet any or all of the requirements of this section may result in termination of the contract at any time, as per the conditions specified for contract termination.

Insurance

The successful Contractor shall not commence work under the contract until the specified insurance coverages have been obtained. The Contractor shall file, within seven (7) days following notification of proposal selection, with the Ramsey City Clerk, all certificates of insurance or documentation thereof indicating that all specific insurance has been obtained and is in full force. The City of Ramsey shall be named as an additional insured on said comprehensive general liability policy.

The following coverage's are required as minimums:

- A.
 1. Public Liability Insurance: \$1,000,000 Comprehensive General Liability (including assault)
 2. Business Auto Policy with all coverage's (all vehicles) with \$1,000,000 limits.
 3. Garage Keepers Legal Liability.
- B. Workers' Compensation Insurance covering all employees of the Contractor, or his/her agents, working under this contract in accordance with the Minnesota Workers' Compensation Law.

The Contractor shall agree to provide to the Ramsey City Clerk, thirty (30) days prior written notice in the event any policy is canceled or a material change is effected and each policy must contain a provision that the insurer notify the Ramsey City Clerk immediately if a policy is canceled or a material change has been effected.

Performance Bond

On or before the date that the contract between the City and the towing service becomes effective, the Contractor shall file with the Ramsey City Clerk an acceptable Corporate surety bond in the amount of \$10,000, payable to the City of Ramsey and subject to the approval by the Ramsey City Attorney for the faithful performance of all duties and obligations imposed under the terms and conditions of the contract.

Proposal Evaluation and Selection of Contract

It is the intent of the City to enter into a contract with the towing service that will best serve the City's needs and who meets all of the terms and conditions set forth herein. In addition, the City will evaluate proposals in a manner consistent with the following:

Performance Standards

All towing service proposals will be evaluated on their ability to provide the following services and the cost that each towing service business will charge for providing each service. The towing and storage services listed below have been given a point total based on service provided to citizens and the City of Ramsey. Proposals can score a maximum of **75 points**. The towing service business that offers to provide each service for the lowest cost shall receive the highest point value for that service. The towing service business with the highest aggregate point total is the low proposal in terms of cost, but is not necessarily the Towing service that will best serve the City's needs.

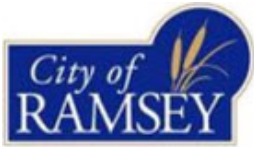
1. Charge for towing of passenger vehicles; including cars, light trucks (3/4 ton or less), vans, utility vehicles, 4-wheel drive vehicles, motorcycles, and recreational vehicles (to include ATV's, snowmobiles and mini-bikes), i.e.- a basic impound tow. **10 points possible- 5 each**
 - a) tow truck
 - b) flat bed
2. Charge for towing of passenger vehicles (listed above) that have been involved in an accident. **10 points possible- 5 each**
 - a) tow truck
 - b) flat bed
3. Charge for towing of vehicles $\frac{3}{4}$ ton to $1\frac{1}{2}$ ton capacity **5 points possible**
 - a) tow truck
 - b) flat bed
4. Charge for towing of vehicles larger than $1\frac{1}{2}$ ton capacity **5 points possible**
5. Charge for towing of vehicles larger than $1\frac{1}{2}$ ton capacity involved in an accident **5 points possible**
6. Winch out charge (use the following location for purposes of this proposal: median of Hwy 10 NW, 30 feet off roadway) **5 points possible**
7. "Hook up" or "Impound" charge (in lieu of fees charged in #1, #2, #3 or #4 above)
Charge for vehicle dropped at same location- not removed **5 points possible**
8. "Loaded Mile" rate for transporting vehicle to impound lot **5 points possible**
9. Charge for each 24 hours of storage; including day of tow.
Inside storage **5 points possible**
Outside storage **5 points possible**

10. Flat rate charge for designated forfeiture vehicles released to Police **5 points possible**
11. Charge for towing of marked or unmarked police vehicles, fire department administrative vehicles, and public works utility vehicles and equipment **5 points possible**
12. Administrative fee (per tow) **5 points possible**

All prices or rates for these services contained in a towing business's proposal are considered the prices that will be used when the City enters into the contract for Towing services with the Contractor. The Contractor may not change, modify, alter, or amend the prices or rates for services contained in its proposal when entering into the contract for towing services. The Contractor also may not change, modify, alter, or amend the prices or rates for services contained in its proposal for the duration of the contract period, unless such change, modification, alteration, or amendment is made in writing and approved by both the City and the Contractor.

The City retains the right to waive any informality or irregularity in any proposal or proposals received; and to select the proposal(s) which in its judgment is in its own best interest. Upon selection, the Towing service shall negotiate with the City for the purpose of entering into a contract implementing the terms of the proposal. Unsuccessful Towing service businesses will receive notification within ten (10) working days after the selection of the Towing services.

Each proposal shall address items called out in the Terms and Conditions section along with each of the performance standards.



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

CC Work Session

3. 1.

Meeting Date: 04/11/2017

Submitted For: Kurt Ulrich, Administrative Services

By: Jo Thieling, Administrative Services

Information

Title:

Review Future Topics/Calendar

Purpose/Background:

Attached is the current list of future topics for work session discussion. Items are drawn from Council requests at meetings, or are related to topics that have been identified in the City's strategic plan. Dates will be assigned in the future.

Recommendation:

N/A

Action:

For Council review - no formal action necessary.

Attachments

Future Topics

Form Review

Inbox

Kurt Ulrich

Form Started By: Jo Thieling

Final Approval Date: 04/05/2017

Reviewed By

Kurt Ulrich

Date

04/05/2017 10:39 AM

Started On: 04/04/2017 02:08 PM

City Council Future Topics – Work Session

(Draft)

Date	Topics for Discussion – Council Action
Future	Discuss Ordinance Governing Unmanned Aerial Vehicle Use (<i>Katers</i>)
Future	Review and Potentially Adopt Ramsey’s Portion of Previous Highway 47 Study (<i>Westby</i>)
Future	Cost Share a Corridor Study for Nowthen Blvd/CR5 (<i>Westby</i>)
Future	Intersection Control Evaluation for Spot Improvements on Armstrong (<i>Westby</i>)
Future	Discussion re tap Rooms/Brew Pubs (<i>Thieling/Katers</i>)
Future	Assessment Policy Review (<i>Westby</i>)
April 25	Planning Commission COR Development Plan – (will take entire session) (<i>Gladhill</i>)
Date	Topics for Discussion – Regulatory
Future	Commercial Signage Standards and Community Sign Plan(<i>Gladhill</i>)
Future	Property Maintenance Code (Maintenance of Buildings and Structures) (<i>Gladhill</i>)
Date	Topics for Discussion – Policy
Future	Public Facilities Naming Policy (<i>Riverblood</i>)
Future	Trail Maintenance Policy (<i>Westby</i>)
Future	Stormwater Pond Maintenance Policy (<i>Westby</i>)
Future	Citizen Volunteer and Recognition Program (<i>Ulrich</i>)
Future	Newsletter Policy to Address Advertising and Content Control (<i>Brama</i>)
August	Discussion re Updating the City’s Personnel Policy (<i>Lasher</i>)
Date	Topics for Discussion – Planning and Budget
Future	Summary of Compensation/Development Plan for Employees (<i>Lasher</i>)
Future	Review Comprehensive Plan for Long-Term Water Supply (<i>Westby</i>)
May 9	Joint Work Session with ARAA – (<i>Riverblood</i>) <ul style="list-style-type: none"> • Special Use Permits • What improvements can we make • Communication - in General
Date	Topics for Discussion – Information
Future	Review Area Recreation Opportunity Assessment (<i>Riverblood</i>)