

City of Ramsey
Agenda
City Council Work Session
Tuesday, November 22, 2022

5:30 pm
Lake Itasca Room, 7550 Sunwood Drive NW

Remote Attendance available at www.cityoframsey.com/meetings.
Those joining remotely and requesting to speak are asked to use a webcam when speaking.

1. Call to Order

2. Topics for Discussion

1. Quarterly Communications Update - Q4 2022
2. Discuss the Format and Process for the City Administrator's Performance Evaluation
3. Acknowledge Proposed 2023 Rental Fees for the Municipal Center and Park Facilities
4. Strategic Plan: Implement Recreation Program Plan - Happy Days and Recreation Overview and Analysis
5. Discussion: Proposed Verizon Cell Tower Lease Amendment

3. Topics for Future Discussion

1. Review Future Topics/Calendar

4. Mayor/Council/Staff Input

5. Adjournment*

***Note: the City Council may motion to recess this Work Session meeting and reconvene after the regular City Council meeting if items on the agenda are not completed.**

Meeting Date: 11/22/2022

Information

Title:

Quarterly Communications Update - Q4 2022

Purpose/Background:

The purpose of this case is to provide a communications update to the City Council based on the City's Communications Plan.

- Introducing myself as the new Communications Coordinator. Give a little background
 - Cover statistics from (August, September, October, and November) of 2022.
 - Facebook Event invitation for the City Council Meeting and subsequent City Council Meeting highlights the following meeting as a Facebook post redirecting interested parties to the website for more information.
 - January/February issue of the Ramsey Resident, an overview of prospective articles.
- Any changes or improvements discussed will be incorporated into subsequent reports.

Timeframe:

N/A

Funding Source:

N/A

Responsible Party(ies):

Communications Coordinator Pat Johnson

Outcome:

The intended outcome of this case is for the City Council to review and receive the update.

Attachments

- Facebook Posts data
 - Instagram Posts Data
 - Page Profile Visits
 - Social Reach
 - Social Audience
-

Form Review

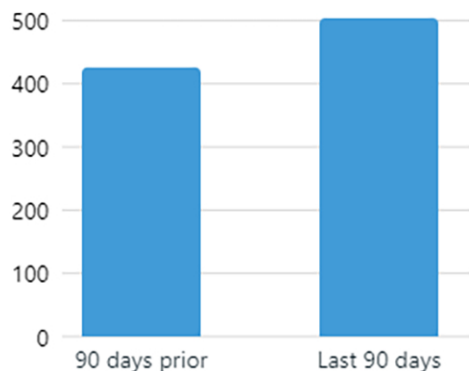
Inbox	Reviewed By	Date
Pat Johnson	Pat Johnson	11/17/2022 03:00 PM
Colleen Lasher (Originator)	Colleen Lasher	11/17/2022 03:02 PM
Brian Hagen	Brian Hagen	11/17/2022 04:13 PM
Form Started By: Colleen Lasher		Started On: 11/07/2022 03:50 PM
Final Approval Date: 11/17/2022		

Reach

Post reach ⓘ

504 ↑ 18.3%

Total from last 90 days vs 90 days prior



Median post reach per media type ⓘ

For posts created in the last 90 days

Images



Videos

| 0

Audio

| 0

Text

| 0

Links

| 0

Median post reach per content format ⓘ

For posts created in the last 90 days

Carousel posts



Other posts

| 104

Live posts

| 0

Reels

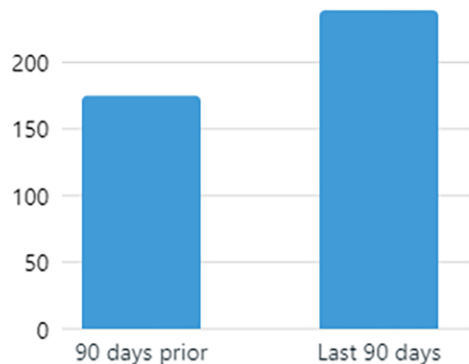
| 0

Engagement

Post likes, comments and shares ⓘ

239 ↑ 36.6%

Total from last 90 days vs 90 days prior



Median post likes, comments and shares per media type ⓘ

For posts created in the last 90 days

Images



Videos

| 0

Audio

| 0

Text

| 0

Links

| 0

Median post likes, comments and shares per content format ⓘ

For posts created in the last 90 days

Carousel posts



Other posts

| 4

Live posts

| 0

Reels

| 0

Page and profile visits

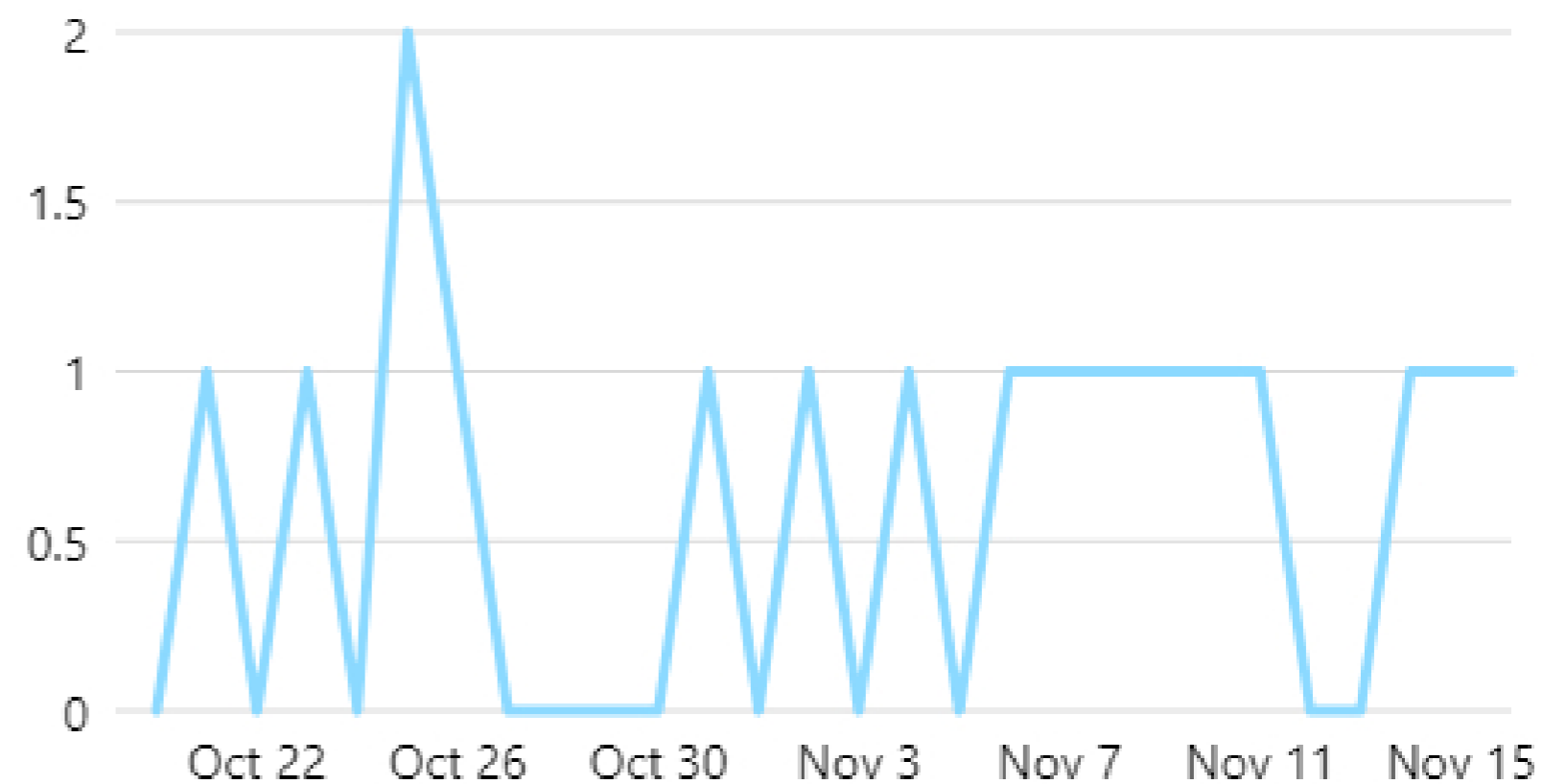
Facebook Page visits ⓘ

1,727 ↑ 44.6%



Instagram profile visits ⓘ

17 ↓ 48.5%



Reach

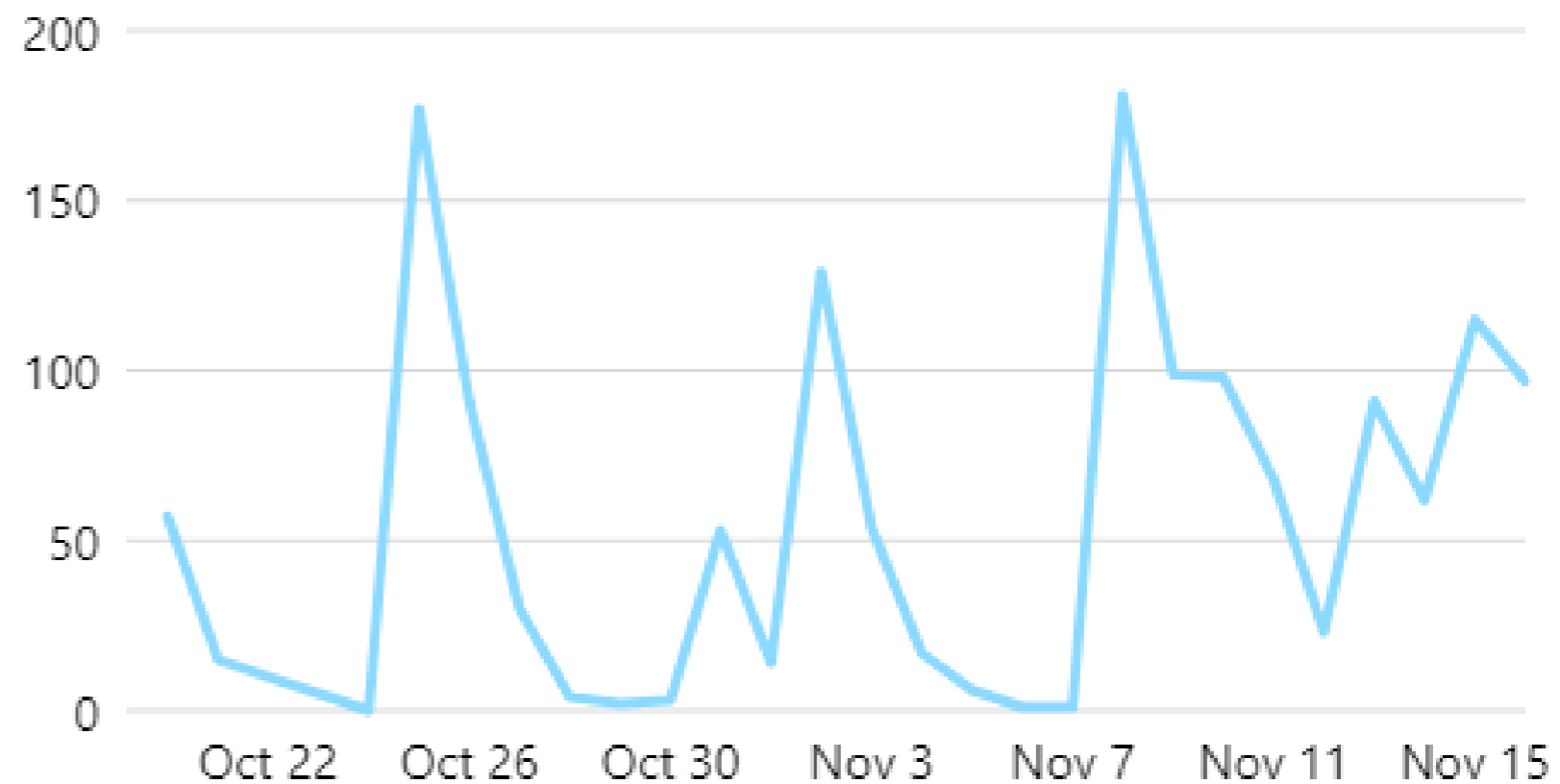
Facebook Page reach ⓘ

17,355 ↑ 51.6%



Instagram reach ⓘ

383 ↑ 35.3%



Audience

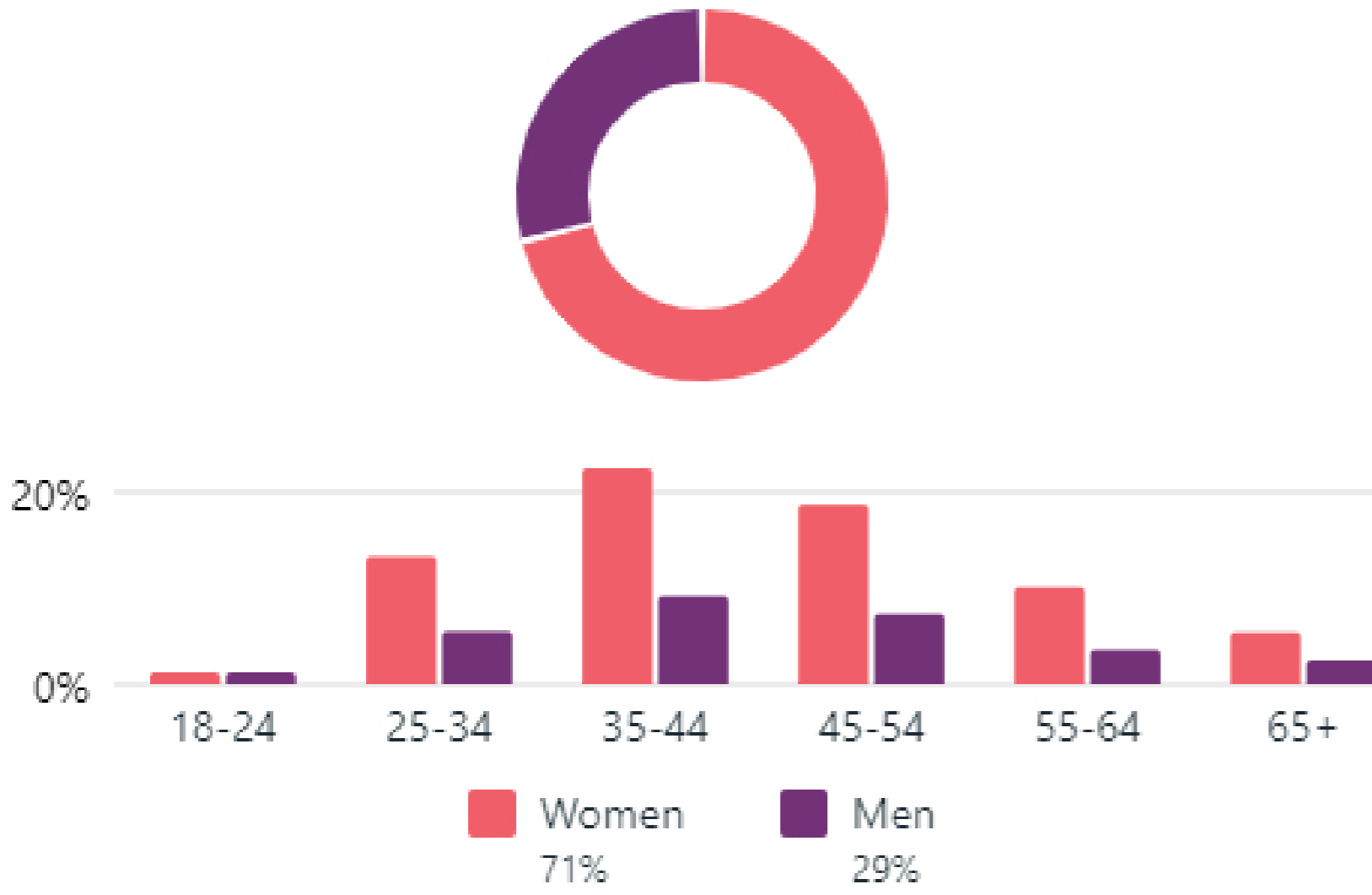
Current audience

Potential audience

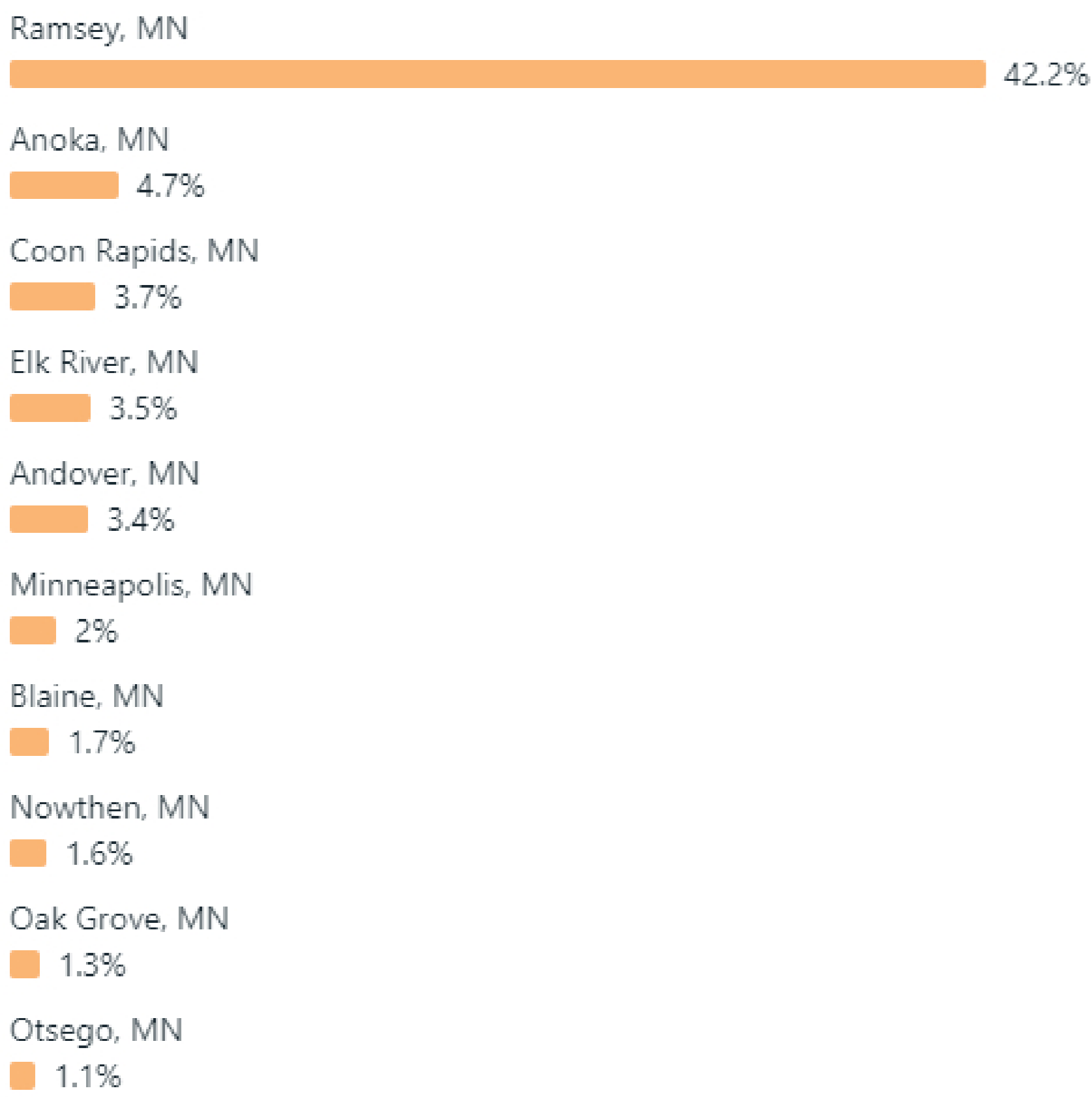
Facebook Page followers ⓘ

6,061

Age & gender ⓘ



Top cities



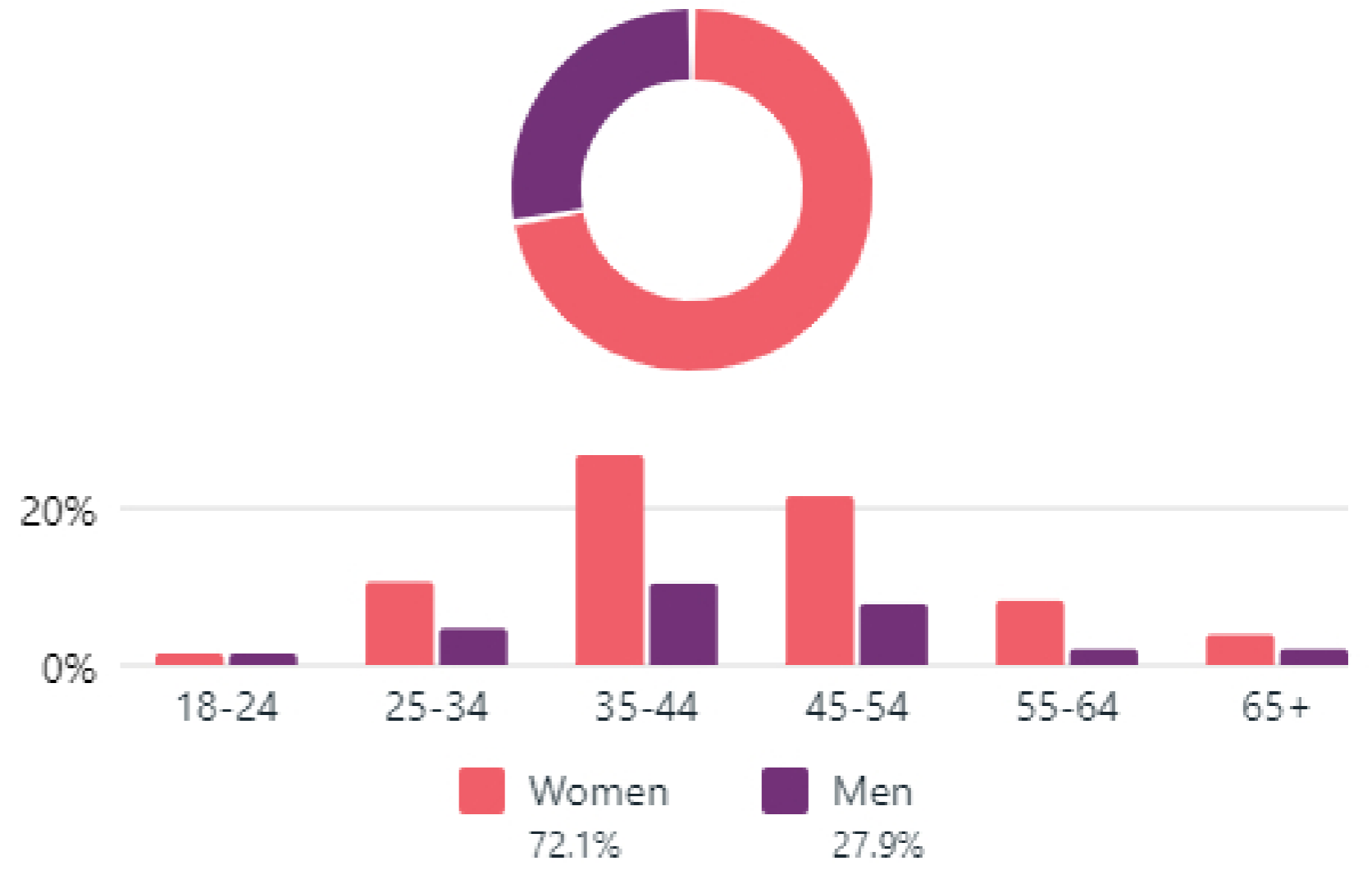
Top countries



Instagram followers ⓘ

794

Age & gender ⓘ



Top cities



Top countries



👤 Reach out to new people

The more people who follow your Page, the easier it is for others to discover your brand. Send invites to people who reacted to your Facebook posts to follow your Page. [Learn more](#)

Send invites

Meeting Date: 11/22/2022

Information

Title:

Discuss the Format and Process for the City Administrator's Performance Evaluation

Purpose/Background:

The purpose of this discussion is to determine the format and process for the new City Administrator's performance evaluations. Mr. Hagen's first day as the City Administrator was June 15, 2022. His contract states, in part, the following:

1. **SALARY.** "...Employer and Employee agree that an initial performance review will be conducted on Employee after 6 months and annually thereafter. The Employer agrees to increase the compensation to the Employee dependent upon the results of the performance evaluation. An increase will be granted if the Employee meets the overall expectations of the Employer. If a performance evaluation is not conducted, then a salary step and COLA adjustment shall automatically occur on the anniversary date.

Previously, under the former City Administrator, the process included an annual 360 degree performance evaluation with feedback from the City Council, the City Administrator himself and his direct reports. Following receipt of the report, the Mayor and the City Administrator would meet to discuss the evaluation, followed by a session with the entire City Council.

Mr. Hagen's employment contract does not provide the level of detail described above; therefore, staff is seeking clarification on the process going forward. Staff would like direction, by consensus, regarding the following questions:

- 1) Should staff continue with the previous vendor for the collection of the data and the final report or an alternative method? It should be noted, the approximate cost of this evaluation is \$460; but it requires less than 1 hour of staff time to coordinate the process and the results are provided to the City (by the vendor) immediately following the deadline in PDF format.
- 2) Should the same individuals complete the evaluation (City Council, Direct Reports, and Mr. Hagen)?
- 3) Should the Mayor meet with the City Administrator prior to the full City Council?
- 4) Mr. Hagen's next performance evaluation would occur on his 1-year anniversary date as City Administrator (June 15, 2023) and then each subsequent anniversary date thereafter.

Note: A sample of the Individual Feedback Report - CheckPoint 360 evaluation is attached, as well as the "CheckPoint 360 Management Report".

Timeframe:

Up to 15 minutes.

Funding Source:

Not Applicable.

Responsible Party(ies):

Colleen Lasher, Administrative Services Director

Outcome:

Based on discussion.

Attachments

Sample Feedback Report
Sample Management Report
Sample Narrative Form
Sample Radial Button Form

Form Review

Inbox

Brian Hagen

Form Started By: Colleen Lasher

Final Approval Date: 11/17/2022

Reviewed By

Brian Hagen

Date

11/17/2022 04:13 PM

Started On: 11/07/2022 01:58 PM

CP360

Report designed for

Sally Sample

CheckPoint 360° Competency Feedback System™ Individual Feedback Report

Report Prepared: December 14, 2010

CONFIDENTIAL

Survey Completed: May 23, 2009

This report includes responses from:

Self, 1 Boss, 3 Direct Reports, and 4 Peers



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The CheckPoint 360° System

The purpose of the *Checkpoint 360°* System is to identify leadership as viewed by certain groups of individuals who know and have had the opportunity to observe the manager in the work setting. This is accomplished with the collection of ratings from different sets of observers: **Self** (you), **Boss**, **Direct Reports**, and **Peers**.

There are 70 leadership behaviors presented as survey items. These 70 items are grouped into 18 Skill Sets which further group into 8 Universal Management Competencies. Each rater reports their experience of observing the manager with a rating on each of the items.

In the 70 CheckPoint survey items the raters chose between six possible choices. Based on their observations they indicated the percentage of time they felt the manager displayed each behavior. The sixth choice was "No Opportunity," which was selected when the rater had no opportunity to observe the listed behavior and thus could not provide a meaningful response. These six possible responses were:

Rating	Description	Percentage of Time
1	Almost Never	0 - 10%
2	Seldom	11 - 39%
3	Sometimes	40 - 60%
4	Usually	61 - 89%
5	Almost Always	90 - 100%
N	No opportunity	to observe this behavior

There are 18 Skill Sets that are critical for success in most supervisory positions. They are grouped into 8 Universal Management Competencies. When a manager frequently displays certain behaviors which are a part of these Management Competencies, they are typically identified as effective and successful managers.

The 8 Universal Management Competencies and their 18 Skill Sets are listed below.

1. Communication

- Listens To Others
- Processes Information
- Communicates Effectively

2. Leadership

- Instills Trust
- Provides Direction
- Delegates Responsibility

3. Adaptability

- Adjusts to Circumstances
- Thinks Creatively

4. Relationships

- Builds Personal Relationships
- Facilitates Team Success

5. Task Management

- Works Efficiently
- Works Competently

6. Production

- Takes Action
- Achieves Results

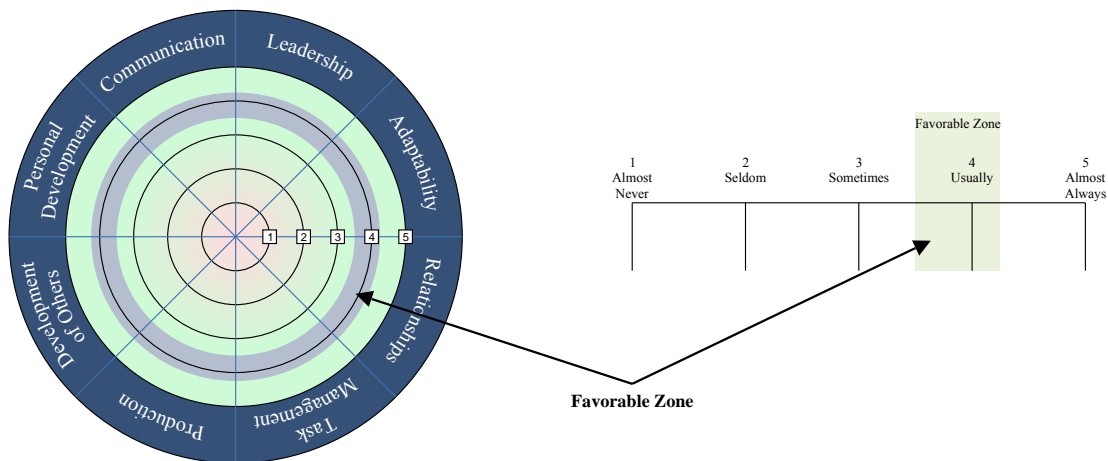
7. Development Of Others

- Cultivates Individual Talents
- Motivates Successfully

8. Personal Development

- Displays Commitment
- Seeks Improvement

Favorable Zone: The Favorable Zone was identified by analysis of the data from a wide range of industries and organizations. This analysis showed that on the *CheckPoint 360°* those managers who had been identified as "good managers" by their respective company typically achieved an average rating of 3.5 to 4.25 when rated by others who knew the manager's work behavior. This established the range of scores for the Favorable Zone on the *CheckPoint 360°*.



Introduction to the Individual Feedback Report

This report summarizes the results of the CheckPoint surveys that you (**Self**) and the respondent groups (**Boss, Direct Reports, and Peers**) recently completed. The scores you received are presented in graphs and numeric scales on the pages that follow.

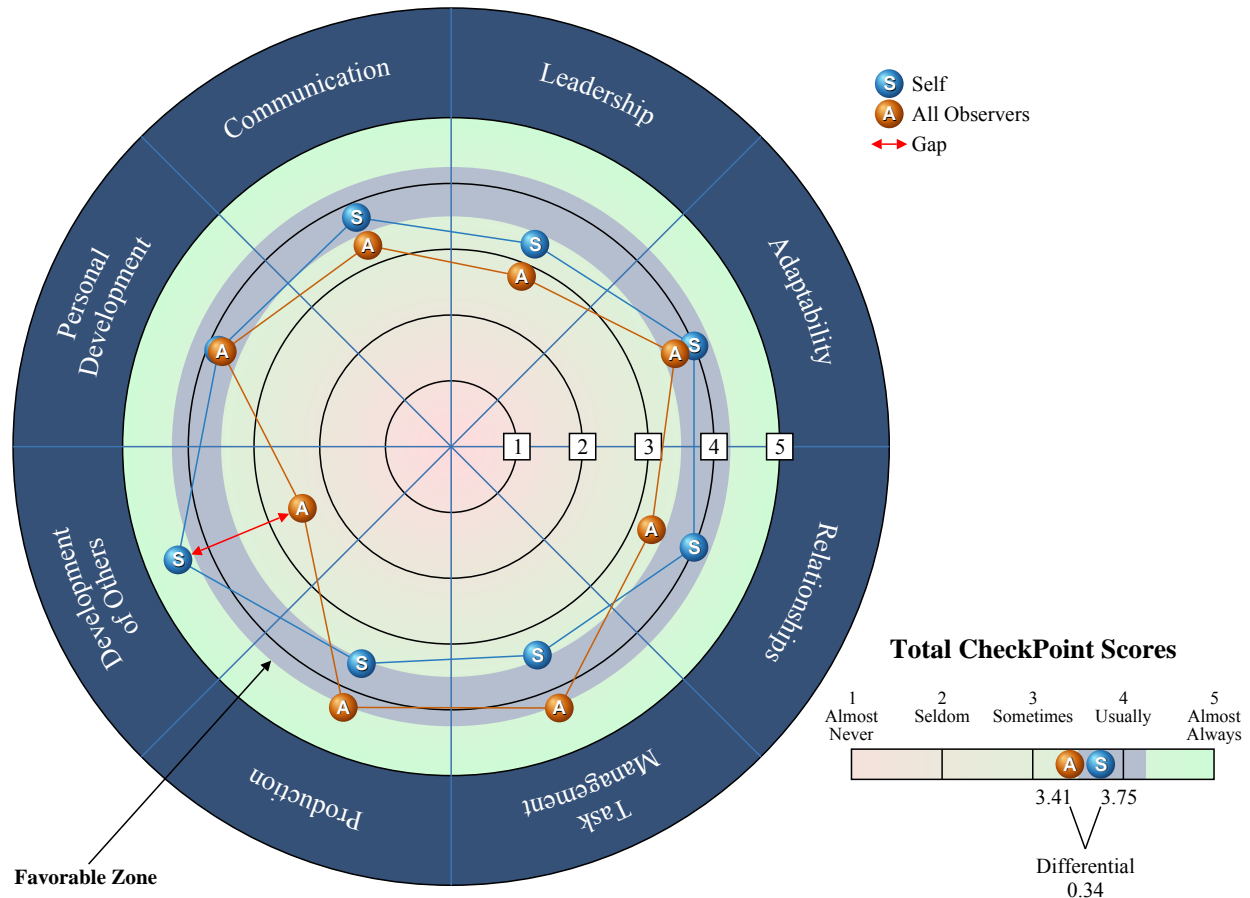
Feedback is reported in the following sections:

- **Executive Competency Overview**: Results for the 8 Universal Management Competencies, comparing the **Self** score with the average score of **All Observers** (includes **Boss, Direct Reports, and Peers**) and showing whether scores fall within, above, or below the Favorable Zone. Also shown is the Total CheckPoint Scores, including the score differential between **Self** and **All Observers**.
- **Executive Skill Set Summary**: Overview of the 18 Skill Sets as rated by **All Observers**. The average ratings are displayed ranked from highest to lowest providing you an overview of your relative strengths or challenges in these Skill Sets.
- **Critical Skills Alignment Summary**: Overview of the Skill Sets identified as critical by **Boss** and/or **Self**.
- **Executive Summary**: Results for the 8 Universal Management Competencies, comparing the average scores of all respondent groups (includes **Self, Boss, Direct Reports, Peers, and All Observers**), providing Total CheckPoint Scores for each group, and pointing out group score averages that vary by 1 point or more.
- **Skill Set Analysis**: Results for the 18 Skill Sets, comparing the average scores of all respondent groups (includes **Self, Boss, Direct Reports, Peers, and All Observers**), and pointing out group score averages that vary by 1.5 points or more, as well as analyzing Critical Skill Sets to establish Talents, areas needing Focus, and areas where a significant GAP exists between **Self** and **Boss** scores. (You and your Boss chose 6 Critical Skill Sets out of 18. These were considered critically important to your particular job requirements.)
- **Respondent Group Comparison**: Results for the 18 Skill Sets and Total CheckPoint Scores, analyzing the average scores of each respondent group (includes **Self, Boss, Direct Reports, and Peers**).
- **Survey Summary of the 70 items**: Results for all 70 survey items, displaying the average scores for **Self, Boss, and All Observers** (includes **Boss, Direct Reports, and Peers**) and highlighting the items that fall in a Critical Skill Set, as well as flagging items where responses lack consensus (varying by three or more points) within a respondent group.
- **Development Summary Overview**: Describes your strengths and development needs for the 18 Skill Sets.

- **Individual Development Guide:** Describes your strengths and development needs for your 3 most critical Skill Sets and provides guidelines and suggestions for your individual development plan.

As you review this material, keep in mind that most people exhibit a range of abilities. No one does everything equally well. Approached as a learning tool, this feedback can be a valuable first step toward increasing your effectiveness on the job.

Executive Competency Overview

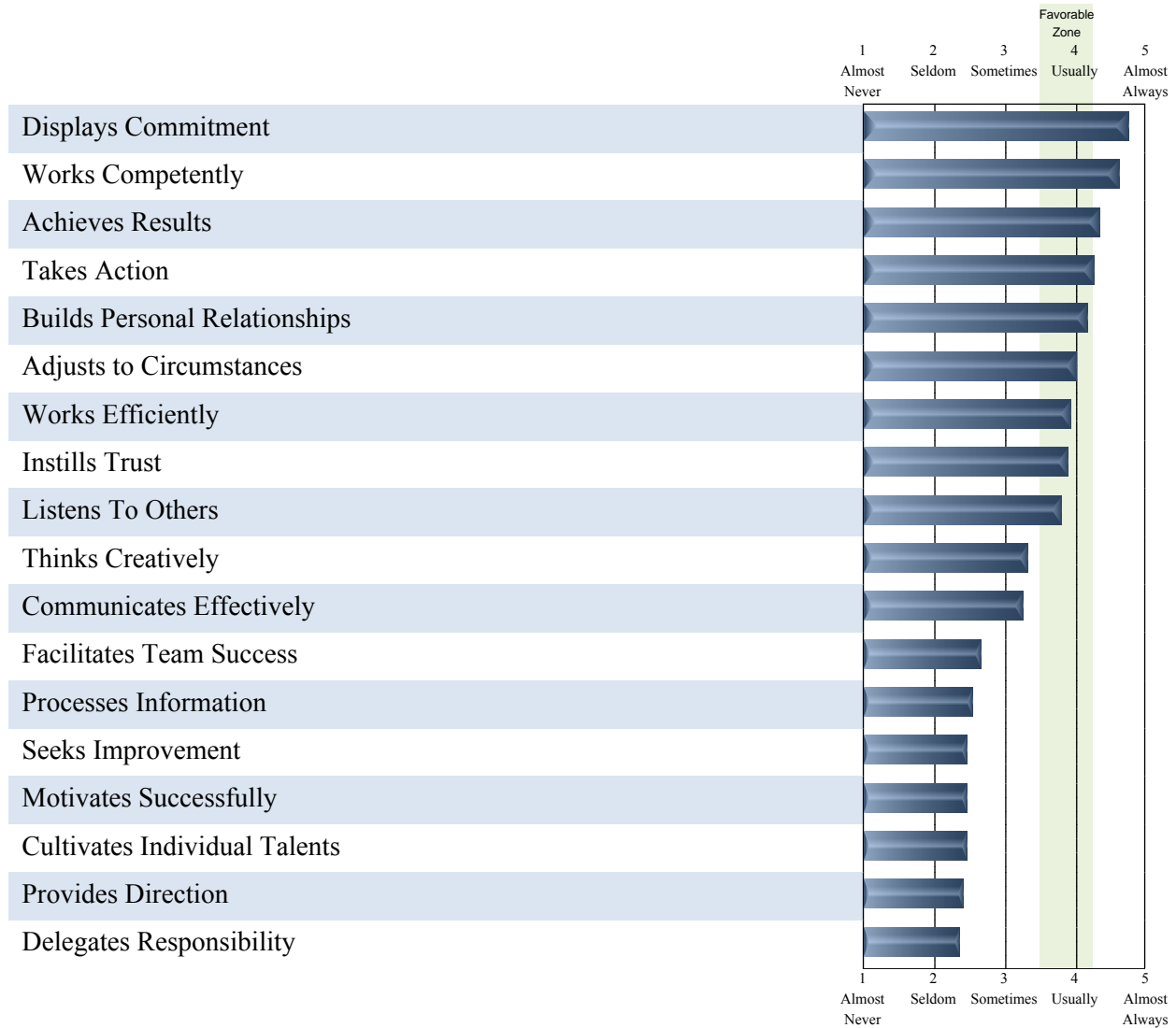


This is an overview of **Self's** rating compared to the average rating of **All Observers** (every rater except **Self**). As the **Self** (S) marker and the All (A) marker move away from the center of the circle, the scores are higher. Note particularly where there is a gap of 1 point or greater. This would suggest a significant difference between your perception and that of the other observers as to how often you display that management competency.

Total CheckPoint Scores reported on the smaller horizontal graph present the average score for all 8 Competencies for both you (**Self**) and **All Observers**. If the difference between these two averages is 1 point or more, your perception of your behavior varies a great deal from the other raters. This would suggest a need for a greater self-awareness.

Executive Skill Set Summary

The graph below shows the average ratings of **All Observers** (ratings from everybody except you) for each Skill Set. The average ratings are displayed ranked from highest to lowest providing you an overview of your relative strengths in these Skill Sets. While we suggest you focus on the most critical Skill Sets shown in the next section of this report, it is useful for you to have an overview of your ratings on all Skill Sets.



Critical Skills Alignment Summary

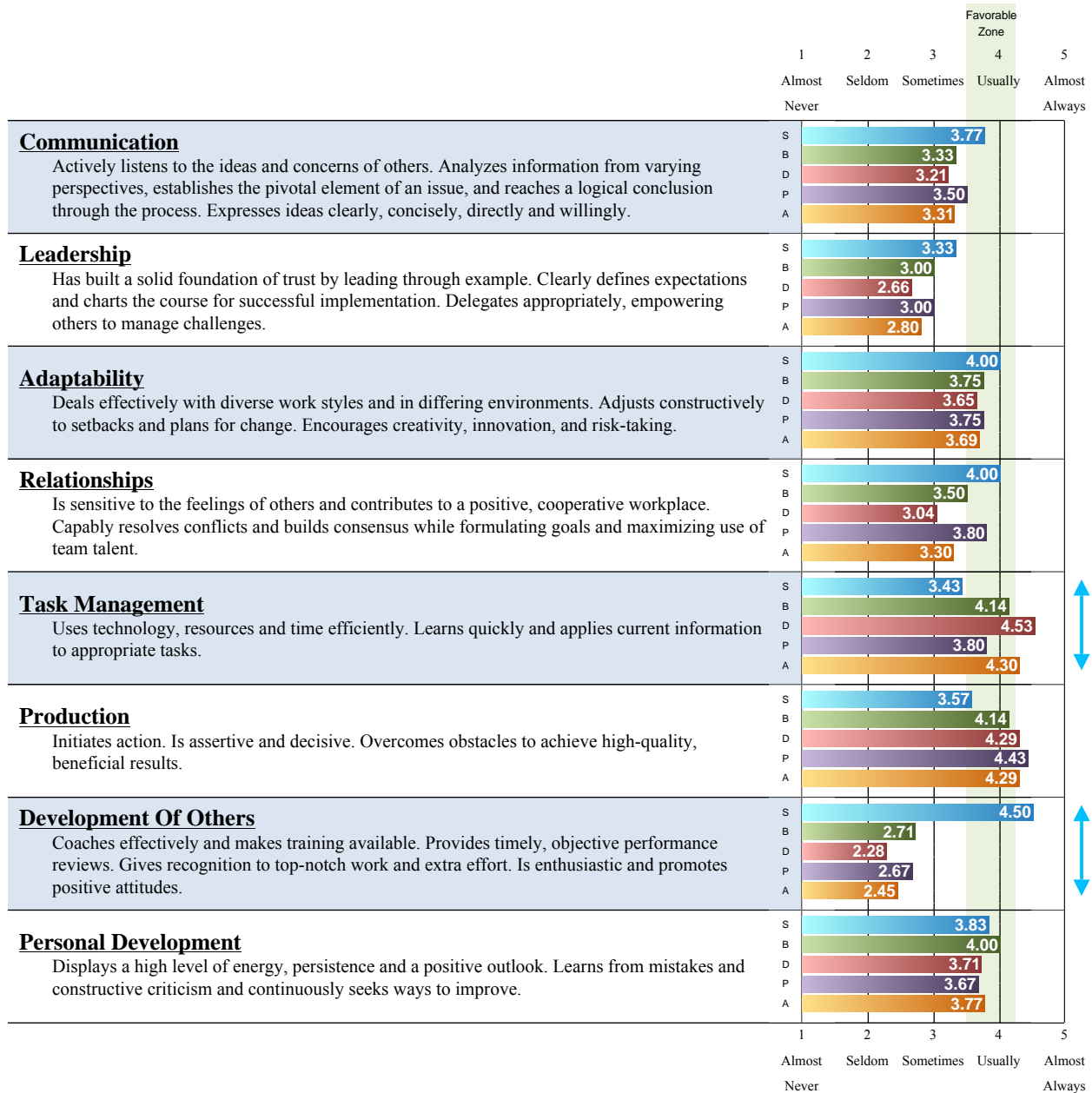
Both you and your Boss identified the 6 Skill Sets that you each thought were most critical for success in your job. These Skill Sets are displayed below. Consider that the possible number of Skill Sets selected by both you and your Boss can range from 6 to 12. If you both select the same 6 Skill Sets you will have 100% alignment. When you did not agree on any of the Skill Sets as most critical, there is 0% alignment. As the alignment percentage decreases, it becomes even more important for you and your Boss to discuss and clarify the most important aspects of your work. Unless you have both identified the same behaviors as critical, there will be a real potential for disagreement on where you should focus your activities.

Critical Skills Alignment: 50%

- S** **Processes Information:** Gets to the point. Evaluates the pros and cons, as well as the short and long-range consequences, of decisions. Develops logical, clear conclusions.
- B** **Communicates Effectively:** Expresses self clearly, both in writing and in speaking. Is thorough, yet concise, and is consistently straightforward. Readily shares information with others.
- B** **Provides Direction:** Establishes clear expectations and a manageable workload. Plans the steps required to accomplish objectives, while keeping focus on overall vision.
- S** **Delegates Responsibility:** Delegates appropriate jobs to appropriate people. Empowers others to work and solve problems on their own.
- S** **Adjusts to Circumstances:** Can adjust to people's diverse work styles and to varying environments. Deals with setbacks constructively and anticipates change.
- S** **Facilitates Team Success:** Resolves conflicts fairly in a spirit of cooperation. Builds consensus and leads team in setting appropriate goals. Recruits effectively and uses talents of group wisely.
- S** **Achieves Results:** Overcomes obstacles to achieve results that set high standards for others and that positively impact the organization.
- S** **Displays Commitment:** Maintains a high level of energy, perseveres and remains positive.
- B** **Seeks Improvement:** Learns positive lessons from mistakes and constructive criticism. Pursues resources to improve and develop professionally. Sets no limits on personal potential.

Executive Summary

The average rating for each respondent group for the 8 Management Competencies is presented in this section. The number shown for **Self** and **Boss** are the actual ratings. Note the differences between group ratings, especially where there is a gap indicated (a difference of 1 point or more between groups).



Self

Boss

Direct Reports

Peers

All Observers

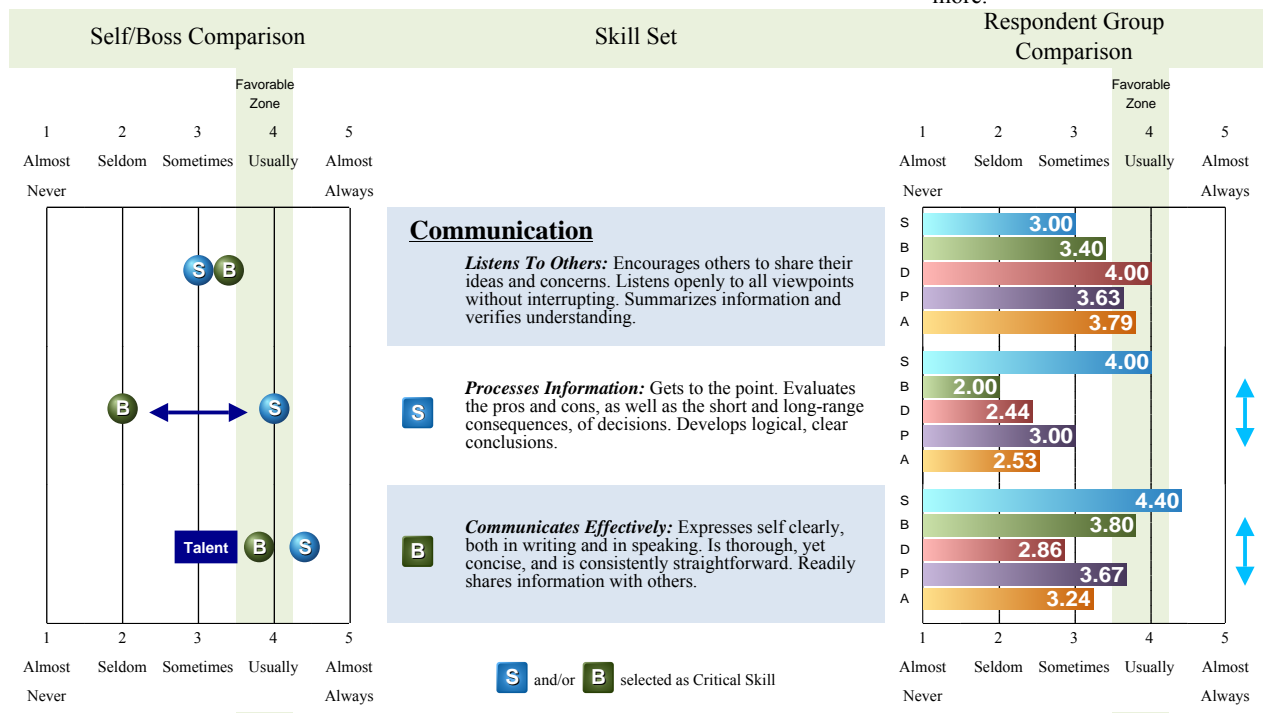
Gap

Skill Set Analysis

Any differences between the Critical Skill Sets selected by **Boss** and **Self** are of particular interest. Such differences suggest important differences between the expectations of the **Boss** and the focus of the **Self**. They should be a subject of discussion between you and your Boss.

Notice the definitions for each Skill Set are provided along with the average score for each group of raters. These average scores for each group and the relationship of each score when compared to the others should be considered carefully. You may see a vertical arrow which will indicate the presence of a gap of 1.5 or more points between two respondent groups.

- A Critical Skill Set, according to **Self** or **Boss**, and both **Self** and **Boss** score averages differ by 1.5 points or more.
- S
 Ratings for Self
- B
 Ratings for Boss
- A Critical Skill Set, according to **Self** or **Boss**, and both **Self** and **Boss** score averages are equal to or higher than 3.5
- A Critical Skill Set, according to **Self** or **Boss**, and both **Self** and **Boss** score averages below 3.5
- S
 Self
- B
 Boss
- Direct Reports
- Peers
- All Observers
- Any difference between respondent groups where averages vary by 1.5 points or more.



←→ A Critical Skill Set, according to **Self** or **Boss**, and both **Self** and **Boss** score averages differ by 1.5 points or more.

A Critical Skill Set, according to **Self** or **Boss**, and both **Self** and **Boss** score averages are equal to or higher than 3.5

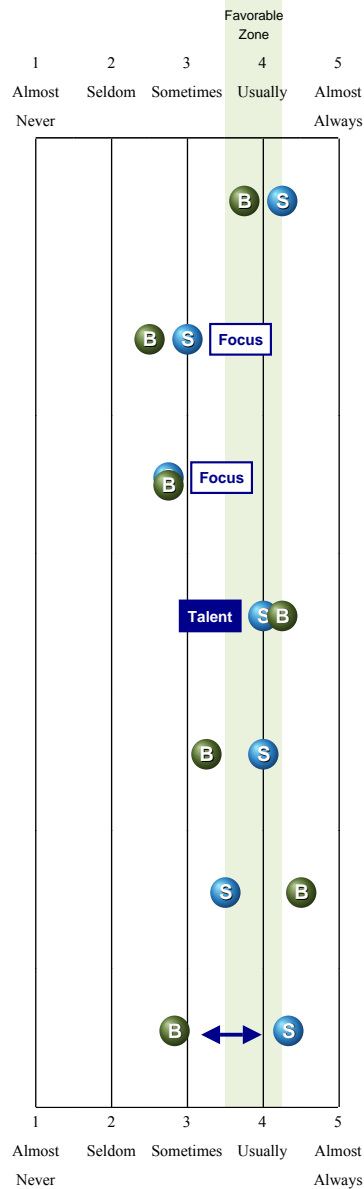
Self	Direct Reports
Boss	Peers
	All Observers

- S** Ratings for Self
- B** Ratings for Boss

Focus A Critical Skill Set, according to **Self** or **Boss**, and both **Self** and **Boss** score averages below 3.5

↕ Any difference between respondent groups where averages vary by 1.5 points or more.

Self/Boss Comparison Skill Set Respondent Group Comparison



Leadership

Instills Trust: Can be trusted to keep promises and confidences. Is honest and ethical.

Provides Direction: Establishes clear expectations and a manageable workload. Plans the steps required to accomplish objectives, while keeping focus on overall vision.

Delegates Responsibility: Delegates appropriate jobs to appropriate people. Empowers others to work and solve problems on their own.

Adaptability

Adjusts to Circumstances: Can adjust to people's diverse work styles and to varying environments. Deals with setbacks constructively and anticipates change.

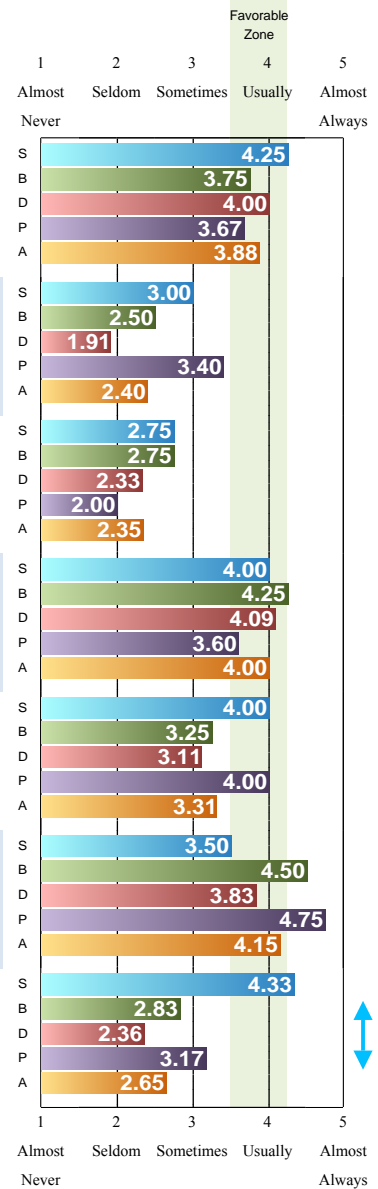
Thinks Creatively: Brings an imaginative approach to the job, inspiring innovation, risk-taking, and creative problem-solving.

Relationships

Builds Personal Relationships: Is considerate of others' feelings, shows freedom from unfair biases and is tactful when giving criticism. Remains composed under stress.

Facilitates Team Success: Resolves conflicts fairly in a spirit of cooperation. Builds consensus and leads team in setting appropriate goals. Recruits effectively and uses talents of group wisely.

S and/or **B** selected as Critical Skill



←→ A Critical Skill Set, according to **Self** or **Boss**, and both **Self** and **Boss** score averages differ by 1.5 points or more.

Talent

A Critical Skill Set, according to **Self** or **Boss**, and both **Self** and **Boss** score averages are equal to or higher than 3.5

Self
Boss

Direct Reports
Peers
All Observers

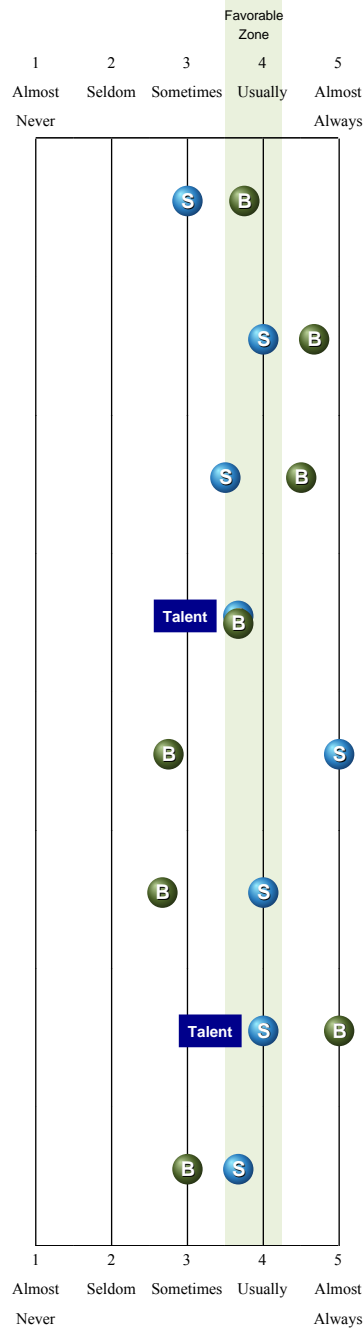
S Ratings for Self
B Ratings for Boss

Focus

A Critical Skill Set, according to **Self** or **Boss**, and both **Self** and **Boss** score averages below 3.5

↕ Any difference between respondent groups where averages vary by 1.5 points or more.

Self/Boss Comparison Skill Set Respondent Group Comparison



Task Management

Works Efficiently: Makes efficient use of current technology and wise use of outside resources. Avoids procrastination and sets priorities.

Works Competently: Has mastered the fundamentals of the job. Can quickly and competently apply new methods and new information to appropriate tasks.

Production

Takes Action: Knows when the time is right to initiate action. Handles problems with assertiveness and makes timely, firm decisions.

S

Achieves Results: Overcomes obstacles to achieve results that set high standards for others and that positively impact the organization.

B

Development Of Others

Cultivates Individual Talents: Is an effective coach and makes training available. Provides objective performance feedback on a timely basis.

Motivates Successfully: Gives recognition to people who produce excellent work and give extra effort. Has an enthusiastic attitude that positively affects others.

Personal Development

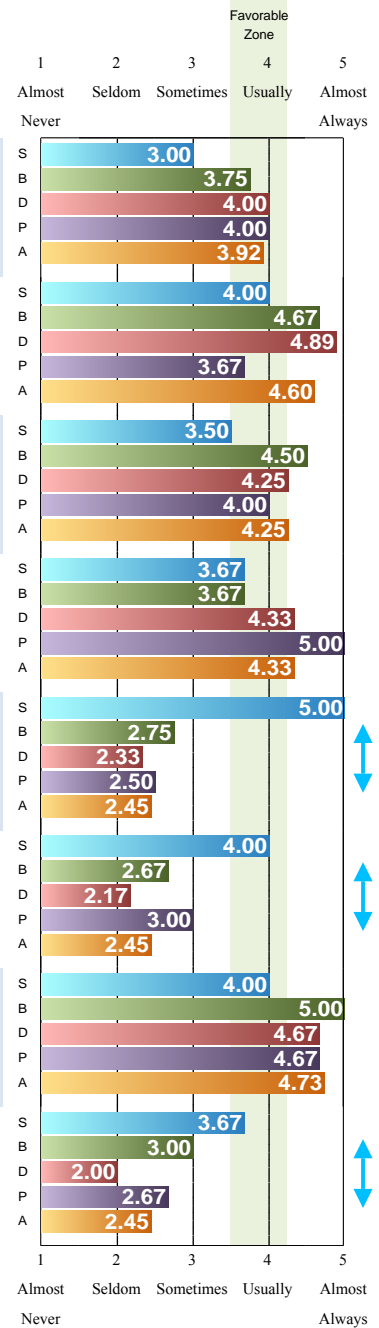
S

Displays Commitment: Maintains a high level of energy, perseveres and remains positive.

B

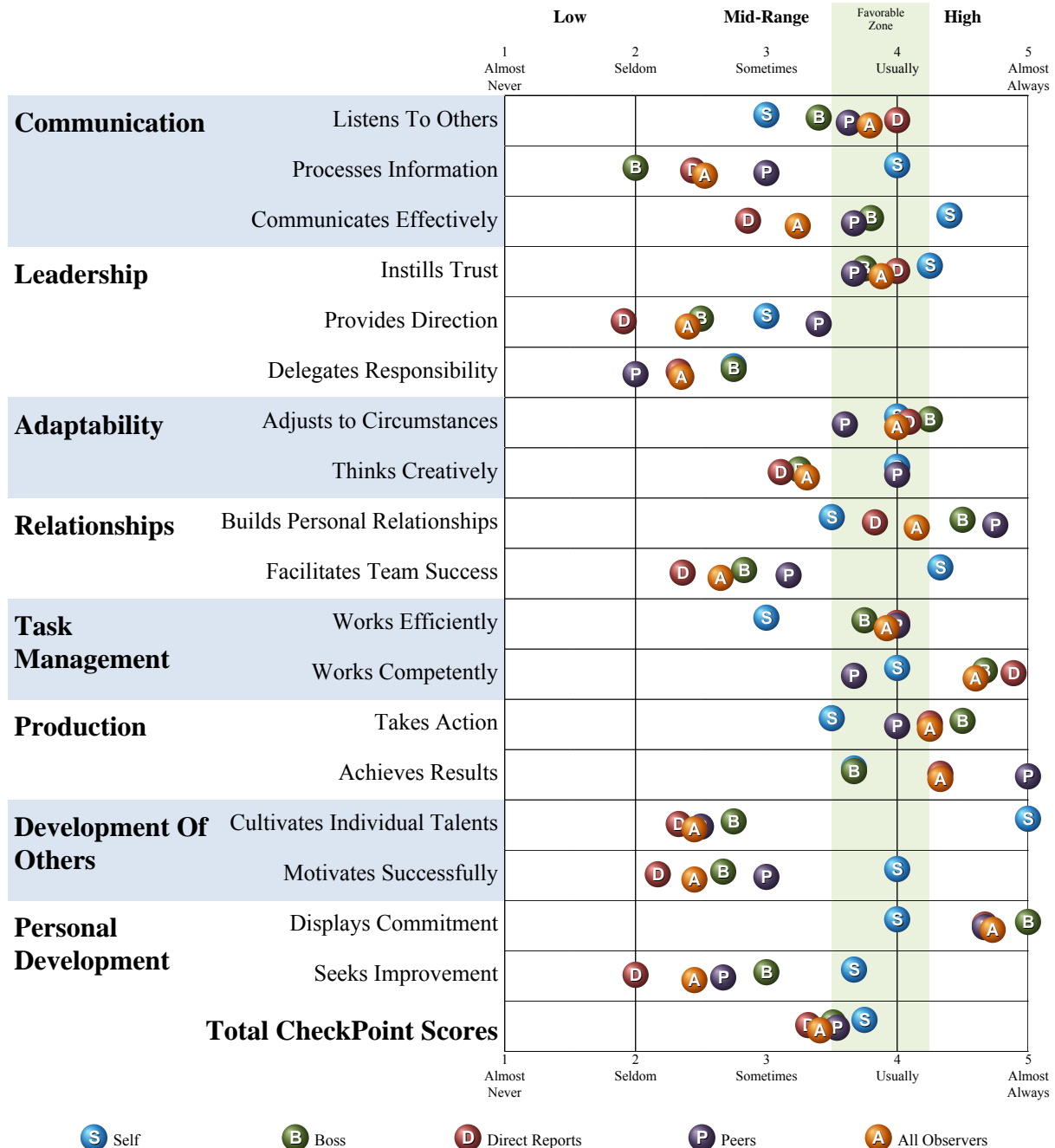
Seeks Improvement: Learns positive lessons from mistakes and constructive criticism. Pursues resources to improve and develop professionally. Sets no limits on personal potential.

S and/or B selected as Critical Skill




Respondent Group Comparison

This page presents the relative placement of the average Skill Set score for each of the respondent groups. Each Skill Set is shown with its appropriate Universal Management Competency.



Survey Summary of the 70 items

The ratings for each individual question are shown for easy analysis. Should there be a variance of 3 or more points between groups on a question a flag will appear. Pay close attention to these questions because this wide variance may have had an impact on the average **All Observers** score for that Skill Set.




Boss and/or Self did not rate item

S

B

Bold Lettering: Items that fall in a Critical Skill Set, as designated by Self and/or Boss



Flags: Responses lack consensus within respondent group (responses vary by 3 or more points).

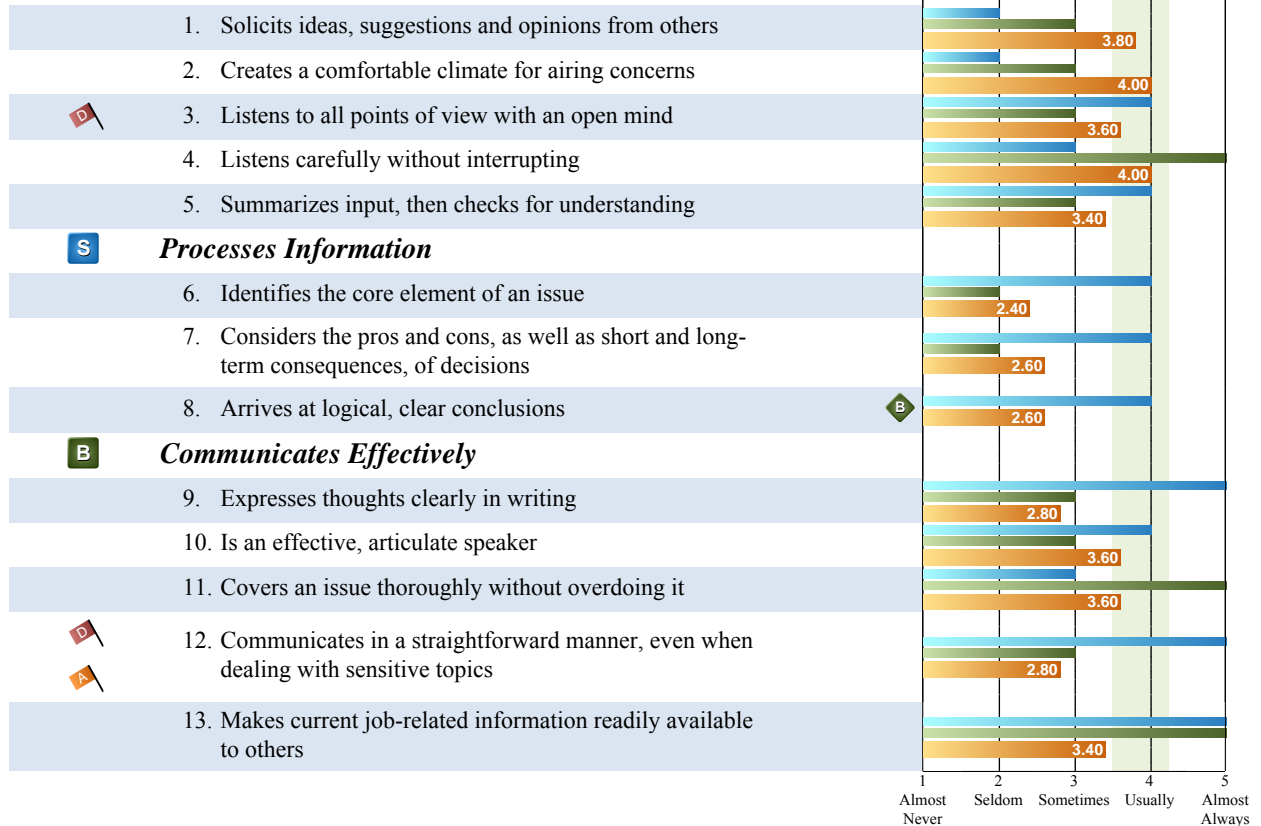
Self

All Observers

Boss

Communication

Listens To Others



Boss and/or Self did not rate item

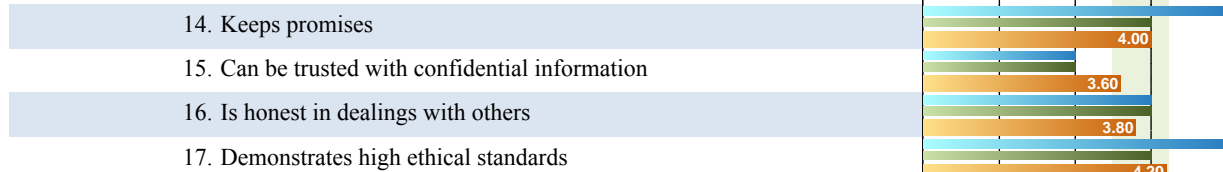
S B
Bold Lettering: Items that fall in a Critical Skill Set, as designated by Self and/or Boss

Flags: Responses lack consensus within respondent group (responses vary by 3 or more points).

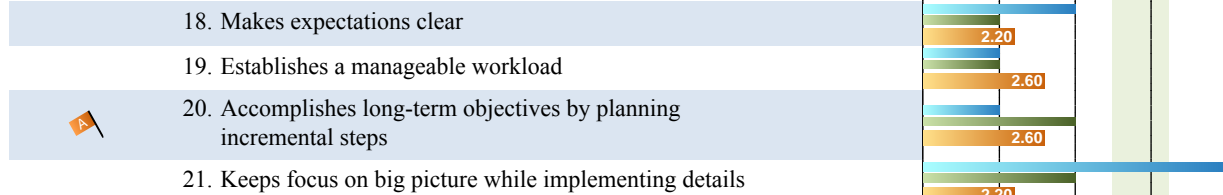
Self **All Observers**
Boss

Leadership

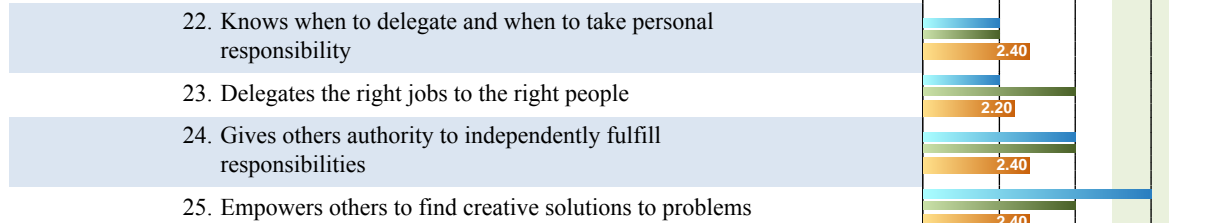
Instills Trust



B *Provides Direction*

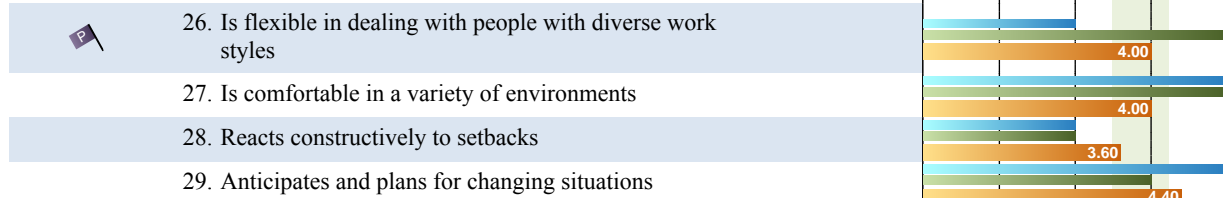


S B *Delegates Responsibility*

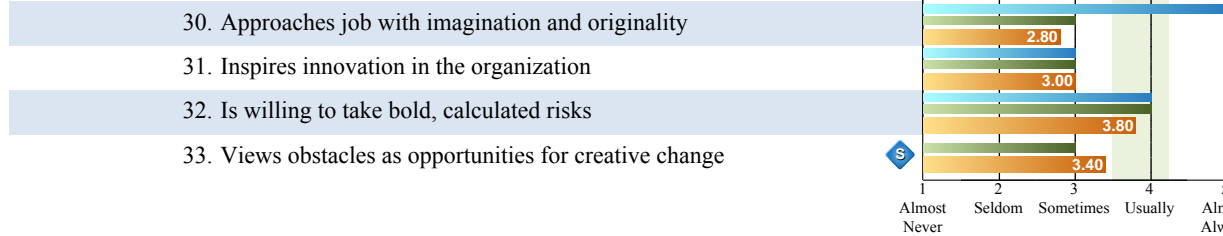


Adaptability

S *Adjusts to Circumstances*




Thinks Creatively




Boss and/or Self did not rate item

S B
Bold Lettering: Items that fall in a Critical Skill Set, as designated by Self and/or Boss


Flags: Responses lack consensus within respondent group (responses vary by 3 or more points).

Self **All Observers**
Boss

Relationships

Builds Personal Relationships

- 34. Shows consideration for the feelings of others
- 35. Shows absence of prejudicial and stereotypic thinking in words and actions
- 36. Delivers criticism tactfully and constructively
- 37. Maintains composure in high-pressure situations

S B

Facilitates Team Success



- 38. Resolves conflicts fairly
- 39. Creates an atmosphere of team cooperation over competition
- 40. Builds consensus on decisions
- 41. Leads team in formulating goals that complement the organization's mission
- 42. Brings capable people into the group
- 43. Uses the diverse talents and experiences of the group to maximum advantage



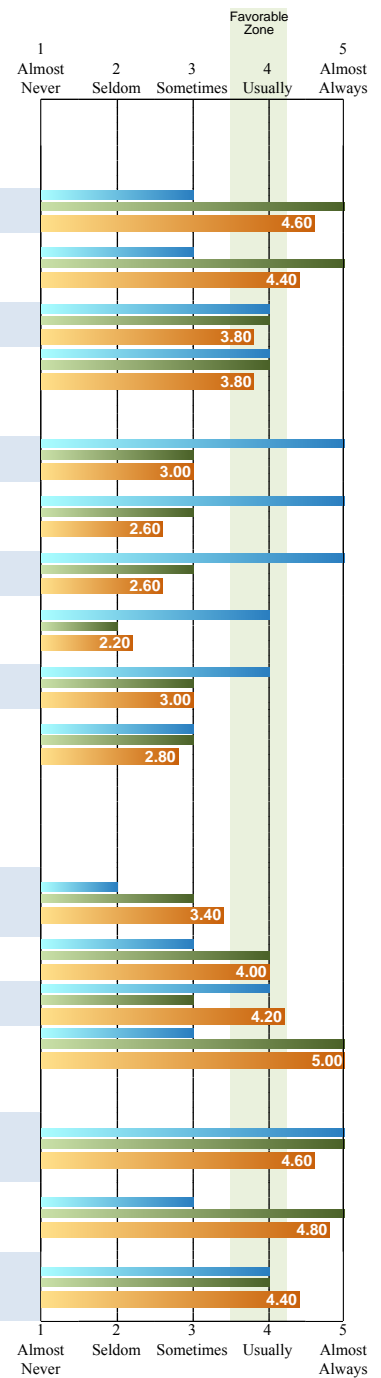
Task Management

Works Efficiently

- 44. Applies current technology in practical ways to maximize efficiency
- 45. Makes wise use of outside resources
- 46. Avoids procrastination
- 47. Sets priorities and tackles assignments accordingly


Works Competently

- 48. Demonstrates mastery of fundamentals necessary to the job
- 49. Is skilled at learning and applying new information quickly
- 50. Integrates new theories, trends and methods into appropriate business operations



 Boss and/or Self did not rate item

S B
Bold Lettering: Items that fall in a Critical Skill Set, as designated by Self and/or Boss

 **Flags:** Responses lack consensus within respondent group (responses vary by 3 or more points).

Self **All Observers**
Boss

Production

Takes Action

- 51. Knows when to stop planning and start implementing
- 52. Takes the initiative to make things happen
- 53. Is assertive in managing problems
- 54. Makes timely, clear-cut firm decisions

S B

Achieves Results

- 55. Overcomes obstacles to complete projects successfully
- 56. Effects outcomes that set high standards for others
- 57. Achieves results that have a positive impact on the organization as a whole

Development Of Others

Cultivates Individual Talents

- 58. Is a patient, helpful, effective coach
- 59. Gives others access to training for skill development and professional growth
- 60. Provides objective appraisals of others' strengths and needs
- 61. Maintains a timely schedule for reviews and follow-ups

Motivates Successfully

- 62. Gives recognition to producers of high quality work
- 63. Shows appreciation when others give extra effort
- 64. Shares a contagious enthusiasm that promotes a positive attitude in others

Personal Development

S

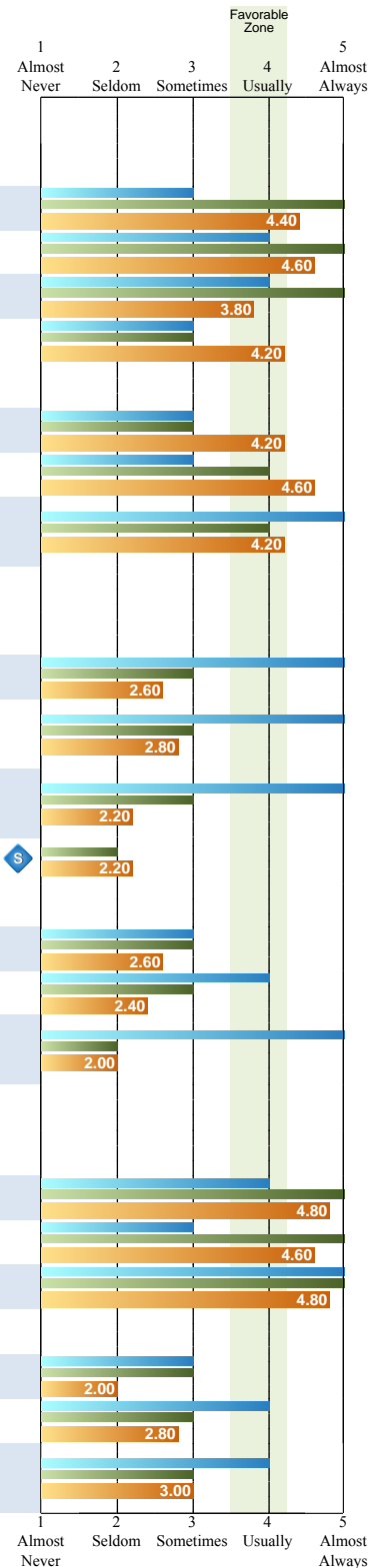
Displays Commitment

- 65. Maintains a consistently high energy level
- 66. Persists and perseveres
- 67. Keeps a positive outlook

B

Seeks Improvement

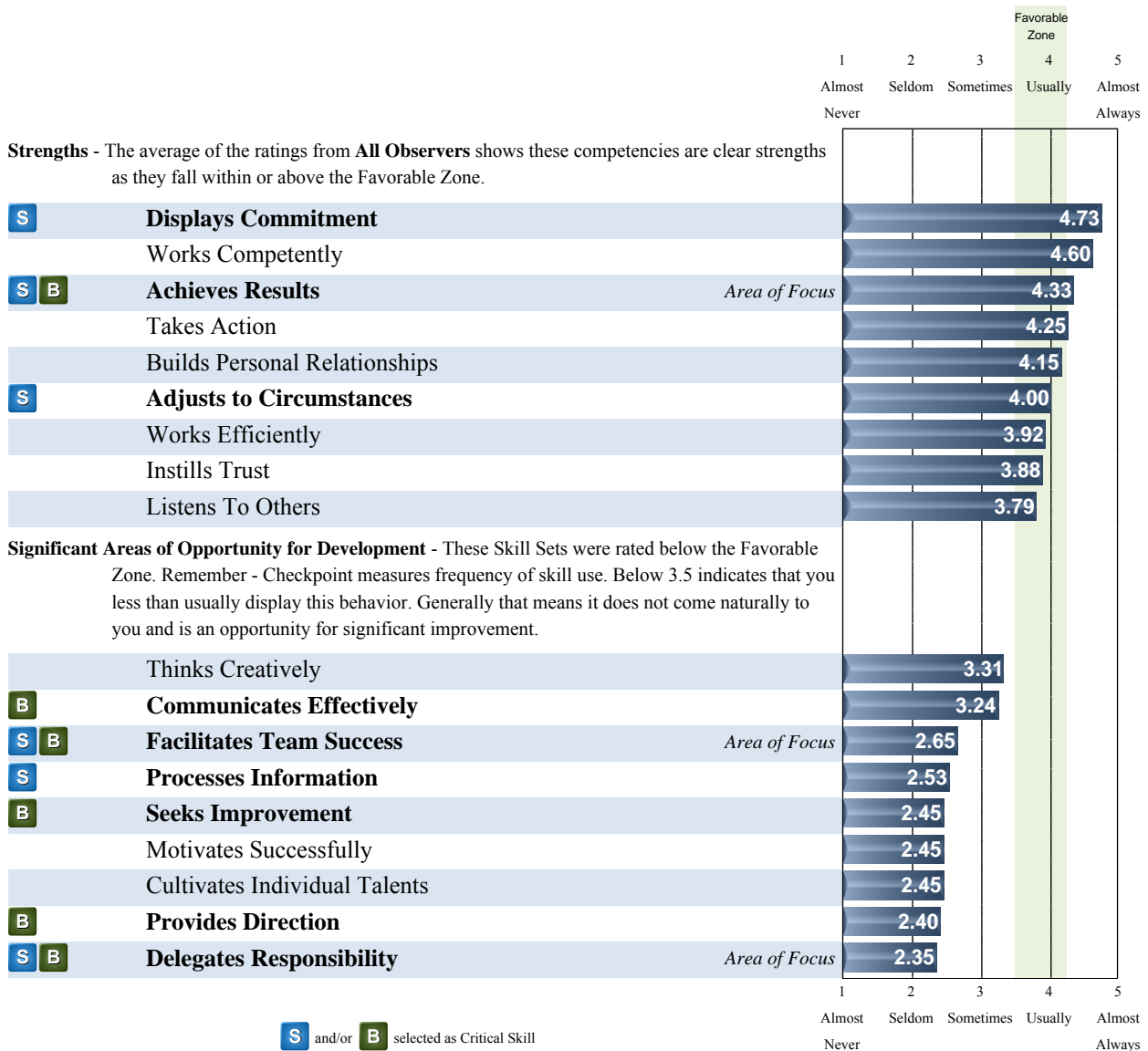
- 68. Admits mistakes and learns from them
- 69. Accepts criticism constructively
- 70. Identifies and pursues resources needed to improve performance



Development Summary Overview

It is good to know how your observers rated your behaviors on all Skill Sets. Here you will see all 18 Skill Sets with the average of **All Observers'** ratings. Note also the skill sets your Boss and/or you identified as critical to your success; particularly when a Critical Skill Set is identified as an Area of Focus.

"Areas of Focus" are those behaviors that represent opportunities for enhancing your effectiveness. Some Areas of Focus may be listed as strengths because often honing your strengths is an excellent way to begin improving your skills. Others could fall below the favorable zone and thus present possible limitations observed in your behavior.



Individual Development Guide

December 14, 2010

Areas of Focus for Sally Sample

Areas of Focus

You cannot risk leaving your personal development to chance; planning is essential. How many times have you stated to yourself or others your intentions to act but fall back into old habits? Leaders follow through on development plans when the leadership need is directly linked to a business challenge or pain point. Think of your Individual Development Plan (IDP) as you would any other project or business plan, and design it to be realistic, to consist of actions you can take every day on the job, and to tie directly to organizational priorities.

Developing Your Individual Development Plan

People tend to play to their strengths. So, too, do leaders - choosing to utilize one skill over another due to their personal proficiencies. They have the knowledge and experience to use certain skills in almost any situation. If, as a leader, you don't favor or simply lack proficiency with a skill that is deemed important to your organization, there are two steps you can take immediately to get started in your development. First, if you know what to do differently to improve a skill or behavior, do it! Second, create an Individual Development Plan. Your Development Plan need not be complex. Most often, your best course of action for personal and professional growth and development is obvious and easy to recognize. The most significant development opportunities take place on the job and are totally under your control. To begin this process of growth, you need to use the **K-S-S** Method:

K = actions you should KEEP doing, which are things you already do well. KEEP doing them!

S = actions you should STOP doing. As you analyzed your Feedback Report, you recognized behaviors that bring negative results - it was an indication of something you should STOP doing.

S = actions you should START doing. You have learned things you could be doing to enhance your effectiveness. START doing them at the earliest opportunity. As you add to your knowledge base and acquire ideas for better leadership performance, form the habit of doing them. Make START doing a regular part of your development process.

You can get started on your Individual Development Plan with this simple process:

1. Consider your ratings on the survey behaviors in your Areas of Focus and identify the leadership skills and supporting behaviors that you are going to work on.
2. Review the lists of Challenging Activities for the supporting behaviors in your Areas of Focus which are included on the following pages.
3. Then, using the **K-S-S** Model, identify those actions appropriate to **Keep** doing, actions to **Stop** doing, or actions to **Start** doing.

Area of Focus: Delegating Responsibility

Knowing When to Delegate and When to Take Responsibility

Skills, Behaviors and Attitudes to Adapt and Practice

- Failing to delegate communicates your lack of confidence in your direct reports' abilities. Delegate to the lowest possible level.
- Accept the fact that others can handle some tasks as capably as you can - maybe even better.
- Share responsibility and accountability for delegated work.
- Delegate important tasks you do not have time to do thoroughly.
- Remember, each time you perform a task someone else can, you keep yourself from doing a task that only you can do.
- Prepare your direct reports for delegation. Be sure your direct reports know that it is an expectation of their job to accept and commit to delegated tasks.

Challenging Activities

- In two columns, separate responsibilities that you must retain from activities that you can delegate to others. Review and ask yourself if you are holding onto unnecessary tasks that you can delegate.
- List the names of two or three direct reports. Next to their names, write an assignment you could delegate to them as well as the results you expect from this delegation.
- For a month, ask your direct reports to make a list of the opportunities you missed to delegate to them. Analyze each incident and ask yourself, "To whom could I have delegated that responsibility? What prevented me from doing so? What was the cost to me, my team, my manager, my organization, and our customers when I didn't take that opportunity to delegate responsibility?"

Delegating the Right Jobs to the Right People

Skills, Behaviors and Attitudes to Adapt and Practice

- Match your direct reports' strengths with work assignments.
- Consider a direct report's workload when delegating; shift responsibilities as necessary.
- Provide enough direction and assistance when delegating. Set your direct reports up for success. If in doubt, ask them to explain in their own words their authority, accountability, and responsibility for the delegated task. Then, ask them what they need to complete the assignment.
- Present small, challenging tasks to direct reports with untested abilities. Use this as a springboard to larger assignments. Fill in obvious skill gaps with training and development.
- Provide opportunities for practice if you know a direct report is trying to improve a skill.
- Discuss follow-up with your direct reports when delegating tasks. Make time to meet with your direct reports to review progress on assignments - do not accept that no news is good news.

Challenging Activities

- Survey your direct reports to see what tasks or responsibilities they are interested in tackling.
- In order to balance the work equally, ask your direct reports to list their job responsibilities and workload. In doing so, you can quickly learn the scope of different direct reports' jobs and have a good understanding of your capacity to delegate assignments within your work unit.
- Perform a skill survey of your direct reports. Discover their unused or untapped talents and abilities. Discuss using their untapped talents or abilities more effectively.

Giving Others Authority to Independently Fulfill Job Responsibilities

Skills, Behaviors and Attitudes to Adapt and Practice

- Give as much direction as necessary to orientate your direct reports to new duties - then, let them take charge. Do not hover. During periodic follow-ups, give additional direction as needed. Give them maximum authority, accountability, and responsibility for the delegated task. Allow them to structure the tasks and make the decisions.
- Clarify which actions require prior approval from you. Gradually increase the direct report's authority to act independently.
- Shield direct reports in newly delegated positions from disastrous mistakes; allow the opportunity for smaller errors to be learning experiences. Remember, mistakes are great teachers.
- Never abandon a direct report after delegating. Instead, increase your communications - spend time with the direct report and provide additional skill-building if required.
- When delegated assignments do not meet your expectations, do not redo it yourself. Show your direct report what is to be changed and allow him/her to do the rework.

Challenging Activities

- Identify times in the past three months when you intervened in a project or assignment without permission of the delegate. List the reasons you chose to intervene. Determine the impact of your actions. Identify what you would do differently when delegating to avoid intervening in the future.
- Over the next month, ask others to make a list of the number of times you fail to empower them with the authority to make a decision, solve a problem, or complete a task. Analyze each incident and ask yourself, "Why did I second guess their decision or hamper their authority? What could I have done differently when or after I delegated the assignment?" If your analysis reveals a pattern, make an effort to curb your tendency to improperly empower your employees in those situations.

Empowering Others to Find Creative Solutions to Problems

Skills, Behaviors and Attitudes to Adapt and Practice

- Empowering others to take ownership of creating solutions requires more change by the leader than by his/her direct reports, but do not be surprised if your direct reports resist empowerment.
- Develop a habit to never accept a single solution. Train your direct reports to understand that when they meet with you, they should present at least two ways to solve a problem.
- Do you ask yourself, "What can my direct reports do for me?" Or do you say, "What can I do for my direct reports?" The first statement reflects a leader with a user mentality and the second statement reflects a leader with a developer mentality.

Challenging Activities

- Work with your direct reports and solve problems together, thus reinforcing their problem-solving and collaboration skills. Meet with your team to lead them through a process to creatively solve a problem. Assess lessons learned and work with your team to apply what they learn to the job.
- Advocate *collaboration* and *creative problem solving* as "rules of conduct" on your team/among your direct reports.

Area of Focus: Facilitating Team Success

Resolving Conflict Fairly

Skills, Behaviors and Attitudes to Adapt and Practice

- Conflict situations should be approached as opportunities to strengthen interpersonal relationships.
- Listen carefully to all viewpoints in a disagreement. Define the problem. Restate positions held by those on both sides of a conflict to ensure that the conflict is not just a misunderstanding and to show that you understand the others' perspective. Then, begin the resolution process.
- If a conflict escalates, call for a time out. Reconvene when both parties have calmed to a productive level and have regained their perspective.

Challenging Activities

- When a conflict requires your intervention: 1) Help define the problem in specific, observable terms. 2) Ensure that each person listens to the other. 3) Help them identify areas of agreement. 4) Have them brainstorm alternative approaches and possible solutions. 5) Create a problem-resolution plan. 6) Arrange for progress meetings.

Creating an Atmosphere of Team Cooperation over Competition

Skills, Behaviors and Attitudes to Adapt and Practice

- When recognizing outstanding performance, go beyond the acknowledgment of individual success. Give equal emphasis to team achievements and effective cooperation among teams. Validate the importance of every team member's contribution.
- Encourage cooperation, rather than competition. Make sure direct reports set their goals in harmony with one another and that the goals are mutually supportive.
- Help team members understand one another better by sharing information on the work they are doing. Discuss work histories, specific skills, successes, and talents. Help team members understand, appreciate, and use differences among themselves to perform better work.
- Give feedback to those direct reports that you see devaluing other members of the team.

Building Consensus on Decisions

Skills, Behaviors and Attitudes to Adapt and Practice

- Strive for consensus in order to increase commitment to the final decision. Gain support for decisions by involving the team in considering alternate approaches.
- When selecting people to attend decision-making meetings, make sure all pertinent groups are represented - ask, "Do we need anyone else in this meeting before we proceed?"
- Everyone in the group who is helping to come to a consensus on a decision should have the same level of information and should put all assumptions on the table.
- Practice the art of compromise when making decisions, creating win/win situations.

Challenging Activities

- Keep this checklist before you when leading a consensus decision-making meeting. You cannot say you have reached consensus until you can check each statement.
 - The agreement (decision, solution or plan) meets or exceeds your needs
 - The agreement meets or exceeds the other team members' individual needs
 - The agreement addresses the reason for getting together in the first place
 - Everyone on the consensus decision-making team will support the agreement

Leading Team in Formulating Goals that Complement the Organization's Mission

Skills, Behaviors and Attitudes to Adapt and Practice

- As much as possible, involve the team in formulating goals consistent with, and supportive of, the overall mission of your organization. Active participation by your direct reports in goal setting produces an ownership element that reflects a commitment to achieve the goals they write.
- Assure that written goals contain action verbs and measurable outcomes, as well as specific dates, times, cost, and resource constraints.
- Make sure everyone understands the teams' goals, as well as their role in attaining the goals.
- To ensure goal achievement, you must implement the goal, monitor progress at specific intervals and, as necessary, revise the goal objectives. Keep everyone informed of team progress.

Challenging Activities

- Ask your Human Resources professional to assist you in training your work unit on basic goal setting. If you are an effective trainer, facilitate an in-house training event or request an outside source. Before training, learn as much as you can about your organization's goals and mission.

Bringing Capable People into the Group

Skills, Behaviors and Attitudes to Adapt and Practice

- Review your strategic plan and your work unit's future challenges. Analyze the mix of people on your team and identify missing skills. Recruit individuals with skills that complement your team.
- Know the job for which you are hiring. Do a complete job analysis to gain a clear picture of the experience and skills required for each position.
- Identify direct reports who are successful in your organization and hire new people with similar characteristics and work ethics.
- Do not hire people in your own image - it results in a team with limited skill sets and points of view. Don't be afraid to hire someone more intelligent or even more talented than you.

Challenging Activities

- Analyze your team to see how well you have filled positions in the past. Identify people who seemed to be poor matches (resignations, terminations, poor performance, absenteeism, excessive conflict, etc.). Review the situations that signal a poor match and look for the reason (missing skills, personal style, lack of motivation, etc.). Look for a pattern. Determine reasons for the poor matches (selection/placement procedures, poor interviewing skills, using gut-feelings, etc.)?

Using the Diverse Talents and Experiences of the Group to Maximum Advantage

Skills, Behaviors and Attitudes to Adapt and Practice

- Capitalize on each person's strengths and experiences to create a potent team effort.
- Be willing to take the ideas of your people to the next organizational level and support their ideas enthusiastically. Give credit where credit is due.
- Assign direct reports possessing the required skills to perform new tasks for greater efficiency.
- Be aware that a fall in personal productivity may indicate that a direct report is not being challenged. Keep a constant check that you are providing every person in your work unit the opportunity to apply all of their skills and talents to their job.

Challenging Activities

- You first learned of your direct reports' talents and experiences through your hiring process. Refresh your memory by reviewing their resumes and applications to be sure you are using their diverse talents and experiences to maximize performance in your work unit.

Area of Focus: Achieving Results

Overcoming Obstacles to Complete Projects Successfully

Skills, Behaviors, and Attitudes to Adapt and Practice

- Remember that obstacles are opportunities to help build your leadership skills.
- When you see a need or problem that you wish someone would address, ask yourself if you could be doing something about it.
- Identify the obstacles that are impeding your progress on a project and develop plans for action to overcome them.
- Consider that when something is not working, you may need to develop another approach. Determine who can help you look at the issue objectively and brainstorm possible solutions.
- Pull your work unit together as a group to solve problems. Use your direct reports as sounding boards in areas where they have expertise. Avoid premature judgment of others' ideas.
- Identifying risk areas in the initial stages of planning is one way you can anticipate and prepare for potential problems. Prevent problems by analyzing their cause.
- Look for new technology that can increase your work unit's efficiency.
- Use humor to keep difficulties in perspective.

Challenging Activities

- When an obstacle hinders the successful completion of a project, gather your team together, getting input from everyone involved in the project and brainstorm about the causes for the obstacle and possible solutions. Create a table with the following columns to help you arrive at a solution:
 - Obstacle
 - List the probable causes for this obstacle and rate them for probability (A - Z with A being high probability).
 - List five suggestions for a solution. Rate these suggestions (1 - 5 with 1 being most probable solution).
 - What are the steps for implementing the solution?

Effecting Outcomes that Set High Standards for Others

Skills, Behaviors, and Attitudes to Adapt and Practice

- Set high standards for performance in every aspect of the business.
- Work to exceed customer expectations.
- Involve everyone in the commitment to quality. Make sure they understand that excellence is good business.

- Constantly evaluate the quality of work produced. Report on both your successes and failures with equal candor.
- Solicit suggestions from your direct reports, manager and peers.
- No matter how well things are going, realize that improvements are always possible. Invite your direct reports to challenge established boundaries. Help them identify "stretch" objectives to achieve organizational goals.
- Follow issues to completion. Persisting at problem-solving sends a strong message that you want issues resolved as quickly as possible and that you are willing to do what is necessary to bring problems to closure.

Challenging Activities

- Determine if your organization uses an effective performance review process that links feedback and coaching to specific business goals. If not, create an active performance review process to reinforce high performance standards specific to your work unit.
- Ask your direct reports to evaluate the standards of the team in these areas (1 = low; 5 = high): Clarity of purpose, communication, problem-solving, decision-making, change, customer focus, quality of work, conflict resolution, work processes, and feedback. For those ratings that are below 3, determine actions that will improve standards in those areas.

Achieving Results that Have a Positive Impact on the Organization

Skills, Behaviors, and Attitudes to Adapt and Practice

- Concentrate your efforts toward achievements that contribute to the team goals and to the mission of the company. Don't get sidetracked with unimportant activities. Lead with a sense of purpose and make sure everyone is aware of the vision.
- If you tend to push your decision-making responsibilities toward your manager, get into the habit of presenting recommendations rather than problems.
- Ensure that everyone who is responsible for meeting the stated financial goals understands what these goals are and what they are expected to deliver.
- Look for customer needs that you could be meeting but currently are not. Develop a plan for meeting these needs with additional or expanded products and services.
- Accept that you may sometimes need to work across departments to achieve goals. Build positive relationships outside your department that will enhance cooperation.
- Become more cost-conscious. Ask others to justify expenditures and look for ways to cut costs.
- Develop a company-wide definition of quality and manage to that definition.

Challenging Activities

- Groom your direct reports to speak for and represent your work unit in company-wide meetings. Rotate this assignment if possible. Giving them the opportunity to talk about their work and hear from others is an excellent way for them to see how their work fits into the overall picture.
- Review your own and your direct reports' individual development plans and performance appraisal criteria to ensure that they are consistent with the organization's top priorities.
- Know the business of your organization by investigating the following. You will need internal resources to gain this information.
- The history of your organization, its strengths and weaknesses
- The organization's key success factors
- Obtain copies of the organization's vision and mission statements and communicate these to your direct reports
- Study your organization's annual report
- Learn to interpret your organization's financial system
- Understand the organization's competition
- What does the organization do to maintain morale? Rewards? Recognition?
- Obtain your organization's written code of ethics, if available

CheckPoint 360[™]

Management Report

Darcy Walker

CONFIDENTIAL

Survey Completed: 03.06.2020 Report Prepared: 06.16.2020

THIS REPORT INCLUDES RESPONSES FROM:

Self, 1 Boss, 4 Direct Reports, and 5 Peers

Boss - Witherspoon, Fraklin

This report is provided by:

Assessment Leaders

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Palo Alto, CA 94301

866.864.8200



THE CHECKPOINT 360[™] SYSTEM

The purpose of the CheckPoint 360[™] System is to identify leadership as viewed by certain groups of individuals who know and have had the opportunity to observe the manager in the work setting. This is accomplished with the collection of ratings from different sets of observers: **Self** (Darcy Walker), **Boss** (you), **Direct Reports**, and **Peers**.

There are 70 leadership behaviors presented as survey items. These 70 items are grouped into 18 Skill Sets which further group into 8 Universal Management Competencies. Each rater reports their experience of observing the manager with a rating on each of the items.

In the 70 CheckPoint survey items the raters chose between six possible choices. Based on their observations they indicated the percentage of time they felt the manager displayed each behavior. The sixth choice was "No Opportunity," which was selected when the rater had no opportunity to observe the listed behavior and thus could not provide a meaningful response. These six possible responses were:

Rating	Description	Percentage of Time
1	Almost Never	0 - 10%
2	Seldom	11 - 39%
3	Sometimes	40 - 60%
4	Usually	61 - 89%
5	Almost Always	90 - 100%
N	No opportunity to observe this behavior	N/A

There are 18 Skill Sets that are critical for success in most supervisory positions. They are grouped into 8 Universal Management Competencies. When a manager frequently displays certain behaviors which are a part of these Management Competencies, they are typically identified as effective and successful managers.

The 8 Universal Management Competencies and their 18 Skill Sets are listed below.

1. Communication

- Listens to Others
- Processes Information
- Communicates Effectively

2. Leadership

- Instills Trust
- Provides Direction
- Delegates Responsibility

3. Adaptability

- Adjusts to Circumstances
- Thinks Creatively

4. Relationships

- Builds Personal Relationships
- Facilitates Team Success

5. Task Management

- Works Efficiently
- Works Competently

6. Production

- Takes Action
- Achieves Results

7. Development of Others

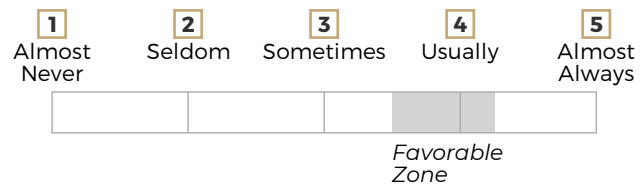
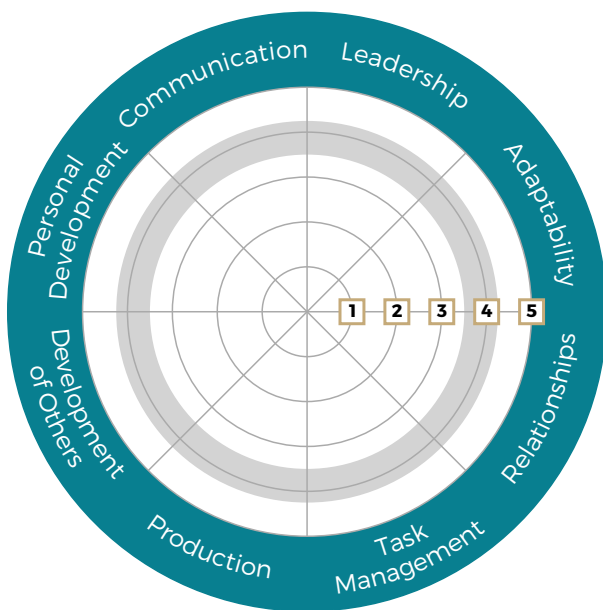
- Cultivates Individual Talents
- Motivates Successfully

8. Personal Development

- Displays Commitment
- Seeks Improvement

Favorable Zone:

The Favorable Zone was identified by analysis of the data from a wide range of industries and organizations. This analysis showed that on the CheckPoint 360™ those managers who had been identified as "good managers" by their respective company typically achieved an average rating of 3.5 to 4.25 when rated by others who knew the manager's work behavior. This established the range of scores for the Favorable Zone on the CheckPoint 360™.



INTRODUCTION TO THE MANAGEMENT REPORT

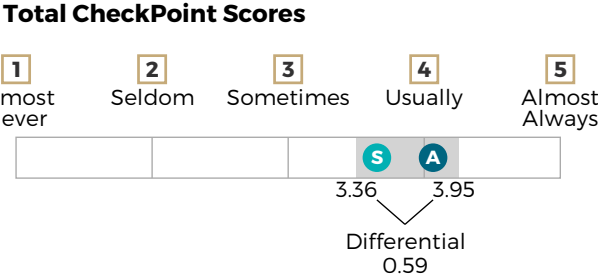
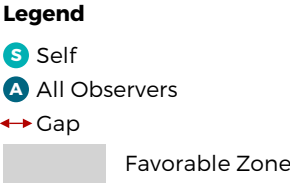
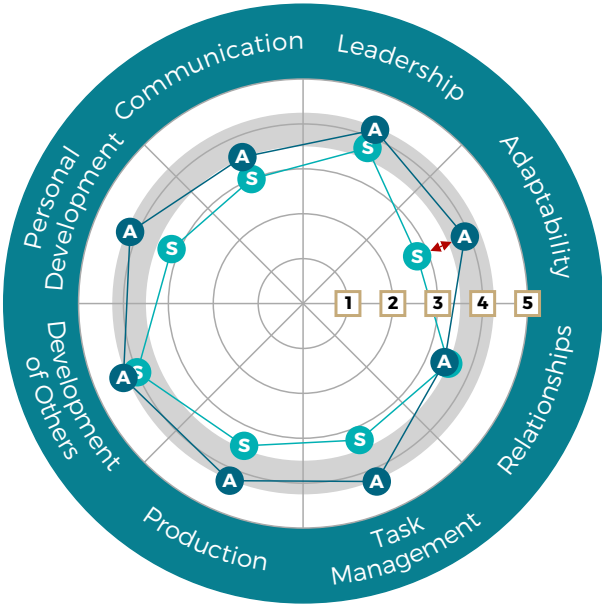
This report summarizes the results of the CheckPoint surveys that the manager (**Darcy Walker**) and the respondent groups (**Boss, Direct Reports, and Peers**) recently completed. The scores the manager received are presented in graphs and numeric scales on the pages that follow.

Feedback is reported in the following sections:

1. **Executive Competency Overview:** Results for the 8 Universal Management Competencies, comparing the average **Self** (manager) score with the average score of **All Observers** (includes **Boss, Direct Reports, and Peers**) and showing whether scores fall within, above, or below the Favorable Zone. Also Total CheckPoint Scores, including the score differential between **Self** and **All Observers**.
2. **Executive Skill Set Summary:** Overview of the 18 Skill Sets as rated by **All Observers**. The average ratings are displayed ranked from highest to lowest providing you an overview of the relative strengths or challenges Darcy Walker may have in these Skill Sets.
3. **Critical Skills Alignment Summary:** Overview of the Skill Sets identified as critical by **Boss** and/or **Self**.
4. **Executive Summary:** Results for the 8 Universal Management Competencies, comparing the average scores of all respondent groups (includes **Self, Boss, Direct Reports, Peers, and All Observers**), providing Total CheckPoint Scores for each group, and pointing out group score averages that vary by 1 point or more.
5. **Skill Set Analysis:** Results for the 18 Skill Sets, comparing the average scores of all respondent groups (includes **Self, Boss, Direct Reports, Peers, and All Observers**), and pointing out group score averages that vary by 1.5 points or more, as well as analyzing Critical Skill Sets to establish Talents, areas needing Focus, and areas where a significant GAP exists between **Self** and **Boss** scores. (Darcy Walker and you each chose 6 Critical Skill Sets out of 18. These were considered critically important to the manager's particular job requirements.)
6. **Respondent Group Comparison:** Results for the 18 Skill Sets and Total CheckPoint Scores, analyzing the average scores of each respondent group (includes **Self, Boss, Direct Reports, and Peers**).
7. **Survey Summary of the 70 items:** Results for all 70 survey items, displaying the average scores for **Self, Boss, and All Observers** (includes **Boss, Direct Reports, and Peers**) and highlighting the items that fall in a Critical Skill Set, as well as flagging items where responses lack consensus (varying by three or more points) within a respondent group.
8. **Development Summary Overview:** Describes the strengths and development needs Darcy Walker may have for the 18 Skill Sets.
9. **Coaching & Management Considerations:** Provides suggestions for using the information in the Management Report to help the manager grow and develop in the job.
10. **Areas of Focus:** Describes the strengths and development needs for the 3 most critical Skill Sets and provides guidelines and suggestions for a Leadership Development plan for this manager.

As you review this material, keep in mind that most people exhibit a range of abilities. No one does everything equally well. Approached as a learning tool, this feedback can be a valuable first step toward helping the manager increase effectiveness on the job.

EXECUTIVE COMPETENCY OVERVIEW

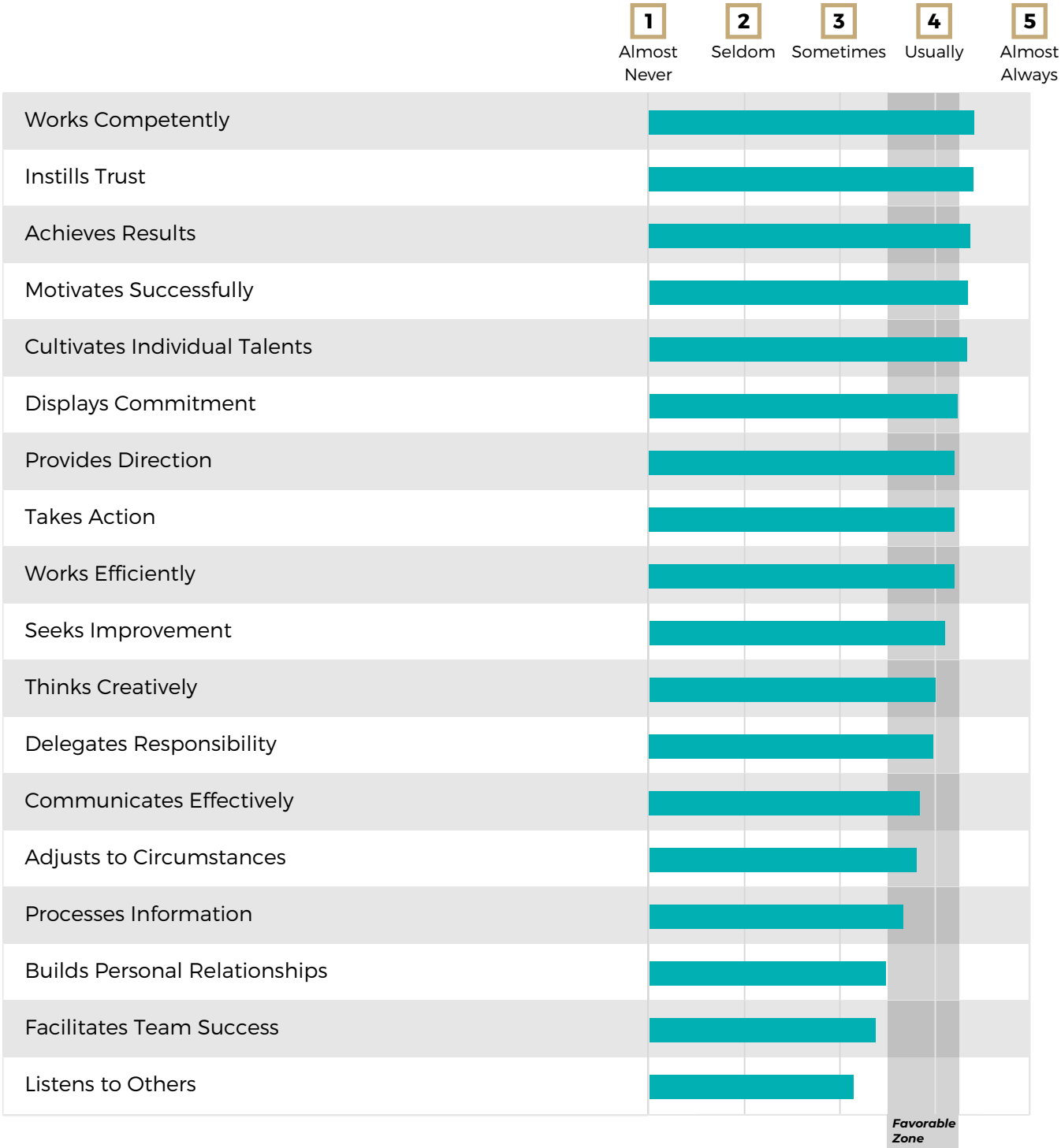


This is an overview of **Self's** rating compared to the average rating of **All Observers** (every rater except **Self**). As the **Self** (S) marker and the **All** (A) marker move away from the center of the circle, the scores are higher. Note particularly where there is a gap of 1 point or greater. This would suggest a significant difference between the manager's perception and that of the other observers as to how often Darcy Walker displays that management competency.

The Total CheckPoint Scores reported on the smaller horizontal graph presents the average score for all 8 Competencies for both the manager (Darcy Walker) and **All Observers**. If the difference between these two averages is 1 point or more, the perception the manager has of the behavior varies significantly from the other raters. This would suggest a need for a greater self awareness in the manager.

EXECUTIVE SKILL SET SUMMARY

The graph below shows the average ratings of **All Observers** (ratings from everybody except **Self**) for each Skill Set. The average ratings are displayed ranked from highest to lowest providing you an overview of the relative strengths Darcy Walker shows in these Skill Sets. While we suggest the manager focus on the most critical Skill Sets shown in the next section of this report, it is useful for you to have an overview of the ratings the manager received on all Skill Sets. Also, refer to the Development Summary Overview for more information.



CRITICAL SKILLS ALIGNMENT SUMMARY

Both you and Darcy Walker identified the 6 Skill Sets that you each thought were most critical for success in the manager's job. These Skill Sets are displayed below. Consider that the possible number of Skill Sets selected by both you and the manager can range from 6 to 12. If you both select the same 6 Skill Sets you will have 100% alignment. When you did not agree on any of the Skill Sets as most critical, there is 0% alignment. As the alignment percentage decreases, it becomes even more important for you and the manager to discuss and clarify the most important aspects of the manager's work. If you each look at different behaviors as most important, then the focus of the manager may be very different from where you expect the focus to be.

CRITICAL SKILLS ALIGNMENT: 33%

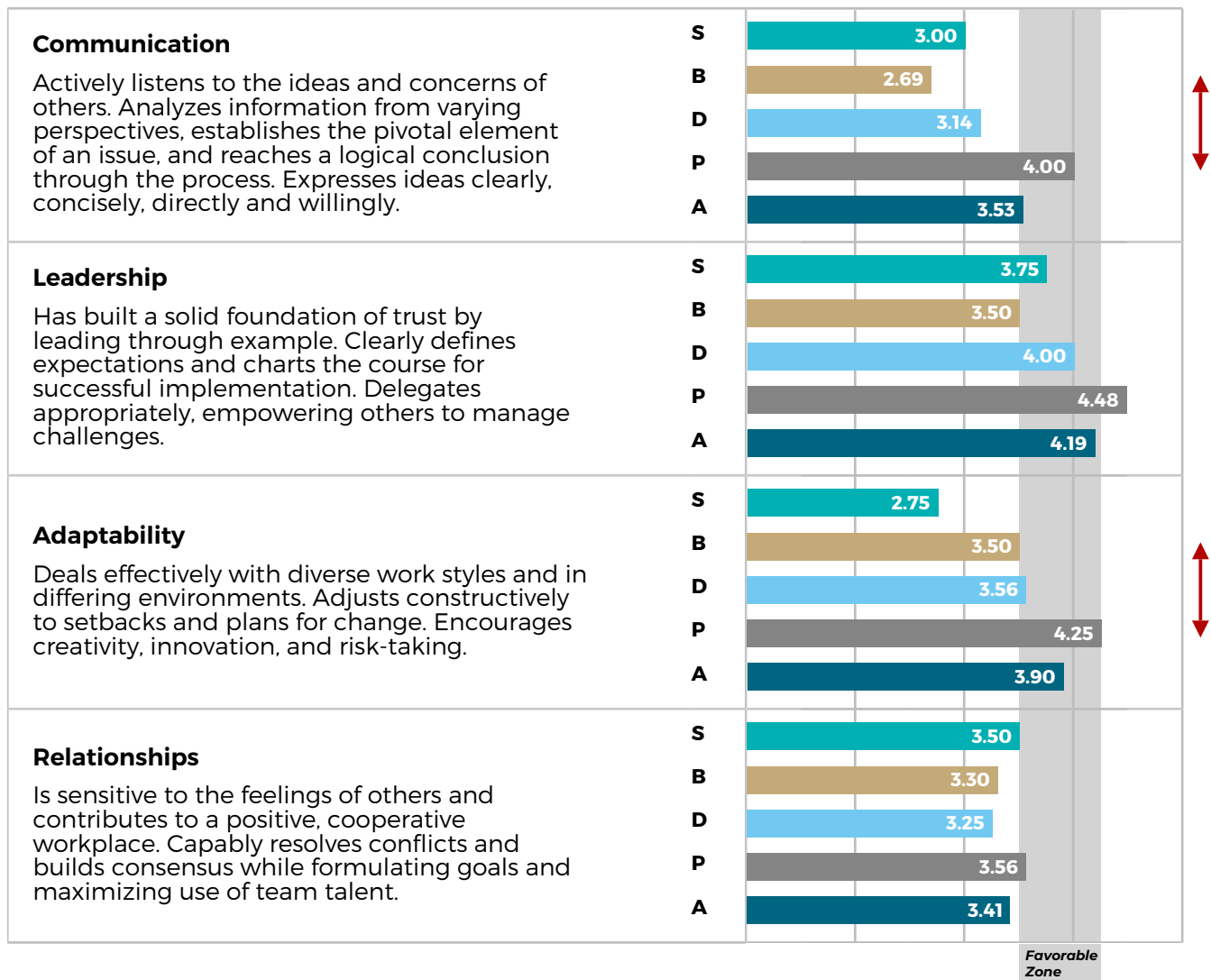
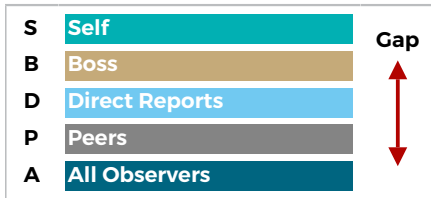
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Boss Self

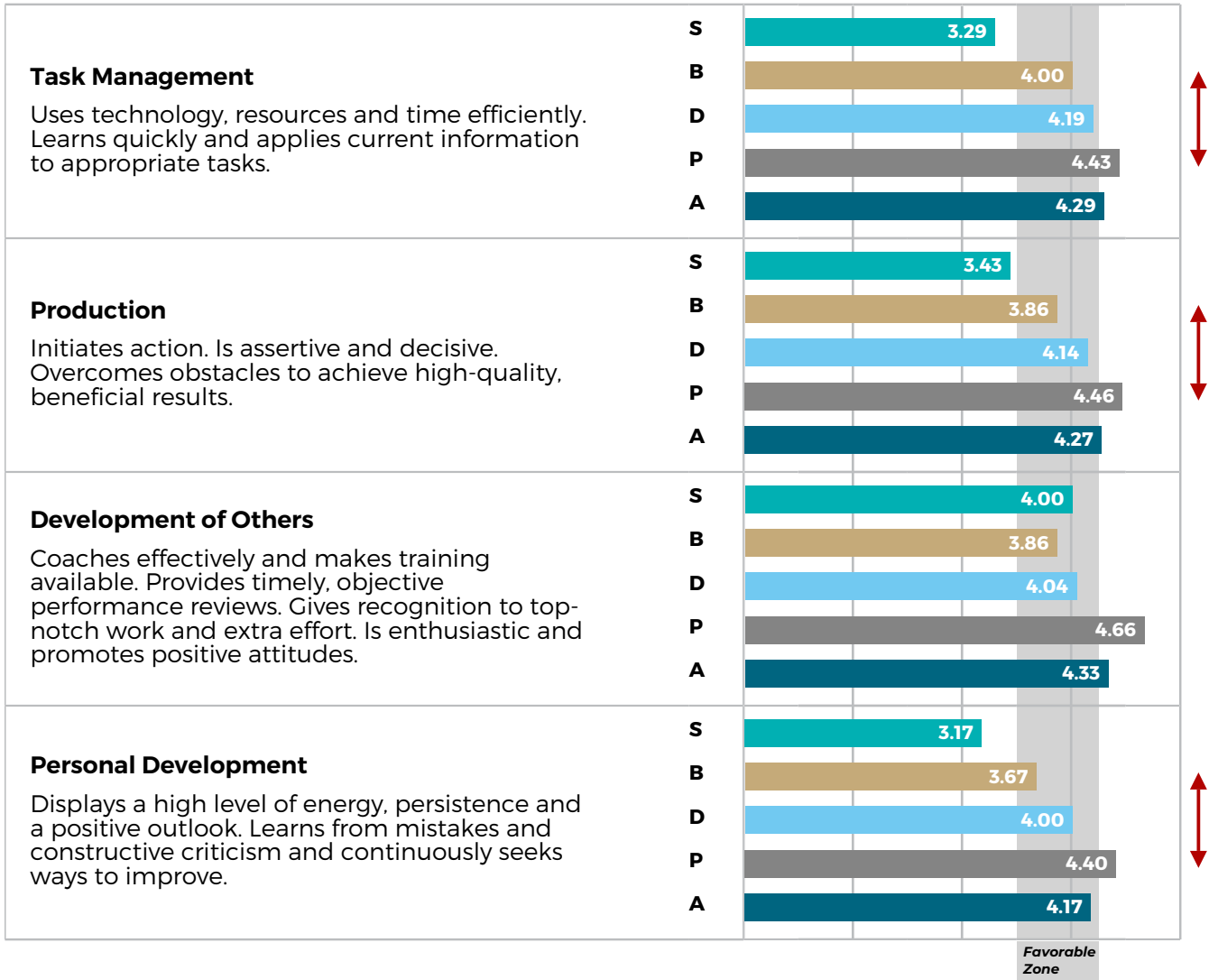
	B Boss	S Self
Listens to Others: Encourages others to share their ideas and concerns. Listens openly to all viewpoints without interrupting. Summarizes information and verifies understanding.	B	
Processes Information: Gets to the point. Evaluates the pros and cons, as well as the short and long-range consequences, of decisions. Develops logical, clear conclusions.	B	
Communicates Effectively: Expresses self clearly, both in writing and in speaking. Is thorough, yet concise, and is consistently straightforward. Readily shares information with others.	B	S
Provides Direction: Establishes clear expectations and a manageable workload. Plans the steps required to accomplish objectives, while keeping focus on overall vision.		S
Delegates Responsibility: Delegates appropriate jobs to appropriate people. Empowers others to work and solve problems on their own.		S
Adjusts to Circumstances: Can adjust to people's diverse work styles and to varying environments. Deals with setbacks constructively and anticipates change.	B	
Facilitates Team Success: Resolves conflicts fairly in a spirit of cooperation. Builds consensus and leads team in setting appropriate goals. Recruits effectively and uses talents of group wisely.	B	
Achieves Results: Overcomes obstacles to achieve results that set high standards for others and that positively impact the organization.	B	S
Cultivates Individual Talents: Is an effective coach and makes training available. Provides objective performance feedback on a timely basis.		S
Displays Commitment: Maintains a high level of energy, perseveres and remains positive.		S

EXECUTIVE SUMMARY

The average rating for each respondent group for the 8 Management Competencies is presented in this section. The numbers shown for **Self** (Darcy Walker) and **Boss** (you) are the actual ratings. Note the differences between group ratings, especially where there is a gap indicated (a difference of 1 point or more between groups).

Legend





SKILL SET ANALYSIS

Any differences between the Critical Skill Sets selected by **Boss** (you) and **Self** (the manager) are of particular interest. Such differences suggest important differences between the expectations of the **Boss** and the focus of the **Self**. They should be a subject of discussion between you and Darcy Walker.

Notice the definitions for each Skill Set are provided along with the average score for each group of raters. These average scores for each group and the relationship of each score when compared to the others should be considered carefully. You may see a vertical arrow which will indicate the presence of a gap of 1.5 or more points between two respondent groups.

Any difference between respondent groups where averages vary by 1.5 points or more.

A Critical Skill Set, according to **Self** or **Boss**, and both **Self** and **Boss** score averages differ by 1.5 points or more.

Ratings for Self and Boss

Selected by Self, Boss, or Self & Boss as a Critical Skill Set

S **Self**

B **Boss**

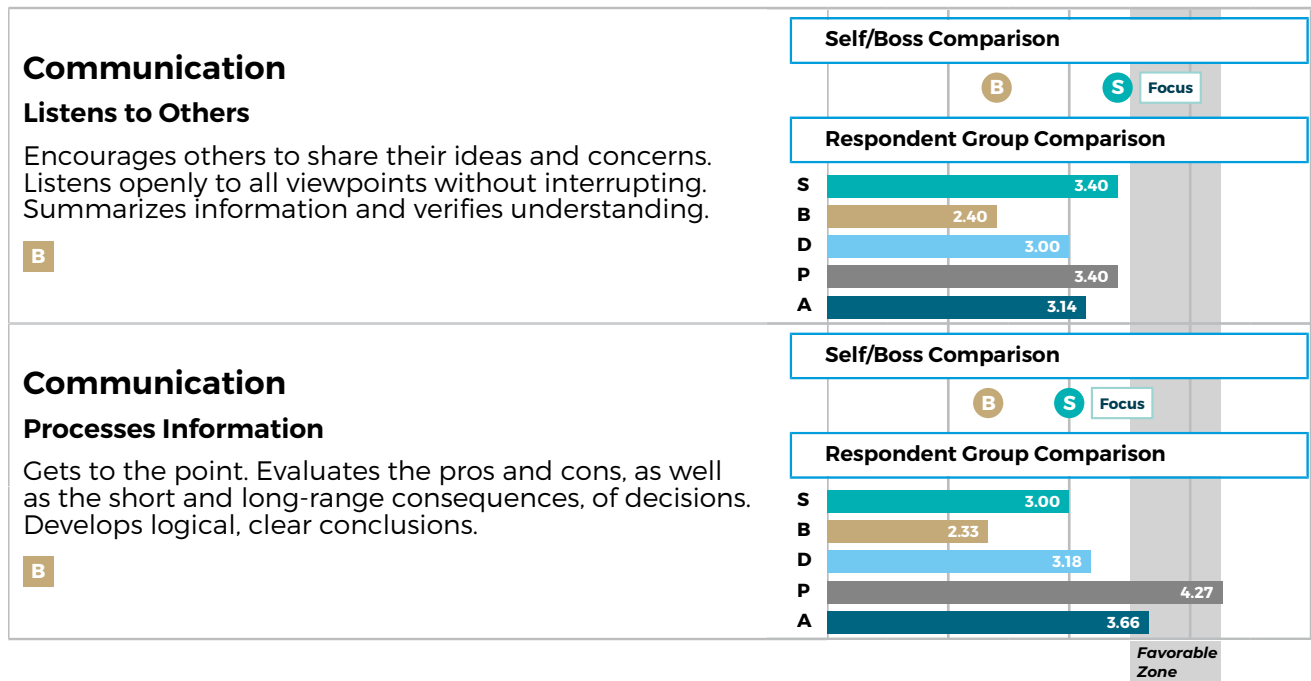
D **Direct Reports**

P **Peers**

A **All Observers**

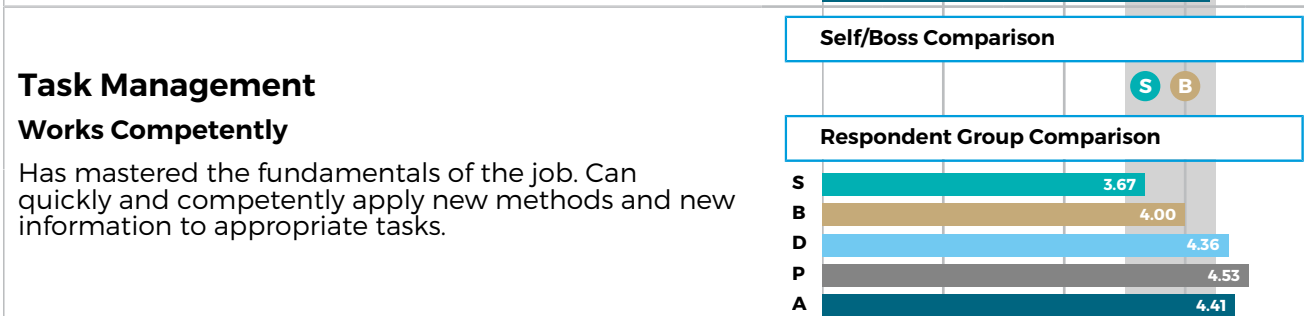
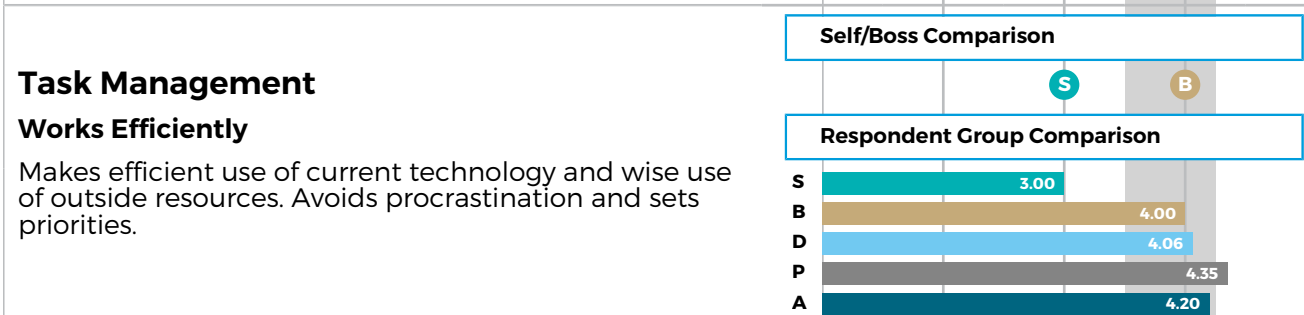
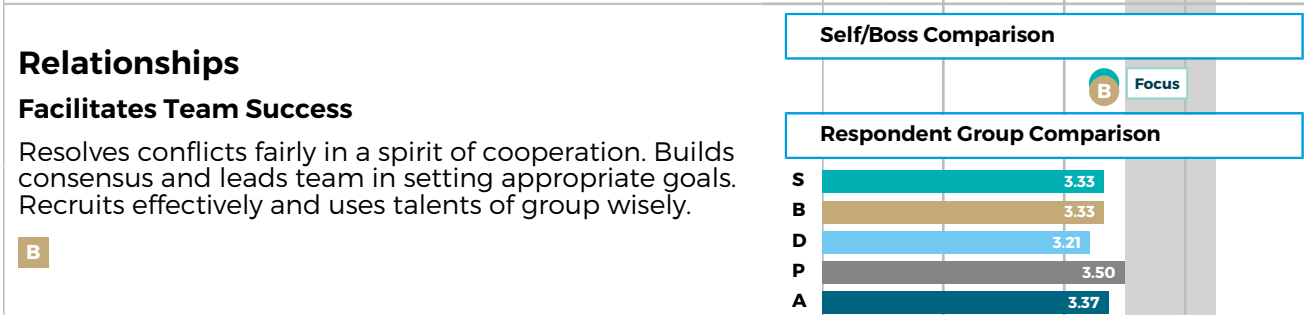
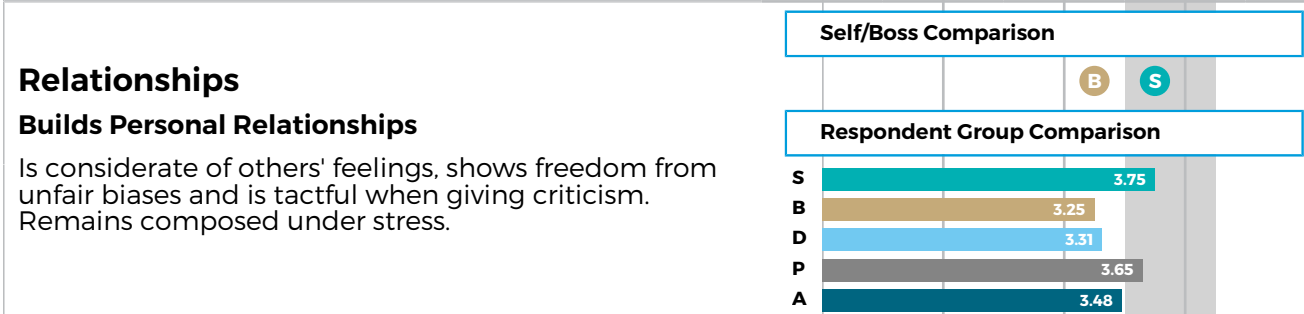
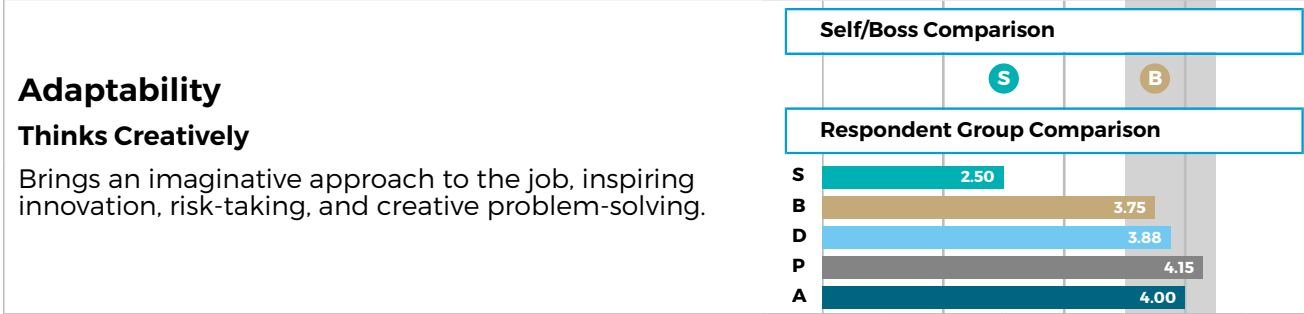
Talent A Critical Skill Set, according to **Self** or **Boss**, and both **Self** and **Boss** score averages are equal to or higher than 3.5

Focus A Critical Skill Set, according to **Self** or **Boss**, and both **Self** and **Boss** score averages below 3.5

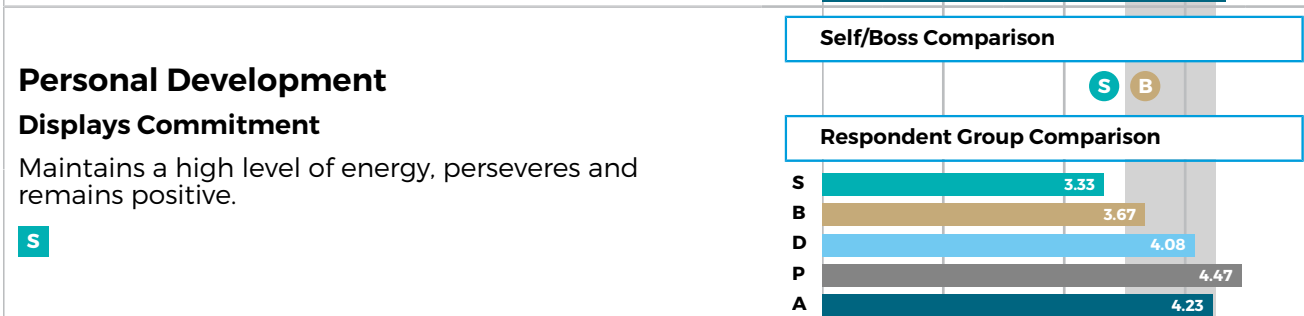
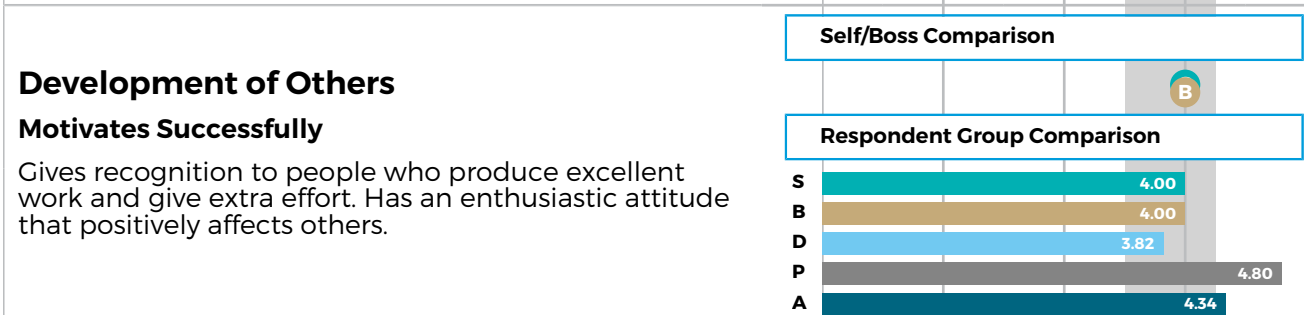
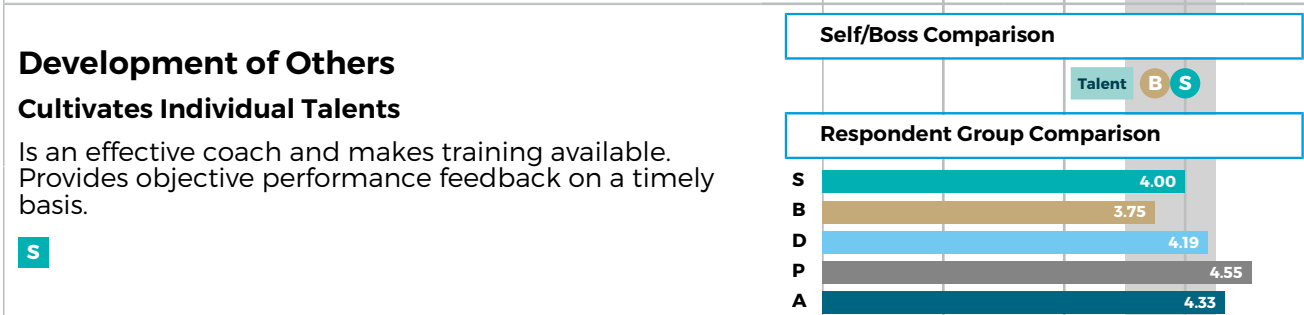
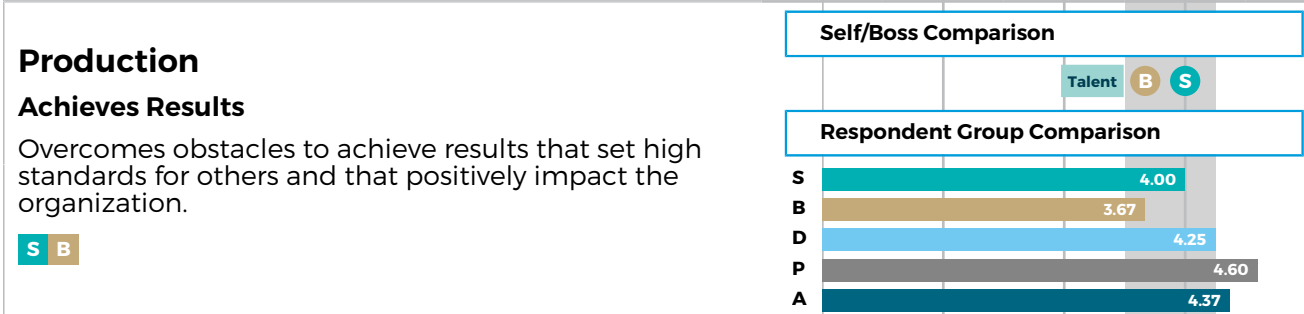
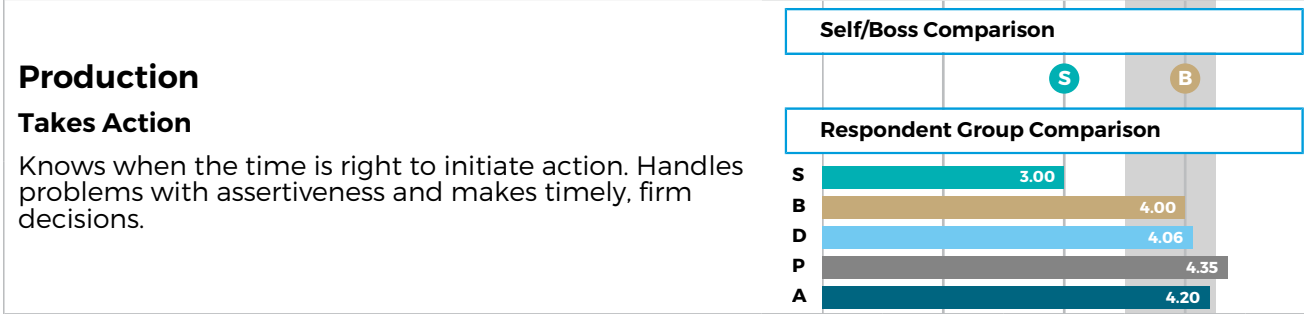




<p>Communication Communicates Effectively Expresses self clearly, both in writing and in speaking. Is thorough, yet concise, and is consistently straightforward. Readily shares information with others.</p> <p>S B</p>	<p>Self/Boss Comparison</p> <p>S B Focus</p> <p>Respondent Group Comparison</p> <table border="1"> <tr><td>S</td><td>2.60</td></tr> <tr><td>B</td><td>3.20</td></tr> <tr><td>D</td><td>3.25</td></tr> <tr><td>P</td><td>4.44</td></tr> <tr><td>A</td><td>3.84</td></tr> </table>	S	2.60	B	3.20	D	3.25	P	4.44	A	3.84
S	2.60										
B	3.20										
D	3.25										
P	4.44										
A	3.84										
<p>Leadership Instills Trust Can be trusted to keep promises and confidences. Is honest and ethical.</p>	<p>Self/Boss Comparison</p> <p>S B</p> <p>Respondent Group Comparison</p> <table border="1"> <tr><td>S</td><td>3.75</td></tr> <tr><td>B</td><td>4.00</td></tr> <tr><td>D</td><td>3.94</td></tr> <tr><td>P</td><td>4.85</td></tr> <tr><td>A</td><td>4.40</td></tr> </table>	S	3.75	B	4.00	D	3.94	P	4.85	A	4.40
S	3.75										
B	4.00										
D	3.94										
P	4.85										
A	4.40										
<p>Leadership Provides Direction Establishes clear expectations and a manageable workload. Plans the steps required to accomplish objectives, while keeping focus on overall vision.</p> <p>S</p>	<p>Self/Boss Comparison</p> <p>Talent B S</p> <p>Respondent Group Comparison</p> <table border="1"> <tr><td>S</td><td>3.75</td></tr> <tr><td>B</td><td>3.50</td></tr> <tr><td>D</td><td>4.31</td></tr> <tr><td>P</td><td>4.25</td></tr> <tr><td>A</td><td>4.20</td></tr> </table>	S	3.75	B	3.50	D	4.31	P	4.25	A	4.20
S	3.75										
B	3.50										
D	4.31										
P	4.25										
A	4.20										
<p>Leadership Delegates Responsibility Delegates appropriate jobs to appropriate people. Empowers others to work and solve problems on their own.</p> <p>S</p>	<p>Self/Boss Comparison</p> <p>B S</p> <p>Respondent Group Comparison</p> <table border="1"> <tr><td>S</td><td>3.75</td></tr> <tr><td>B</td><td>3.00</td></tr> <tr><td>D</td><td>3.75</td></tr> <tr><td>P</td><td>4.35</td></tr> <tr><td>A</td><td>3.98</td></tr> </table>	S	3.75	B	3.00	D	3.75	P	4.35	A	3.98
S	3.75										
B	3.00										
D	3.75										
P	4.35										
A	3.98										
<p>Adaptability Adjusts to Circumstances Can adjust to people's diverse work styles and to varying environments. Deals with setbacks constructively and anticipates change.</p> <p>B</p>	<p>Self/Boss Comparison</p> <p>S B Focus</p> <p>Respondent Group Comparison</p> <table border="1"> <tr><td>S</td><td>3.00</td></tr> <tr><td>B</td><td>3.25</td></tr> <tr><td>D</td><td>3.25</td></tr> <tr><td>P</td><td>4.35</td></tr> <tr><td>A</td><td>3.80</td></tr> </table> <p>Favorable Zone</p>	S	3.00	B	3.25	D	3.25	P	4.35	A	3.80
S	3.00										
B	3.25										
D	3.25										
P	4.35										
A	3.80										



Favorable Zone



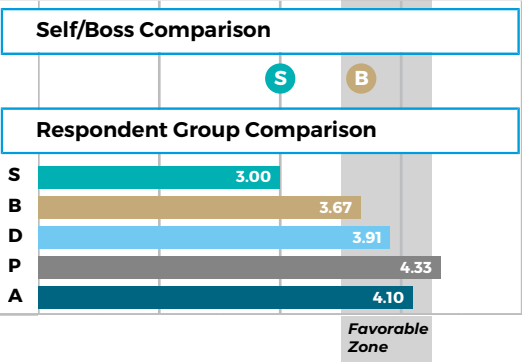
Favorable Zone

- 1**
Almost
Never
- 2**
Seldom
- 3**
Sometimes
- 4**
Usually
- 5**
Almost
Always

Personal Development

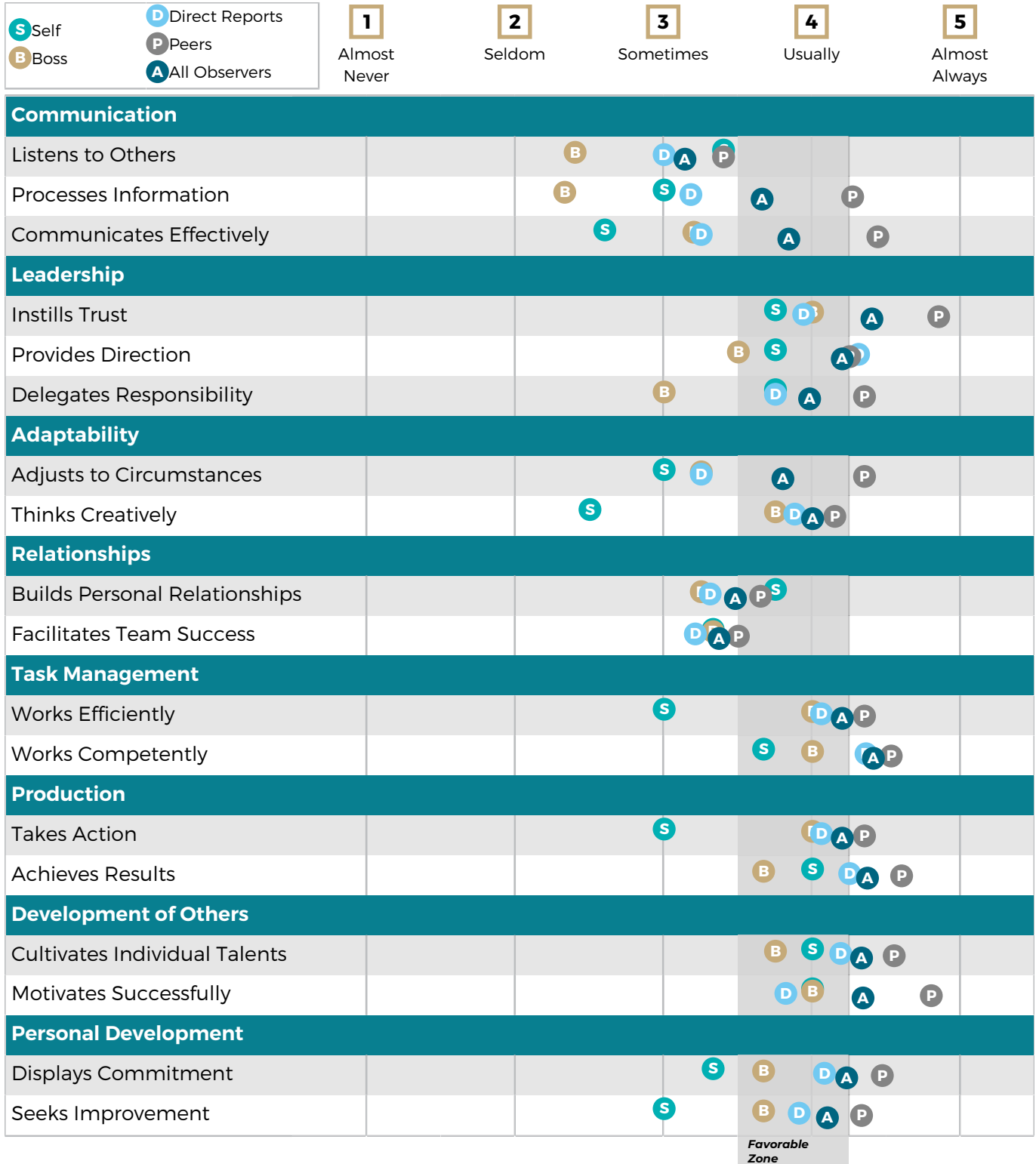
Seeks Improvement

Learns positive lessons from mistakes and constructive criticism. Pursues resources to improve and develop professionally. Sets no limits on personal potential.



RESPONDENT GROUP COMPARISON

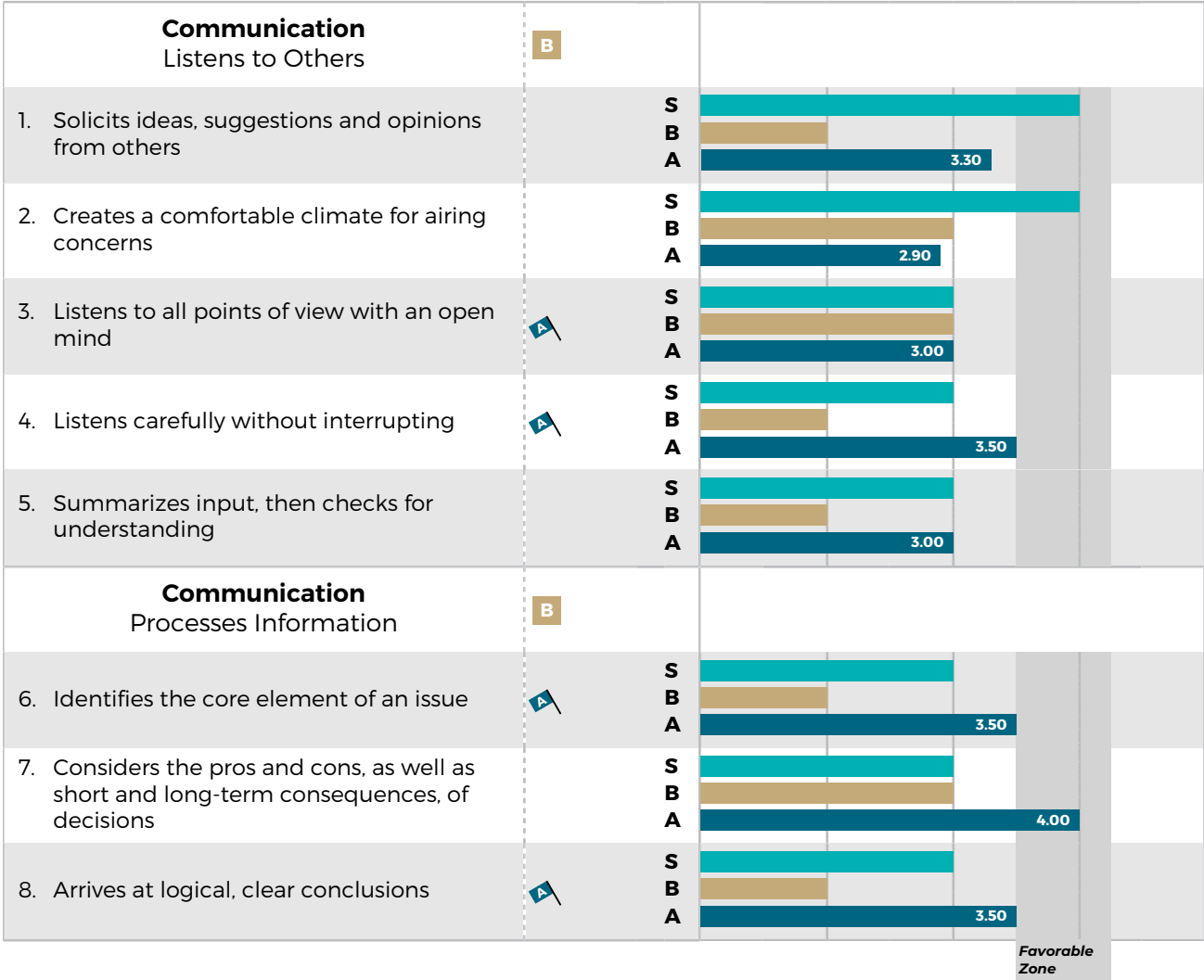
This page presents the relative placement of the average Skill Set score for each of the respondent groups. Each Skill Set is shown with its appropriate Universal Management Competency.



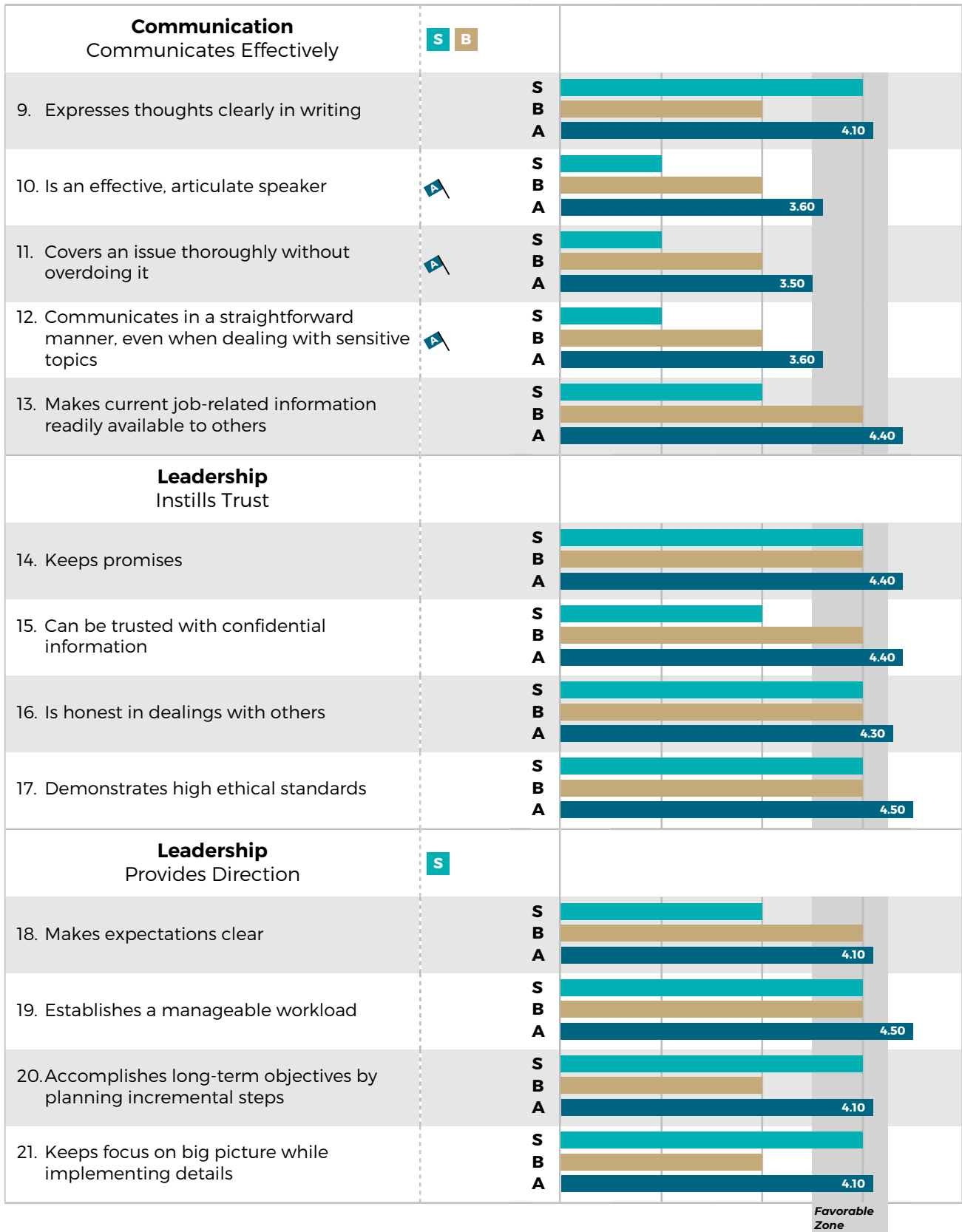
SURVEY SUMMARY OF THE 70 ITEMS

The ratings for each individual question are shown for easy analysis. Should there be a variance of 3 or more points between groups on a question a flag will appear. Pay close attention to these questions because this wide variance may have had an impact on the average **All Observers** score for that Skill Set.

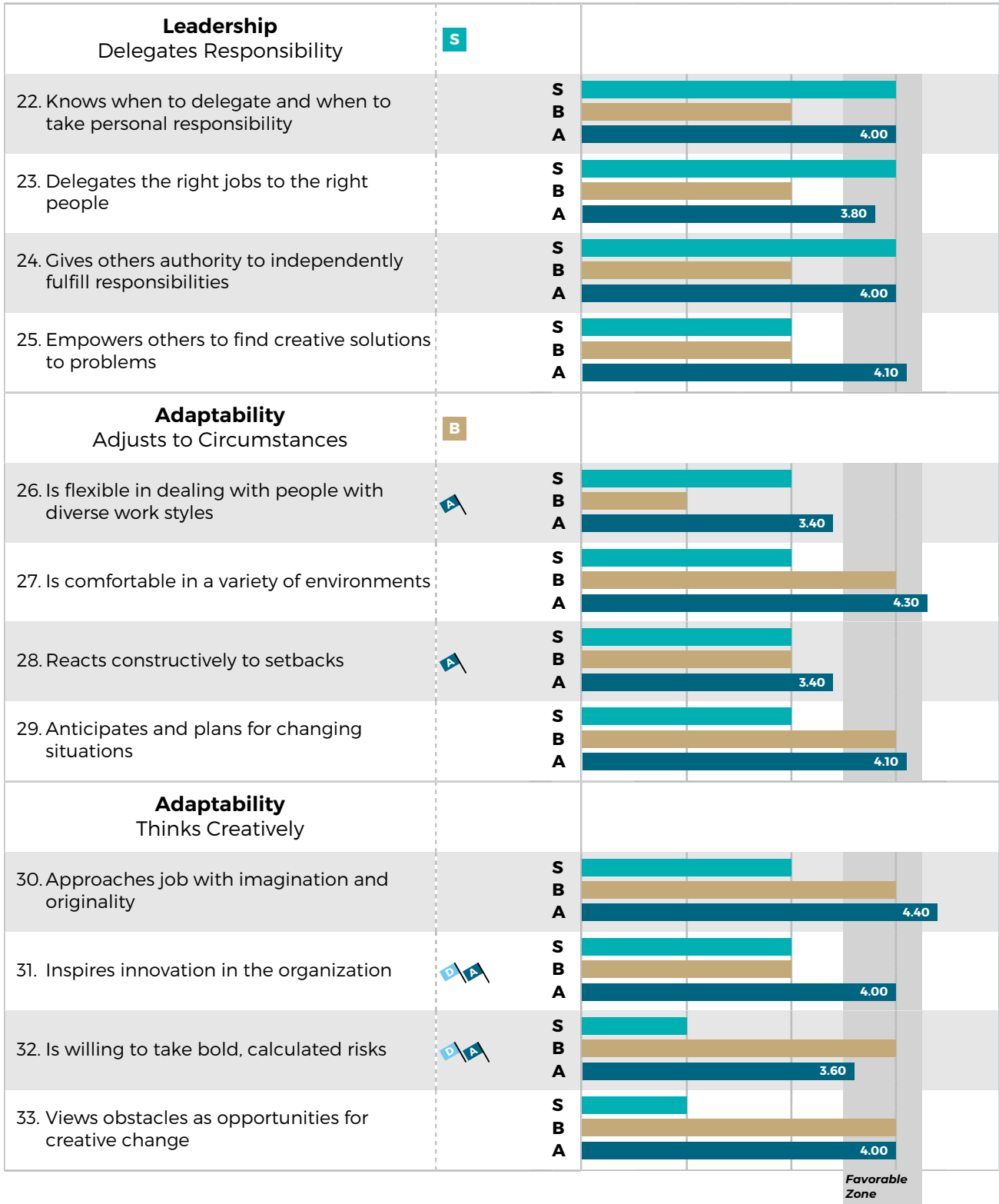
 <p>Items that fall in a Critical Skill Set, as designated by Self and/or Boss</p>	 <p>Boss and/or Self did not rate item</p>	 <p>Responses lack consensus within respondent group (responses vary by 3 or more points).</p>	<p>S Self</p> <p>B Boss</p> <p>A All Observers</p>
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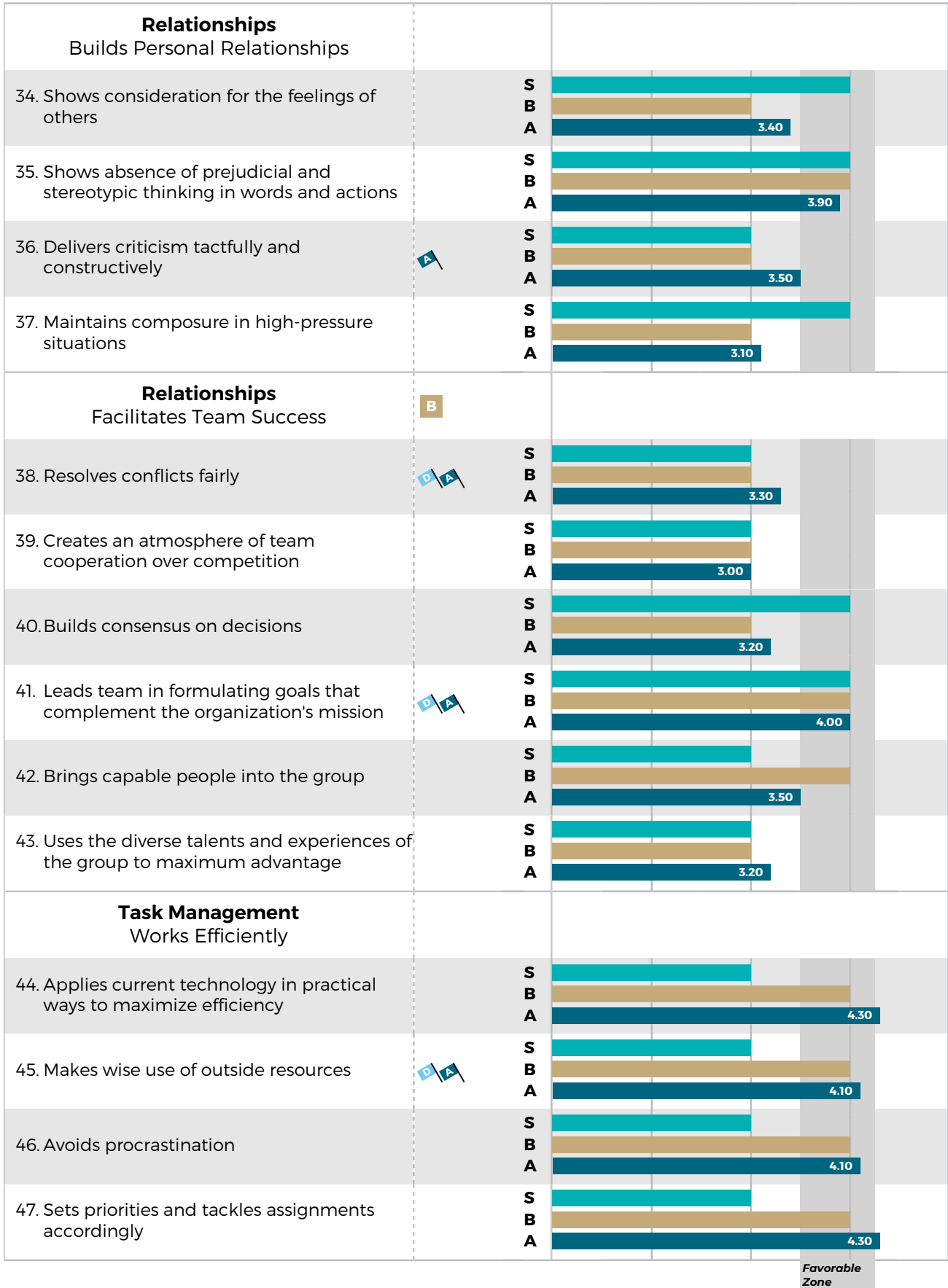


1 Almost Never **2** Seldom **3** Sometimes **4** Usually **5** Almost Always

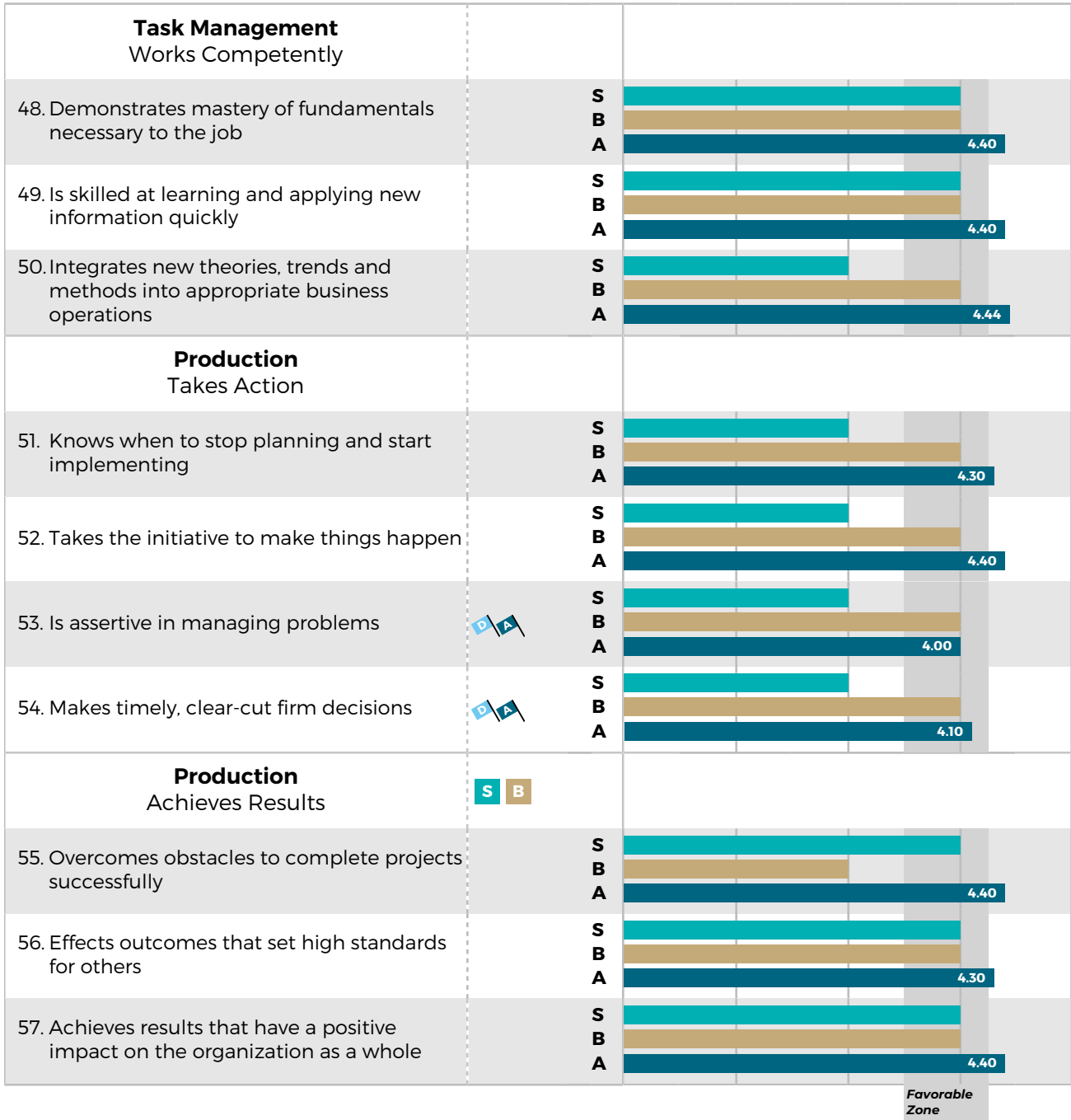


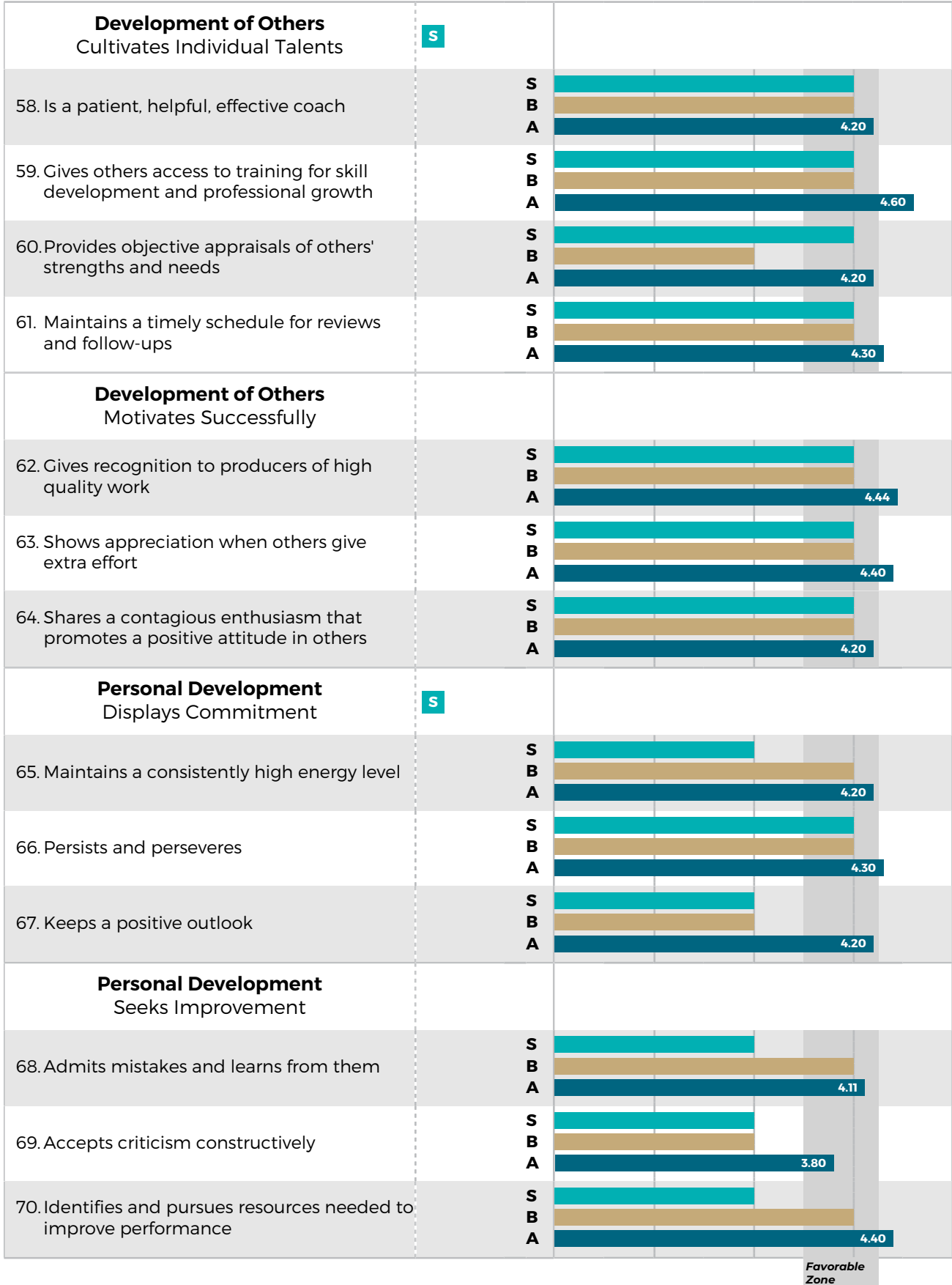
1 Almost Never
 2 Seldom
 3 Sometimes
 4 Usually
 5 Almost Always





1 Almost Never **2** Seldom **3** Sometimes **4** Usually **5** Almost Always





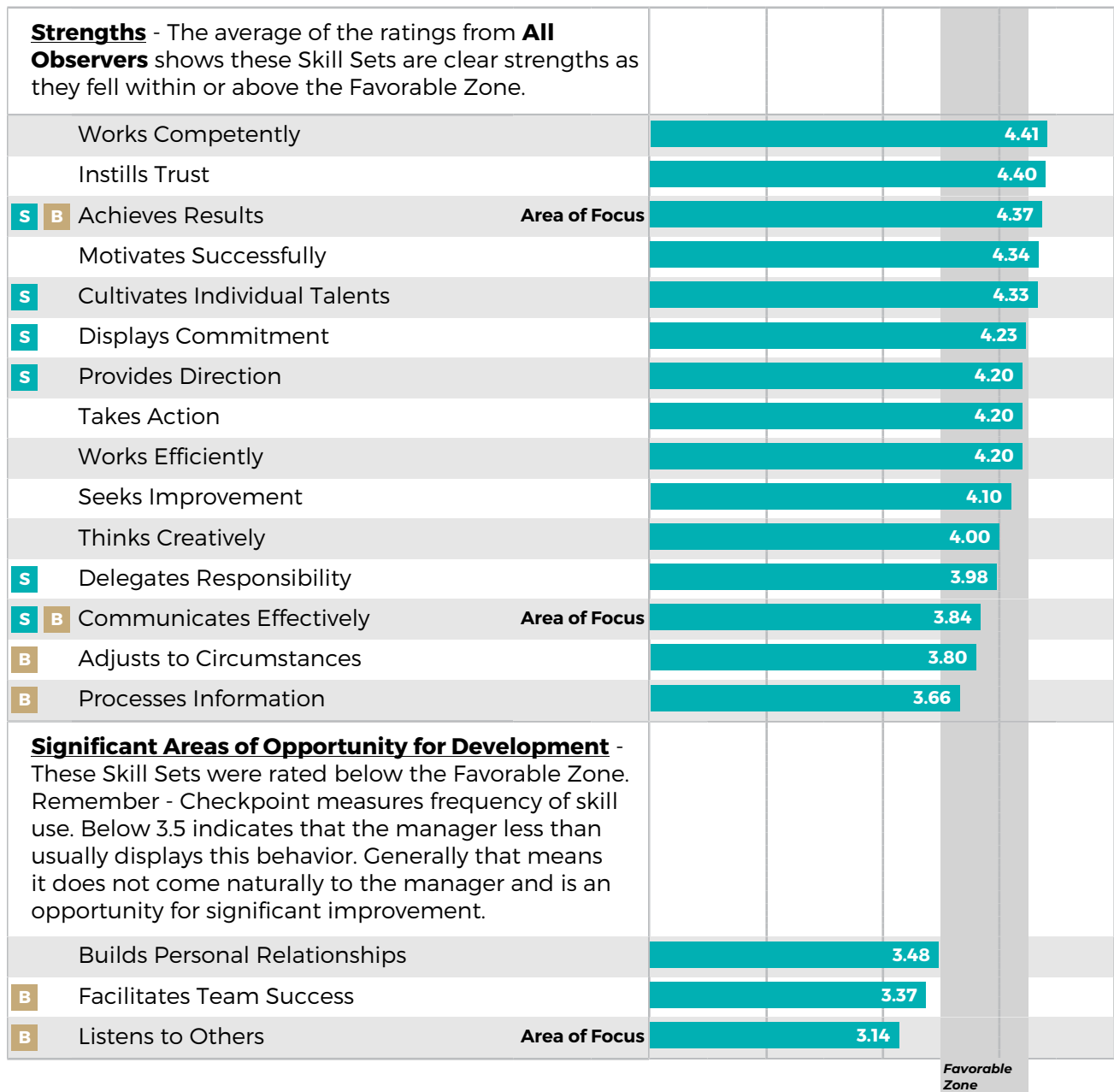
Favorable Zone

DEVELOPMENT SUMMARY OVERVIEW

It is good to know how the observers rated the behaviors the manager exhibits on all Skill Sets. Here you will see all 18 Skill Sets with the average of the ratings from **All Observers**. Note also the skill sets you and/or Darcy Walker identified as critical to success; particularly when a Critical Skill Set is identified as an Area of Focus.

"Areas of Focus" are those behaviors that represent opportunities for enhancing effectiveness. Some Areas of Focus may be listed as strengths because often honing strengths is an excellent way to begin improving skills. Others could fall below the Favorable Zone and thus present possible limitations observed in the behavior of the manager.

S **B** Selected by Self, Boss, or Self & Boss as a Critical Skill Set



Coaching & Management Considerations

Regarding Darcy Walker

06.16.2020

ABC Company
20141 Main St.
Anytown, TX 12345
555-555-5555

WORKING WITH DARCY WALKER

To effectively manage the information provided to Darcy Walker in this report we recommend creating a plan to initiate understanding and accountability for expected outcomes. The Individual Development Plan is a tool that is effective in accomplishing this goal.

Leaders follow through on development plans when the leadership need is directly linked to a business challenge or strategy. Think of the Individual Development Plan as any other project or business plan. Design the plan to be realistic, to consist of actions your manager can take every day on the job, and to tie directly to organizational priorities.

INDIVIDUAL DEVELOPMENT PLAN - ACCOUNTABILITY PROCESS

The manager has been tasked with creating an Individual Development Plan (IDP). Your role is to coach Darcy Walker on situations related to the IDP, provide feedback, and reinforce acceptable behaviors. Providing this input will help fulfill the intent of the IDP.

First, help the manager identify what they should begin to do differently to improve a skill or behavior, then, have them start doing it. Most often the best course of action for personal and professional growth is obvious and easy to recognize. Next, connect the development of the particular skills to business improvement and agree that the development in these areas is important. Only when they have recognized changes are needed, can they effectively develop an Individual Development Plan. Finally, create the development plan. The IDP need not be complex. The most significant development opportunities take place on the job, so the development process is facilitated as part of current job responsibilities.

To begin this process of growth, we recommend the K-S-S Method which is explained in detail in the **Areas of Focus** section which follows.

COACHING & MANAGEMENT CONSIDERATIONS

These are suggestions which may help you use the information in this report to effectively help the manager grow and develop in the job. Consider these suggestions as you refer to the previous pages.

1. **Executive Competency Overview Graph**

- Look for Gaps (a difference of 1.0 or more) flagged on the report. Make sure you are aware when and where gaps exist.
- Look at the ratings relative to the Favorable Zone. Pay particular attention to those ratings farthest away from the Favorable Zone.

2. **Executive Skill Set Summary**

- Note those Skill Sets that are rated below the Favorable Zone. These may need particular attention from the manager.
- Encourage Darcy Walker to also further develop those skill sets that are in or above the Favorable Zone.

3. **Critical Skills Alignment Summary**

- Pay particular attention to those skill sets upon which you and the manager disagreed. These are the skill sets chosen only by you or only by the manager. This suggests a potential difference in expectations between you and Darcy Walker.
- Make sure the manager understands your expectations about which critical skill sets should receive the most focus.

4. **Executive Summary**

- Look again for gaps that exist, especially in the critical skill sets. Any gaps would suggest a discrepancy in the perceptions between those groups of raters.
- Pay particular attention to areas where either your or the manager's rating fell below the Favorable Zone. When the manager's perception differs significantly from other groups Darcy Walker needs to look for the reason.

5. **Skill Set Analysis**

- Check the ratings where both your and the manager's ratings are in the Favorable Zone. This provides an excellent opportunity for recognition. Take particular notice of skill sets marked as "Talent" or "Focus." Talent Skill Sets represent skills to be used and improved. The Skill Sets identified as "Focus" require more immediate attention to enhance performance. In both cases these Skill Sets are critical to the success of Darcy Walker.
- Look for those scores farthest below the Favorable Zone as these indicate a definite need for additional training.
- Once again, gaps between the average ratings in one or more groups needs to be understood.
- Look for areas where you rated the manager higher than they rated themselves. These areas of misalignment offer an excellent opportunity to improve communication and understanding between you and Darcy Walker.

6. **Respondent Group Comparison**

- This presentation of the average scores provides a broad view of the differences between respondent groups.

7. **Survey Summary of the 70 Items**

- Use this section to refer to the actual questions from which the skill set scores were calculated.
- Take notice of a flag in front of any behavior. This identifies a gap of at least 3 points between respondents within a group.
- Review this section before meeting with Darcy Walker as it will best prepare you to discuss any areas of disagreement.
- Ensure you and Darcy Walker have agreed on clear action steps that have been identified with appropriate timelines.

8. **Development Summary Overview**

- The Skill Set with the lowest average score requires immediate attention. In addition, two other Skill Sets have been identified as Areas of Focus because it was determined that they were critical to success in this job.

Schedule a follow-up meeting with Darcy Walker to discuss progress in personal development, and also schedule the next administration of the CheckPoint 360[™].

For your reference,
the remainder of this report was provided to the manager
in the Individual Feedback Report.

This can serve as a foundation for establishing a
Individual Development Plan for Darcy Walker.

AREAS OF FOCUS

You cannot risk leaving your personal development to chance; planning is essential. How many times have you stated to yourself or others your intentions to act but fall back into old habits? Leaders follow through on development plans when the leadership need is directly linked to a business challenge or pain point. Think of your Individual Development Plan (IDP) as you would any other project or business plan, and design it to be realistic, to consist of actions you can take every day on the job, and to tie directly to organizational priorities.

DEVELOPING YOUR INDIVIDUAL DEVELOPMENT PLAN

People tend to play to their strengths. So, too, do leaders - choosing to utilize one skill over another due to their personal proficiencies. They have the knowledge and experience to use certain skills in almost any situation. If, as a leader, you don't favor or simply lack proficiency with a skill that is deemed important to your organization, there are two steps you can take immediately to get started in your development. First, if you know what to do differently to improve a skill or behavior, do it! Second, create an Individual Development Plan. Your Development Plan need not be complex. Most often, your best course of action for personal and professional growth and development is obvious and easy to recognize. The most significant development opportunities take place on the job and are totally under your control. To begin this process of growth, you need to use the **K-S-S** Method:

- K** actions you should KEEP doing, which are things you already do well. KEEP doing them!
- S** actions you should STOP doing. As you analyzed your Feedback Report, you recognized behaviors that bring negative results - this is an indication of something you should STOP doing.
- S** actions you should START doing. You have learned things you could be doing to enhance your effectiveness. START doing them at the earliest opportunity. As you add to your knowledge base and acquire ideas for better leadership performance, form the habit of doing them. Make START doing a regular part of your development process.

You can get started on your Individual Development Plan with this simple process:

1. Consider your ratings on the survey behaviors in your Areas of Focus and identify the leadership skills and supporting behaviors that you are going to work on.
2. Review the lists of Challenging Activities for the supporting behaviors in your Areas of Focus which are included on the following pages.
3. Then, using the **K-S-S** Model, identify those actions appropriate to **Keep** doing, actions to **Stop** doing, or actions to **Start** doing.

AREA OF FOCUS: LISTENING TO OTHERS

SOLICITING IDEAS, SUGGESTIONS, AND OPINIONS

Skills, Behaviors, and Attitudes to Adapt and Practice

- Pay attention to the speaker and try to benefit from each exchange, even if the topic or information is not interesting.
- Wait until others are completely finished presenting their point before forming your opinion and response. Avoid judging the speaker, and focus on the message itself.
- Show your attentiveness by using body language such as eye contact, nodding, and smiling while others are speaking.
- Listen patiently without interrupting others, and avoid becoming distracted while they are speaking.
- Ask questions that require more than a "yes" or "no" response when seeking others' input. Doing so could yield valuable information beyond a superficial answer.
- Encourage others to share their opinions, listen to all ideas, and consider everyone's point of view to gain the maximum benefit of others' contributions.
- Promote an environment that is free of judgment to encourage others to share their ideas.
- Allow time in meetings for items not on the agenda to be discussed.

Challenging Activities

- Thinking about issues or problems according to a set of guidelines can improve the listening skills of the entire team. Make a list of issues, problems, or tasks that require input from your team. Identify ideas and suggestions your direct reports could produce for these issues. Listen attentively. Ask questions that require more than a "yes" or "no" response, allowing them to elaborate on their ideas and suggestions. Let them do most of the talking. Follow through by implementing the suitable suggestions as soon as possible.
- After a direct report has offered ideas, suggestions, or opinions about a work-related issue, check yourself against the following criteria to see how well you think you listened:
 - Did not tune out boring information; did not fake attention; was not distracted
 - Listened carefully to the main ideas and supporting points
 - Did not interrupt. Waited for the person to finish before forming opinions and responding. Evaluated the message itself rather than the person speaking
 - Smiled, nodded, or otherwise encouraged the direct report as they spoke
 - Ensured your correct interpretation of what they meant by summarizing their points
 - Asked questions requiring more than a "yes" or "no" answer
 - Listened patiently

CREATING A COMFORTABLE CLIMATE FOR AIRING CONCERNS

Skills, Behaviors, and Attitudes to Adapt and Practice

- Make it clear through both your words and formal policy that all concerns are treated positively – that there is no retaliation for feedback on sensitive topics.
- Remember that you won't always have the best ideas or perspectives – be prepared to accept that your team may sometimes have better ideas and perspectives than yours.

- Foster a personal attitude that all improvement is a positive thing – regardless of how it comes about or who initiates it.
- Recognize that it often takes courage to raise concerns – and be prepared to appreciate this courage in your team members.
- See team members who bring you less than positive feedback as productivity partners, working with you positively to continually improve the way things are done.
- When you're wrong, say so, as loudly and as early as you can.
- Note when you automatically defend an established position – could you be more open?
- Foster an environment where new ideas are welcomed and it is acceptable to question the way things are traditionally done.

Challenging Activities

- Publish a process for providing formal feedback on key topics.
- Let your team know that you welcome feedback on concerns about anything affecting the organization and its performance. Reinforce this message repeatedly.
- When someone raises a concern, thank them for taking the trouble to do so and assure them of your intention to investigate their input.
- Research all concerns raised and be seen to follow up by explaining any outcomes or resolutions to those raising concerns. Be the role model for the accountability you want to develop in your team.
- Be available to speak privately if a team member is concerned about public discussion on sensitive matters.
- Work hard to see the perspective of those raising concerns, and be aware of your own biases, especially when repeated complaints are raised. Your team will stop bringing concerns to you if you seem disinterested or pass judgment without investigation.
- Coach your team on how to raise concerns in a constructive, positive, and non-judgmental manner, and encourage them to bring you their positive thoughts on how to address the concerns they raise.

LISTENING TO ALL POINTS OF VIEW WITH AN OPEN MIND

Skills, Behaviors, and Attitudes to Adapt and Practice

- Encourage others to share their opinions, including those that differ from yours.
- Avoid being defensive when you receive criticism. Perceive criticism as constructive toward future improvement, rather than personally destructive to your character.
- Try to understand others' positions on an issue. Take time to consider the information from their perspective.
- Listen in this order: hear, understand, interpret, then respond. Do not jump from "hear" to "respond."
- Make every effort to understand others' points of view on issues, and take time to consider their stake in the issue, their perspective, and possible motives for seeing things the way they do.

Challenging Activities

- In a hotel lobby, airport, restaurant, etc., listen and observe people for ten minutes. Note what you have heard and observed. Did you interpret your observations differently because you had no prior opinions or attitudes on the topics they spoke about? You probably listened closely and with an open mind. When your direct reports are speaking, consider sometimes imagining that you are hearing what they are saying for the very first time. You may adopt a new perspective to what they are saying, leading to an innovative solution or a fresh interpretation of long-standing issues or problems.

- Brainstorming sessions provide good experience for listening to all viewpoints with an open mind. Brainstorm with your direct reports as often as possible about work-related problems and issues. The benefits will be two-fold; you will practice listening and you will gain input from your work unit on solving problems.

LISTENING CAREFULLY WITHOUT INTERRUPTING

Skills, Behaviors, and Attitudes to Adapt and Practice

- Avoid interrupting, as it can become a habit, and could waste valuable time. Have you ever been irritated when someone has interrupted you with an assumption?
- Avoid considering your response before others finish speaking. Concentrate on what they are saying. Allow others to make their point before responding with your own.
- Do not allow constant disturbances during exchanges of information. Commit yourself and your direct reports to focus on listening to each other and to concentrate on the benefits of everyone's input toward a common goal.
- When you realize that you have interrupted someone, apologize by saying, "I'm sorry. Please continue." Politely admitting a mistake demonstrates your integrity and can build your credibility.

Challenging Activities

- Sometimes good listening can include taking notes. Consider keeping a pen and note pad readily accessible at all times. Write down as few words as possible to avoid distracting the speaker with excessive note taking. You can elaborate on your notes later.
- It is almost impossible to listen well and talk at the same time. Consider recording a few of your phone calls and listening to your portion of the conversation. Is there an appropriate amount of silence on the recording for the topic you discussed, indicating the time you spent listening? Recording yourself and considering how much you listen to others could remind you to avoid monopolizing the conversations in the future.

SUMMARIZING INPUT AND THEN CHECKING FOR UNDERSTANDING

Skills, Behaviors, and Attitudes to Adapt and Practice

- Decide that you are going to maximize the information and value you receive every time you converse with one of your team members.
- Recognize that we all tend to filter what we hear through our preconceptions and biases and that it is easy to misunderstand the core messages of others – and plan to be more open.
- Realize that everyone has the potential to enrich your understanding and deserves to be heard and understood.
- Adopt an attitude that the person you are listening to is the most important person in your life at that moment in time – give them your full attention.
- Make a specific decision to note any time you become judgmental of what you're hearing – and revert to openly listening to understand what the other person is saying.
- Note when others summarize well in listening to you – what can you learn from them?

Challenging Activities

- Every time you have a conversation, make it a point to summarize and restate continually. Summarize anything they say that addresses your initial question – and note any interesting new perspectives they raise for further discussion. Don't simply parrot their words – restate the words *and* the emotions you detected: “...it sounds like you're frustrated by this situation...” or “...that must be exciting...” Make it clear that you understood what they said to you and how they *feel* about what they said.
- When you ask good open ended questions, you'll tend to get long responses. Don't be afraid to let your speaker go off topic a little – this will often help uncover other useful aspects of what they have to say.

- Probe. If in doubt – ask, don't assume. Continually ask clarification questions – not only does demonstrating your interest in what the speaker has to say make you engaging, but it demonstrates your growing understanding of their key points.
- Ask challenging questions to encourage your speaker to expand their ideas and opinions and be seen to note down their key points.

AREA OF FOCUS: COMMUNICATING EFFECTIVELY

EXPRESSING THOUGHTS CLEARLY IN WRITING

Skills, Behaviors, and Attitudes to Adapt and Practice

- Ask yourself before writing a memo or letter, "What is the purpose of this communication?" View it from the reader's perspective. "What does the reader need to know? What do they already know? What can you tell them?"
- Outline the important information you wish to convey. Organize information in a logical, easy to follow manner. Omit unnecessary details and get to the point.
- To communicate clearly and effectively, use simple and concise language. Author written communication by writing as if you were speaking with recipients.
- Explain in written communication the actions and follow-up required of others. Do not use indeterminate language such as 'sort of,' 'rather,' 'somewhat,' etc.
- Email is a quick, informal means of communication, but the usual rules of grammar, punctuation, and style still apply. Email is every bit as important as other communications in establishing credibility. Even email with a peer could be distributed to others in the company.

Challenging Activities

- Volunteer for a writing assignment, such as a company newsletter. Ask a talented writer to edit your writing, and to provide feedback and suggestions for improvement.
- Email is becoming more common as a communication tool. Learn to write powerful introductions and subject lines. State your message clearly and concisely, and keep supporting information relevant to the topic.

BEING AN EFFECTIVE, ARTICULATE SPEAKER

Skills, Behaviors, and Attitudes to Adapt and Practice

- Strive for conversational, dynamic delivery. Avoid stiff, formal presentations. Become animated, when appropriate. Use gestures and body language to emphasize your communication efforts.
- Always thoroughly prepare and practice before each presentation.
- Know your audience and their stake in the information you present to them. Consider what the audience needs to know, what they want to know, and why they need to know it. One technique is to ask participants what they hope to learn from your presentation.
- Be direct and assertive when presenting your opinions. Avoid phrases that can lessen the impact of what you say, such as 'It seems to be,' 'It is likely,' or 'It depends.'
- Use practical examples to support key points, if appropriate. Audiences are often eager to hear interesting stories.
- Ask others for feedback to check if the content, delivery, and tone of your presentation was appropriate and well-received.

Challenging Activities

- Consider joining organizations that offer the opportunity for you to speak in front of others. Active participation in local clubs can help polish your speaking skills.
- The audience can become visually overwhelmed with too many bullet points and sub-points. Limit visuals to no more than ten per topic. Review recent presentations and note the ten visuals that present the most important points. Add variety by presenting further information on flipcharts or handouts. Visuals should focus attention, reinforce key messages, stimulate interest, and illustrate points that are difficult to visualize.

COVERING ISSUES THOROUGHLY WITHOUT OVERDOING IT

Skills, Behaviors, and Attitudes to Adapt and Practice

- Never tell your audience more than they need to hear. Analyzing your audience in advance will help establish how much information is required. Do not become so enthusiastic about the topic that you tell them everything you know about it.
- Be succinct. You can lose your audience's attention with too much data and too many stories. Apply the "Rule of Three:" identify three important points you want to convey and support each point with three pieces of evidence. Consider introducing the topic with a strong delivery, and closing the presentation with a call to action.
- Limit your response to a question to a minute or less. If a participant asks an unrelated question, assure them you will address the issue later. Return quickly to the subject and follow your outline. If you stray off-topic, apologize, and return back to the important topic as soon as possible.

Challenging Activities

- George Bernard Shaw said, "If you teach a person everything, they will not learn." Before sharing information, ask yourself, "What do I need to share with this person? If I could only share one piece of information about this topic, what would it be?" Repeat this for all topics in the presentation. This could produce a succinct and successful presentation.
- Before meeting with a group to discuss an issue, conduct a thorough analysis of your audience. Answer the questions below before preparing your presentation.
 - Who will be present? How does this issue affect them?
 - What do they need to know?
 - How much do they already know about this subject?
 - What types of examples, stories, or illustrations could interest them or offend them?
 - How can I present information most efficiently?

COMMUNICATING IN A STRAIGHTFORWARD MANNER - EVEN WHEN DEALING WITH SENSITIVE SUBJECTS

Skills, Behaviors, and Attitudes to Adapt and Practice

- Communicating in sensitive situations can be difficult if you do not already regularly communicate with your direct reports.
- When asked questions in challenging and sensitive situations, give honest and complete answers. Answering evasively damages your credibility and perceptions of your integrity. If you are unable to answer a question fully, state your reasons, and talk about the areas of concern that you can address.
- Do not procrastinate or be evasive when you must communicate negative information. Remain sensitive, yet direct.
- Recognize that your ability to receive feedback is as important as your ability to give feedback.
- Have the professionalism and courage to say what you need to say. However, be compassionate and speak sincerely. In sensitive situations, act the way you would want others to act with you.

Challenging Activities

After dealing with a sensitive matter, rate yourself on the following:

- Introduced the sensitive topic in a caring, but direct manner
- Listened compassionately while the other person stated an opinion
- Accepted the other person's perceptions as valid
- Used good questioning skills to sort through the person's perceptions about the situation
- Exhibited patience while the other person spoke, then worked through the situation
- Took time to think before responding too quickly
- Defused any tension surrounding the situation
- Upheld your credibility, integrity, and trustworthiness

MAKING CURRENT JOB-RELATED INFORMATION AVAILABLE TO OTHERS

Skills, Behaviors, and Attitudes to Adapt and Practice

- Believe the research: informed employees are motivated employees; motivated employees are engaged and productive employees.
- Recognize the difference between the attitudes 'information is power - hoard it' versus 'information empowers - share it around as widely as possible.' Be forthcoming with information that can make others more effective.
- Realize that what you and your management colleagues take for common knowledge, e.g. how things are going, what challenges are down the road or what new products are coming may not be known to your team. Inform them as soon as it is appropriate to do so.
- Provide continual feedback on how the organization and department are doing - and what part every team member can play in helping you to do even better.
- Make sure every single team member knows these four basics: (1) Your business focus: what you're in business to achieve, (2) Your target market: your ideal customer, (3) What performance is expected of them, (4) How their performance will be measured.
- Share good news - positivity and optimism is infectious.
- Share bad news quickly and explain how you're managing negative situations. Rumors are always worse than reality.

Challenging Activities

- Create a weekly blog post from every department head outlining the key news and information for the week.
- Use social media to send daily or weekly updates – short, concise reminders of what employees need to focus to reach the organization's goals.
- Schedule a regular team meeting that includes formal sharing of all relevant company news, updates and information.
- Share useful articles and blog posts on anything related to the organization or your industry.
- Create update alerts for all key aspects of your business and industry and share the results of these alerts with your team.
- Create a schedule of one-on-one meetings for each member of your team and use those meetings to share updates and solicit news and updates from their perspective.

AREA OF FOCUS: ACHIEVING RESULTS

OVERCOMING OBSTACLES TO COMPLETE PROJECTS SUCCESSFULLY

Skills, Behaviors, and Attitudes to Adapt and Practice

- Remember that obstacles can be opportunities to help build your leadership skills.
- When you see a need or problem that you wish someone would address, ask yourself if you could be doing something about it.
- Identify the obstacles that are impeding your progress on a project and develop plans for action to overcome them.
- Consider that when something is not working, you may need to develop another approach. Determine who can help you look at the issue objectively and brainstorm possible solutions.
- Pull your work unit together as a group to solve problems. Use your direct reports as sounding boards in areas where they have expertise. Avoid premature judgment of others' ideas.
- Identifying risk areas in the initial stages of planning is one way you can anticipate and prepare for potential problems. Prevent problems by analyzing their cause.
- Look for new technology that can increase your work unit's efficiency.
- Use humor to keep difficulties in perspective.

Challenging Activities

When an obstacle hinders the successful completion of a project, gather your team together, obtain their input, consider the possible causes for the obstacle, and weigh all possible solutions. Create a table with the following columns to help you arrive at a solution:

- Obstacle
- List the probable causes for this obstacle and rate them for probability (A - Z with A being high probability).
- List five suggestions for a solution. Rate these suggestions (1 - 5 with 1 being most probable solution).
- What are the steps for implementing the solution?

Obstacle	Probable Causes	Probability	Suggestions For Solutions	Solution Rating	Steps To Solution
	•		•		
			•		
	•		•		
			•		
	•		•		

EFFECTING OUTCOMES THAT SET HIGH STANDARDS FOR OTHERS

Skills, Behaviors, and Attitudes to Adapt and Practice

- Set high standards for performance in every aspect of the business.
- Work to exceed customer expectations.
- Involve everyone in the commitment to quality. Make sure they understand that excellence is good business.

- Constantly evaluate the quality of work produced. Report on both your successes and failures with equal candor.
- Solicit suggestions from your direct reports, manager and peers.
- No matter how well things are going, realize that improvements are always possible. Invite your direct reports to challenge established boundaries. Help them identify "stretch" objectives to achieve organizational goals.
- Follow issues to completion. Persisting at problem-solving sends a strong message that you want issues resolved as quickly as possible and that you are willing to do what is necessary to bring problems to closure.

Challenging Activities

- Determine if your organization uses an effective performance review process that links feedback and coaching to specific business goals. If not, create an active performance review process to reinforce high performance standards specific to your work unit.
- Ask your direct reports to evaluate the standards of the team in these areas (1 = low; 5 = high): Clarity of purpose, communication, problem-solving, decision-making, change, customer focus, quality of work, conflict resolution, work processes, and feedback. For those ratings that are below 3, determine actions that will improve standards in those areas.

ACHIEVING RESULTS THAT HAVE A POSITIVE IMPACT ON THE ORGANIZATION

Skills, Behaviors, and Attitudes to Adapt and Practice

- Concentrate your efforts toward achievements that contribute to the team goals and to the mission of the company. Don't get sidetracked with unimportant activities. Lead with a sense of purpose and make sure everyone is aware of the vision.
- If you tend to push your decision-making responsibilities toward your manager, consider also offering recommendations and solutions in support of the decision to be made.
- Ensure that everyone who is responsible for meeting the stated financial goals understands what these goals are and what they are expected to deliver.
- Look for customer needs that you could be meeting but currently are not. Develop a plan for meeting these needs with additional or expanded products and services.
- Accept that you may sometimes need to work across departments to achieve goals. Build positive relationships outside your department that will enhance cooperation.
- Become more cost-conscious. Ask others to justify expenditures and look for ways to cut costs.
- Develop a company-wide definition of quality and manage to that definition.

Challenging Activities

- Teach your direct reports how to effectively speak for and represent your work unit in company-wide meetings. Giving them the opportunity to talk about their work and to consider input from others outside the department is an excellent way for them to see how their work fits into the overall picture.
- Review your own and your direct reports' individual development plans and performance appraisal criteria to ensure that they are consistent with the organization's top priorities.
- Know the business of your organization by investigating the following. You will need internal resources to gain this information.
 - The history of your organization, its strengths and weaknesses
 - The organization's key success factors
 - The organization's vision and mission statements
 - The organization's annual report

- Knowledge of the organization's financial system
- The organization's competition
- What does the organization do to maintain morale? Rewards? Recognition?
- The organization's written code of ethics, if available



City of Ramsey Performance Evaluation



Employee Name
Job Title
Department
Review Period
Reviewed by
Title of Reviewer

Probationary Step increase Annual

PURPOSE

The purpose of conducting a performance evaluation is to enhance the overall quality of service to the community, improve productivity, and foster employee development. The performance evaluation is designed to:

- Generate continuous, two-way communication between employee and supervisor as a shared responsibility
- Evaluate employee performance in relation to City and department goals and expectations
- Recognize achievements, accomplishments and contributions of employees
- Identify areas for employee training and development
- Provide a basis for planning future performance
- Determine whether overall performance (a minimum rating of "meets expectations") qualifies the employee for a step increase.

GUIDELINES

Performance management in the City of Ramsey is a continuous communication process in which 1) expected levels of performance are defined and communicated, 2) performance is planned, maintained, and improved, 3) actual performance is compared to expected levels, and 4) accomplishments and areas for improvements are recognized. The performance review may also be used in management decisions regarding assignments, career development, reassignment, or corrective action.

INSTRUCTIONS

1. Complete the evaluation prior to the end of the employee's probationary period and, thereafter, every year on the employee's anniversary date. **Please be sure that your "review period" dates are consistent with those on record with Human Resources.**
2. Indicate your rating by placing an **X** next to the rating which best describes performance on each measure. Rate each category separately, being careful not to be influenced by your overall judgment of the employee's performance.
3. The descriptions that are provided should be used as **guidelines** to help clarify the rating for each performance measure. Although the box may only partially describe the employee's performance, mark the one that fits most closely.
3. Use the "Accomplishments / Developmental Needs" section to further clarify performance and explain the rating. Although comments may be written for all performance measures, regardless of the rating, comments are **required** for all "Needs Improvement" and "Unsatisfactory" ratings.
4. Complete the front cover, have department staff (employee, supervisor and department head) sign and date the last page, and forward the completed evaluation to the Human Resources Manager.
5. This is a **"fill-in form."** Text can only be entered in appropriate areas. Use the tab key or click within the shaded areas to enter text. If you need help please call Human Resources.
6. The following instructions explain how to **correct page breaks**: 1) Put the cursor at the end of the last fill-in field that should appear on the page, 2) Push the enter key as many times as necessary to break the page as suitable, 3) Repeat as needed on subsequent pages.

PERFORMANCE LEVEL DEFINITIONS

These definitions are intended as guidelines to assist the supervisor in selecting a rating and maintaining consistency.

Exceeds Expectations

Employees in this group consistently exceed performance expectations. Performance contributions are definitely above that expected of employees. Errors are infrequent and of minor consequence. This individual's performance stands out from the norm of other employees in similar positions or in the same profession.

Meets Expectations

Employees fully achieve expectations in this category and contribute to the ongoing success of the organization. Employee is qualified, competent and valued, and errors are within acceptable limits, in terms of both frequency and consequence.

Needs Improvement

Performance at this level is below expectations and is unacceptable. Although some aspects of performance may meet expectations, the work in general is below the level expected of a proficient employee. A work plan for bringing performance to an acceptable level must be clearly outlined to the employee in writing at the time the evaluation is provided to the employee.

Unsatisfactory

Performance at this level is unacceptable. The work is below the level expected of a proficient employee. A work plan for bringing performance to an acceptable level must be clearly outlined to the employee in writing at the time the evaluation is provided to the employee.

PERFORMANCE MEASURES

1. Job Knowledge. Full understanding of concepts, procedures and tasks relevant to the job; grasp of developments in the field.

Unsatisfactory <input type="radio"/>	Needs Improvement <input type="radio"/>	Meets Expectations <input checked="" type="radio"/>	Exceeds Expectations <input type="radio"/>
Demonstrated lack of skills and knowledge to do the job; resources are used ineffectively; cannot or will not perform essential job functions; detracts from productivity of work unit; completely unaware of developments in the field.	Given the level of experience, job knowledge is somewhat weak; has difficulty following instructions; requires more assistance/direction than others; does not understand or accept how their role impacts the City or dept as a whole	Knowledgeable in all facets of the job; performs routine work without instruction and follow-up; work seldom needs correction; work is accurate, thorough and done properly the first time.	Has knowledge beyond usual scope of job and responsibilities; performs out of the ordinary tasks with minimal instruction; stays updated on current developments in the field; requires little or no supervision or assistance.

Accomplishments / Developmental Needs:

2. Dependability. Commitment to service, ability to work under pressure, attendance, promptness, and availability for call-back as needed.

Unsatisfactory <input type="radio"/>	Needs Improvement <input type="radio"/>	Meets Expectations <input checked="" type="radio"/>	Exceeds Expectations <input type="radio"/>
Responsiveness, attendance and punctuality are unacceptable; misses deadlines; does not follow instructions or respond to directions well; blames external circumstances; hinders work unit.	Requires monitoring to produce standard quantity; sometimes unreliable; regularly absent or tardy.	Work output meets job standards; handles normal workload; consistently reliable; attendance record satisfactory; observes break and lunch schedules in accordance with dept policies; prompt in keeping appointments; ready to work at prescribed times; seldom absent or tardy.	Turns out a high volume of work; performs well under pressure; always on time; willing to work outside of normal business hours whenever necessary; able to multi-task; assignments often submitted prior to deadline.

Accomplishments / Developmental Needs:

--

3. Motivation. Initiative, drive and energy to get things done; ability and willingness to take action, where appropriate, without being told.

Unsatisfactory <input type="radio"/>	Needs Improvement <input type="radio"/>	Meets Expectations <input checked="" type="radio"/>	Exceeds Expectations <input type="radio"/>
Resists taking on additional responsibilities and training/education opportunities; does not take independent actions; shows little or no desire to improve performance.	Lacks drive; does not seek out opportunities for professional development; sometimes requires excessive supervision or direction.	Self-motivated; takes initiative to perform routine work activities with minimal supervision; takes responsibility for performing all areas of work; demonstrates energy and enthusiasm.	Demonstrates initiative to assure non-routine and out of the ordinary tasks are completed; progressive; presents new ideas; accepts new methods and procedures; motivates others; leads by example.

Accomplishments / Developmental Needs:

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4. **Planning & Time Management.** The ability to anticipate needs, forecast conditions, set goals, schedule work, meet deadlines, and measure results.

Unsatisfactory <input type="radio"/>	Needs Improvement <input type="radio"/>	Meets Expectations <input checked="" type="radio"/>	Exceeds Expectations <input type="radio"/>
Loses significant time through inefficient planning and organization; has difficulty integrating changes into existing plans; does not set measurable, realistic goals and objectives.	Sometimes unprepared; occasionally misses deadlines; has difficulty prioritizing and works slowly; does just enough to get by; time management problems negatively affect others.	Consistently meets deadlines; plans and organizes workload; end result usually meets established goals/objectives; good use of time and resources.	Often completes work prior to deadlines; strives to improve upon existing methods; future oriented; well prepared; flexible and able to adjust priorities; time and resources used to a high degree of effectiveness.

Accomplishments / Developmental Needs:

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5. **Innovative Decision Making/Creative Problem Solving.** The ability to think through a problem, evaluate relevant facts, and reach sound conclusions.

Unsatisfactory <input type="radio"/>	Needs Improvement <input type="radio"/>	Meets Expectations <input checked="" type="radio"/>	Exceeds Expectations <input type="radio"/>
Identifies problems at the last minute; poor information gathering and analytical skills; often displays poor judgment; does not contribute new ideas; uncomfortable with change.	Regularly falls short in evaluating facts and solving problems; does not always make sound conclusions; judgment has caused problems on occasion; avoids making decisions.	Uses appropriate decision making process for assigned duties; exhibits good judgment and common sense to attain required work standards; understands routine problems.	Exhibits strong ability to resolve problems and make decisions; considers alternatives and their impact before making a decision; other staff seeks him/her out for advice or problem solving.

Accomplishments / Developmental Needs:

6. Customer Service. The ability to assess and appropriately respond to internal and external customer needs.

Unsatisfactory <input type="radio"/>	Needs Improvement <input type="radio"/>	Meets Expectations <input checked="" type="radio"/>	Exceeds Expectations <input type="radio"/>
Unable to handle difficult or emotional customers; responses frequently delayed or remain unfulfilled; occasionally rude; does not use customer feedback to improve service; moody	Occasionally brash toward others; requires excessive help and direction; frequently not as helpful and supportive as necessary for the position.	Communicates in a professional and courteous manner with customers and staff, in person and on the phone; approachable; accepts constructive feedback; maintains confidentiality as appropriate.	Exceeds standards for helpful and supportive service; seeks information not readily available in order to provide better service; uses customer feedback to improve service.

Accomplishments / Developmental Needs:

7. **Teamwork.** The ability to interact with others and understand one's role in accomplishing group goals. Willingness to share ideas and information and to support decisions made by others. Sensitivity to others' needs.

Unsatisfactory <input type="radio"/>	Needs Improvement <input type="radio"/>	Meets Expectations <input checked="" type="radio"/>	Exceeds Expectations <input type="radio"/>
Working relationships are frequently strained; possessive about work; displays negative/rude behavior; will not assist co-workers when needed; uncooperative when working in group situations.	Can be a negative influence on work unit; sometimes puts self-interest above that of group; uncooperative at times; tends to argue or is more impatient than others in the work group; regularly disrupts morale with petty complaints or offensive behavior.	Supports organizational/departmental goals and policies; works to maintain respectful and positive working relationships; shares information willingly; seeks suggestions from others and volunteers input; encourages others to take an active, positive role in the organization.	Actively supports organizational or departmental goals and policies; addresses conflict in a timely fashion; tactful; offers constructive criticism; shares information in a timely manner; volunteers to assist even if something is not in their job description.

Accomplishments / Developmental Needs:

8. **Communication.** The ability to gain mutual understanding and to convey thoughts, ideas, direction, etc. verbally, in writing and through effective listening.

Unsatisfactory <input type="radio"/>	Needs Improvement <input type="radio"/>	Meets Expectations <input checked="" type="radio"/>	Exceeds Expectations <input type="radio"/>
Very poor verbal, written and listening skills; frequently fails to keep others adequately informed and too often does not select or use appropriate communication methods.	Communications are often poorly organized, vague, or incomplete, causing misunderstandings or mistakes; written, oral and/or listening skills need improvement.	Communications are generally clear, concise and well-organized; listens to others; seeks clarification when necessary; respects and values others' opinions.	Ideas, opinions and instructions are clearly and concisely communicated; has above average oral and written communication skills; alert and sensitive listener.

Accomplishments / Developmental Needs:

9. Work Rules/Safety. Adhering to and enforcing organization policies, procedures, rules and standards; observing safety rules.

Unsatisfactory <input type="radio"/>	Needs Improvement <input type="radio"/>	Meets Expectations <input checked="" type="radio"/>	Exceeds Expectations <input type="radio"/>
Regularly ignores proper safety procedures; creates unsafe working conditions for self and others; has failed to report potentially unsafe conditions.	Has problems adhering to City policies, procedures; violates safety rules or has to be cautioned about performing unsafe acts; often complains about work rules.	Usually carries out City's established policies, procedures; promotes safety; points out hazards to co-workers; willingly attends safety training; operates and maintains equipment as appropriate.	Consistently adheres to and enforces City policy, procedures; observes safety rules; points out hazards to co-workers; looks for opportunities to improve safety.

Accomplishments / Developmental Needs:

FOR SUPERVISORY STAFF ONLY

1. Leadership. The ability to positively influence an individual or team in achieving goals. The ability to provide a plan/vision for the future.

Unsatisfactory <input type="radio"/>	Needs Improvement <input type="radio"/>	Meets Expectations <input type="radio"/>	Exceeds Expectations <input checked="" type="radio"/>
Lacks self-confidence; does not inspire the respect and trust of others; over or under reacts in high pressure situations; indecisive; does not motivate others.	Ineffective leader; accepts leadership responsibility reluctantly; blames others when assignments are not completed; does not set forth clear objectives.	Handles leadership responsibilities well; has ability to get things done through others; holds self-accountable for end result.	Displays excellent ability to lead and motivate others toward a common goal; generates enthusiasm; is accountable for actions of staff and self; has vision.

Accomplishments / Developmental Needs:

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2. Fiscal Management. The ability to budget and anticipate financial needs, meet cost objectives, respond to budget problems.

Unsatisfactory <input type="radio"/>	Needs Improvement <input type="radio"/>	Meets Expectations <input type="radio"/>	Exceeds Expectations <input type="radio"/>
Has problems operating within budget; does not take sufficient action to conserve organizational resources; has not developed or implemented cost saving measures; consistently overspends.	Regularly misses budget targets in certain areas; fails to follow through on budget plan; budget requests are somewhat unrealistic; seldom meets cost objectives; financial protocols often overlooked.	Usually stays within budget and uses available resources; submits budget on time or within an acceptable time frame; makes reasonable budget requests; usually meets cost objectives.	Consistently stays within budget and effectively uses available resources; often exceeds cost objectives; improves information gathering in order to budget more accurately.

Accomplishments / Developmental Needs:

3. Supervising Employees. The ability to plan and coordinate the work of others to ensure quality; may include hiring practices, establishing standards, delegating, monitoring, coaching, encouraging creativity and taking appropriate levels of risk.

Unsatisfactory <input type="radio"/>	Needs Improvement <input type="radio"/>	Meets Expectations <input type="radio"/>	Exceeds Expectations <input type="radio"/>
Does not delegate work responsibilities to subordinates or delegation is inappropriate; maintains total control of work; trusts only themselves; ineffective coach; criticizes employee suggestions or requests.	Often provides unclear work direction; has difficulty gaining compliance from others; does not include subordinates in planning; provides inadequate performance feedback; does not make efforts to develop the skills of subordinates.	Establishes realistic standards and time frames; delegates work to appropriate personnel; provides feedback to employees; encourages employee involvement/suggestions where appropriate.	Highly effective in managing personnel; provides specific and timely feedback to improve performance; coaches employees in new areas and encourages development of new skills.

Accomplishments / Developmental Needs:

OVERALL RATING (Tab through the rating area and place an X in the appropriate space.)

Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	

REVIEWER'S OVERALL COMMENTS

EMPLOYEE'S COMMENTS (Please attach an additional sheet, if necessary)

GOALS AND OBJECTIVES for the next review period

Employee's Signature: _____
Supervisor's Signature: _____
Department Head's Signature: _____
City Administrator's Signature: _____

Date: _____
Date: _____
Date: _____
Date: _____

Meeting Date: 11/22/2022

Information

Title:

Acknowledge Proposed 2023 Rental Fees for the Municipal Center and Park Facilities

Purpose/Background:

The purpose of this work session topic is to acknowledge proposed changes to the fee rates for room reservations at City Hall and park buildings, as well as a few minor changes in how this business is conducted. It may be pointed out that the annual *Schedule of Rates, Fees and Charges* adopted by Ordinance each year includes a space in the Facility Use category wherein there is the statement: 'Municipal Center Room Rental\Park Facilities - Refer to Facility Use and Rental Policy'. This is due to the inability to cover all the variables and details of reserving a room or facility at a park within that table—and also to minimize confusion within an otherwise straight-forward table of rates and charges.

The first attachment is an exhibit of the existing and proposed 2023 City Hall room rental fees. The second is the rental rates for the Park Facilities. At the meeting Staff will highlight the proposed changes and rationale. In summary, these include \$5 or \$10 per hour rate increases for some park facilities (more for non-residents), and similar increases for Municipal Center rooms, among other suggested changes to be discussed with the City Council; it is proposed to have these rooms moving to an hourly rate rather than a flat rate.

Additionally, as it relates to Municipal Center room rental, the City Council may wish to consider setting the fee structure to mirror what our neighboring cities charge (staff will be prepared to provide that data at the meeting contingent upon the City Council's interest) and simplifying the groups (categories of renters) from four to three (most cities charge based on Resident and Non-Resident groups and some include a category for Youth Organizations).

Lastly, staff will provide added language regarding the requirement that candidate forums and election-related meetings must be open to the public.

There are some rates that are proposed as not increasing, with one new fee category proposed, and that is a *Special Event Facility and Maintenance Fee* applicable for special events within parks (large and small).

Timeframe:

Ten minutes may be needed to provide the background on this topic, and perhaps up to 10 minutes may be needed to respond to various inquiries and ideas on how facilities are reserved, utilized and the associated fees.

Funding Source:

No funding is required for consensus direction on this topic—rather, there will be a modest revenue increase for 2023 for room and facility reservations, and the new *Special Event Facility and Maintenance Fee*.

Responsible Party(ies):

Colleen Lasher and Mark Riverblood

Outcome:

Acknowledgment that upon Adoption of Ordinance #22-28 (11-22-22 Council meeting), establishing the 2023 Schedule of Rates, Fees and Charges will by extension include revised facility rental rates for both the Municipal Center and Park Facilities as proposed in the two attachments—or as otherwise specified by City Council.

Attachments

Draft 2022 & Proposed 2023 City Hall Room Rental Rates

Room Rental Fees Study

Park Facility Rates

Facility use and rental policy

sample park reservations

park facility rental revenue Jan Oct

Form Review

Inbox

Diana Lund
Colleen Lasher
Mark Riverblood (Originator)
Diana Lund
Mark Riverblood (Originator)
Diana Lund
Colleen Lasher
Colleen Lasher
Brian Hagen
Form Started By: Mark Riverblood
Final Approval Date: 11/17/2022

Reviewed By

Diana Lund
Mark Riverblood
Mark Riverblood
Mark Riverblood
Mark Riverblood
MaryJo Warner
Colleen Lasher
Colleen Lasher
Brian Hagen

Date

11/15/2022 02:25 PM
11/16/2022 08:29 AM
11/16/2022 09:19 AM
11/16/2022 09:20 AM
11/16/2022 09:22 AM
11/16/2022 09:49 AM
11/17/2022 04:11 PM
11/17/2022 04:12 PM
11/17/2022 04:14 PM
Started On: 11/14/2022 10:18 AM

**CURRENT RAMSEY MUNICIPAL CENTER CONFERENCE ROOM
RENTAL RATES (dollars)**

	Youth Organization/ 501c3 Group Flat Rate	Business Networking Group Flat Rate	Homeowners Association Flat Rate	General Public	
				Resident Flat Rate	Non-Resident Flat Rate
STANDARD ROOM FEES					
Alexander Ramsey Room	10	30	60	80	120
Lake Itasca Room	10	30	60	80	120
Trott Brook, Rum River	10	20	20	40	80
ADDITIONAL FEES					
After Hours/Weekend Hourly Rate	65	65	65	65	65
Coffee Service (per pot)	5	5	5	5	5
Damage Deposit (every user, every room)	100	100	100	100	100

**PROPOSED RAMSEY MUNICIPAL CENTER CONFERENCE
ROOM RENTAL RATES (dollars)**

	Youth Organization/ 501c3 Group Hourly Rate	Business Networking Group and Homeowners Associations Hourly Rate	General Public	
			Groups Hourly Rate	Non-Resident Hourly Rate
ADDITIONAL FEES				
Alexander Ramsey Room	15	50	80	120
Lake Itasca Room	15	50	80	120
Trott Brook, Rum River	15	25	40	80
ADDITIONAL FEES				
After Hours/Weekend Hourly Rate w/2-hour minimum	100	100	100	100
Coffee Service (per pot)	5	5	5	5
Damage Deposit (every user, every room)	100	100	100	100
<i>Additional Fees may apply for Special Events</i>				

Room Rental Fees Study

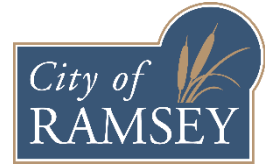
		Residents Rate	Non-Residents Rate	
Large Room				
	Occupancy			
Meeting Rooms Combined	134	\$ 110.00 hour	\$ 127.00 hour	Elk River
Party Rooms Combined	155	\$ 95.00 hour	\$ 109.00 hour	Elk River
Champlin Ice Forum	75	\$ 37.00 hour	\$ 42.00 hour	Champlin
Tom Ryan Room	100	\$ 15.00 hour	\$ 20.00 hour	Blaine
		\$ 64.25 Average	\$ 74.50 Average	
Medium Room				
	Occupancy			
Community Center Room	40	\$ 60.00 hour	\$ 70.00 hour	Champlin
Meeting Room 1 or 2	About 60	\$ 60.00 hour	\$ 69.00 hour	Elk River
ACC Community Room	40	\$ 45.00 hour	\$ 55.00 hour	Andover
Riverwind Community Building	About 60	\$ 11.00 hour	\$ 22.00 hour	Coon Rapids
Sand Creek Athletic Complex	About 70	\$ 11.00 hour	\$ 22.00 hour	Coon Rapids
Maple Room	30	\$ 7.00 hour	\$ 11.00 hour	Blaine
Oak Room	30	\$ 7.00 hour	\$ 11.00 hour	Blaine
		\$ 28.71 Average	\$ 37.14 Average	
Small Room				
	Occupancy			
ACC Conference Room	16	\$ 60.00 hour	\$ 80.00 hour	Champlin
Smaller Conference Room	8	\$ 50.00 hour	\$ 58.00 hour	Elk River
Party Room 1 or 2	20	\$ 25.00 hour	\$ 35.00 hour	Andover
		\$ 45.00	\$ 57.67	
		\$ 45.99 Average	\$ 56.44 Average	

KEY
Green = Champlin
Purple = Elk River
Orange = Coon Rapids
Pink = Blaine
Dark Blue = Andover

***Anoka: Only one room available. Flat rate \$45 day, \$60 evening, \$100 weekends/holidays. Residents Only.**

**PROPOSED 2023 RAMSEY PARK FACILITIES
RENTAL RATES (dollars)**

	Youth Organization/ 501c3 Groups Operating within City	Business Network Flat rate	Homeowner Association Flat rate	General Public	
				Resident	Non- Resident
CENTRAL PARK FEES					
Park Center Building - capacity 74	5 hr — 10 hr	20	95	25 hr 30 hr	35 hr 50 hr
Lions Pavilion	5 hr	20	35	10 hr 15 hr	15 hr 25 hr
Lions Pavilion with Concessions	5 hr. 10 hr	20	55	25 hr 30 hr	35 hr 50 hr
Warming House	5 hr.	20	85	21 hr 25 hr	24 hr 35 hr
ELMCREST COMMUNITY PARK BUILDING FEES					
Meeting Room – capacity 52	5 hr. 10 hr.	20	75	25 hr. 30 hr	30 hr. 45 hr
Pavilion – capacity 100	5 hr	20	55	20 hr. 25 hr	25 hr. 40 hr
Building (Mtg Rm/Concessions/Pav.)	15 hr. 20 hr.	20	55	35 hr. 40 hr	45 hr. 60 hr
THE DRAW PARK FEES hr					
Amphitheater (3 hr. minimum rental)	10 per 3hr.	20 per 3hr	50 per 3hr	50 per 3hr	75 per 3hr
RAMSEY ELEMENTARY WARMING HOUSE FEE					
Ramsey Elementary Warming House	10	20	85	20 hr.	25 hr.
ADDITIONAL FEES					
Facility Use Deposit	100	100	100	100	100
Special Events Permit for all groups	50	50	50	50	50
+Special Event Facility& Maintenance Fee (less than 100 people)	50	50	50	50	50
+Special Event Facility & Maintenance Fee (100 people or more)	100	100	100	100	100
Special Events Permit – For Profit	240	240	240	240	240
Picnic Table Moving (per table)	65	65	65	65	65



**CITY OF RAMSEY
FACILITY USE & RENTAL POLICY**

A. BACKGROUND: The Ramsey Municipal Center, located at 7550 Sunwood Drive NW in Ramsey, houses the administrative and police functions of the City of Ramsey. The Municipal Center also serves as a location for various public meetings of the City Council, Committees, Boards and Commissions. Visit the City’s website at www.cityoframsey.com or call 763-427-1410 for current meeting schedules.

The Ramsey Municipal Center contains four (4) conference rooms available for use by the public or outside organizations. Additionally, the City of Ramsey has multiple park facilities available for rent including an amphitheater, picnic shelters/pavilions, warming houses, concession stands and two buildings.

B. PURPOSE: The purpose of this policy is to establish written rules, regulations, definitions and a fee schedule that shall guide the use and rental of available Municipal Center conference rooms and park facilities within the City of Ramsey. The City of Ramsey makes its facilities available for public rental to encourage community engagement and establishes rates that reflect prioritization of Ramsey businesses, organizations and residents.

C. AVAILABLE FACILITIES: The following facilities may be available for public use in the City of Ramsey:

- 1) Ramsey Municipal Center - 7550 Sunwood Drive NW

Alexander Ramsey Room	Capacity 100
Lake Itasca Room	Capacity 40
Rum River Room	Capacity 10
Trott Brook Room	Capacity 10

Please note that capacity for these rooms is listed as available seating.

- 2) Central Park - 7925 161st Avenue NW

Park Center Building**	Capacity 74
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***Please note that the Park Center building does not have a dedicated phone line within the facility.*

- | | |
|------------------------|-------------|
| Lions Pavilion | |
| Concessions | |
| Ice Rink Warming House | Capacity 30 |

- 3) Elmcrest Park – 16303 Quicksilver Street NW

Meeting Room	Capacity 52
Pavilion	Capacity 100
Building (Mtg Rm/Concessions/Pavilion)	

It is by the discretion of the parks department to annually close the pavilion typically November – March based on weather conditions and winter maintenance needs.

- 4) The Draw - 7401 East Ramsey Parkway

The Draw Amphitheater**	Capacity 350+
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***Please note that the amphitheater has a three (3) hour rental minimum. Events that are put on for the enjoyment of all Ramsey residents, such as The City of Ramsey Foundation's Summer Event Series, will take precedence over private events. The Amphitheater will generally not be reserved for events or amplified music after 7 PM Sunday through Thursday, when K-12 schools are in session.*

- 5) Elmcrest Park Community Building - 16303 Quicksilver Street NW
 - Meeting Room Capacity 52
 - Elmcrest Pavilion Capacity 100
 - Concessions

- 6) Ramsey Elementary Ice Rink Warming House - 15000 Nowthen Boulevard NW
 - Ice Rink Warming House Capacity 30

D. HOURS AND DAYS OF USE:

- 1) Ramsey Municipal Center Hours: The Ramsey Municipal Center is available for use by the public
 - Monday - Thursday: 7:00 a.m. - 9:00 p.m.
 - Friday: 7:00 a.m. - 4:30 p.m.

Conference rooms are not available when the Municipal Center is closed in observance of the following holidays:

New Year's Day, Martin Luther King, Jr., President's Day, Memorial Day, Independence Day, Labor Day, Veteran's Day, Thanksgiving Day, (and the day after Thanksgiving Day), Christmas Eve and Christmas Day.

An hourly fee will be charged to groups using the facility after hours and weekends or beyond the allotted times listed above. After hour and weekend use will be approved at the discretion of the Building Maintenance Supervisor, and must be approved in advance of fourteen (14) days prior to event. For more information, please contact the Building Maintenance Supervisor at 763-433-9815.

- 2) Ramsey Park Facilities: The City of Ramsey parks may be reserved during the following times:
 - Monday - Sunday: 7:00 a.m. - 10:00 p.m.

E. ELIGIBLE USERS: Eligible users are broken down into four (4) groups: non-profit/youth organizations, business networking groups, homeowners association and general public.

- 1) Non-profit organizations/Youth Organization: Recognizes City of Ramsey 501c3 groups or non-profit group that provides significant service to and for the City in the current year. These are charitable, governmental, or tax-exempt organizations that are formed for the purpose of fulfilling a mission to improve the common good of society rather than to acquire and distribute profits. Examples of non-profit and governmental organizations include (but are not limited to): youth organizations, 4-H, Lions Clubs, Rotary Clubs, Beyond the Yellow Ribbon, religious institutions, government institutions, educational institutions, senior citizen clubs, etc. Proof of local non-profit 501c3 status is required.

Free community seminars on products or services that a business sells shall not constitute non-profit status for renting rooms in the Ramsey Municipal Center or park facilities: For example, free insurance educational training from an insurance firm. These types of businesses shall be considered for-profit along with events involving sales such as garage sales, tupperware, craft and sportsman's shows. These type of events fall under the category of Special Events – for profit in the schedule of rates and charges of \$240 along with deposit fees.

If you are hosting a not for profit event that requires additional use of park space as part of your event, such as the parking lot, a special event permit fee of \$50 will be added to your regular park facility rental fee.

- 2) Business networking groups: These groups hold meetings with the intent of developing and attaining business leads to increase their market presence. The business applying for a room must be a Ramsey business. Said businesses must have completed their Business Registration Certificate (BRC) with the City of Ramsey for the current year to be eligible. All businesses shall be registered with the Minnesota State Department.

At least half of all participating businesses must be Ramsey businesses. A minimum of four (4) businesses must be present to constitute a business networking meeting.

- 3) Homeowners Associations located within the City of Ramsey limits are offered a reduced rate from the general public status for City Hall facilities and residential rate for park facilities.
- 4) General public: This includes anyone who does not fall under the non-profit/youth organization, homeowners association and business networking groups.

In cases where it is not clear whether a group or organization merits a certain status, the City of Ramsey personnel shall make a determination. Proof of local non-profit status, business registration, driver's license and/or additional information may be requested to assist in this determination.

The general public are also classified by resident and non-resident users.

a.) Resident:

- Valid I.D. such as a driver license or other proof of residency.
- A civic group, organization, business, industry or school with its physical facilities located within the City limits.
- A representative of a youth organization, community school, or church wherein at least fifty (50) percent of the participants are Ramsey residents or which have provided significant benefit and service to and for the City.

- b.) Non-Resident: Any person, civic group, organization, business, industry, church or school not residing or having physical facilities located within the City limits of Ramsey.

The physical sale or transaction of goods or services is not allowed within the Municipal Center or Park Facility for any user.

- F. **PRIORITY OF USE:** The need to conduct City business takes precedence over any reservation. Reservations will be rescheduled, if possible, or refunded if City business replaces the said reservation. All remaining reservations will be accepted on a first come first serve basis upon receiving a completed application and payment.
- G. **APPLICATION:** Park Facility reservations must be submitted on-line at www.cityoframsey.com/ReserveOnline within three (3) days prior to proposed date of rental and can be scheduled 15 weeks in advance from the current calendar date. Municipal Center Facility Use Permit applications can be found on the City's website at www.cityoframsey.com and must be filled out and submitted a minimum of fourteen (14) days prior to the proposed date of rental. Municipal Center meetings that occur Monday through Friday within the City's normal business hours of 8:00 am to 4:30 pm require a minimum of seven (7) days lead time prior to the proposed date of rental; meetings that occur outside of normal business hours require a minimum of fourteen (14) days prior to the proposed date of rental. Please allow up to 3 business days for approval of park facility reservation requests. In the event your date is not available, an alternate date or location will be offered. This also applies to any discrepancy in a reservation.

Governmental functions normally are scheduled at a minimum of three (3) days in advance. However, this requirement may be waived if the need is significant or an emergency exists. Governmental functions may supersede any other use with or without reservations if 1) three (3) days' notice is given; or 2) there is no other practical alternative. An attempt should be made, as practicable, to find other alternatives and give three (3) days' notice whenever possible.

The permit to utilize a room within the Municipal Center and park facilities is valid only for the date, time and person specified in an approved application. **Groups may not occupy a room longer than their reserved time frame.**

H. **FEES AND DEPOSITS:**

- 1) Rental Fees: In order to meet the coordination, facilitation and maintenance costs which result from continued use of these facilities, the below fee schedule has been developed (effective January 1, 2022)

Maintenance fees on annual lease agreements must be paid at the beginning of the lease calendar; any unused reservations may be substituted for a rescheduled night and will not be refunded.

The City Administrator reserves the right to waive rental fees for distinct situations at his/her discretion.

**2022 RAMSEY MUNICIPAL CENTER
CONFERENCE ROOM RENTAL RATES (dollars)**

	Youth Organization/ 501c3 Group	Business Networking Groups	Homeowners Association	General Public	
				Resident	Non- Resident
STANDARD ROOM FEES					
Alexander Ramsey Room	10	30	60	80	120
Lake Itasca Room	10	30	60	80	120
Trott Brook, Rum River	10	20	20	40	80
ADDITIONAL FEES					
After Hours/Weekend Hourly Rate	65	65	65	65	65
Coffee Service (per pot)	5	5	5	5	5
Damage Deposit (every user, every room)	100	100	100	100	100
<i>Additional Fees may apply for Special Events</i>					

**2022 RAMSEY PARK FACILITIES
RENTAL RATES (dollars)**

	Youth Organization/ 501c3 Groups	Business Networking Flat rate	Homeowner Association Flat rate	General Public	
				Resident/	Non- Resident
CENTRAL PARK FEES					
Park Center Building (requires \$100 deposit)	5 hr.	20	95	25 hr.	35 hr.
Lions Pavilion (no deposit required)	5 hr.	20	35	10 hr.	15 hr.
Lions Pavilion with Concessions (req.\$100 dep)	10 hr.	20	55	25 hr.	35 hr.
Warming House	5 hr.	20	85	21 hr.	24 hr.
ELMCREST COMMUNITY PARK BUILDING FEES					
Meeting Room (requires \$100 dep.)	5 hr.	20	75	25 hr.	30 hr.
Pavilion (no deposit required)	5 hr.	20	55	20 hr.	25 hr.
Building (Mtg Rm/Concessions/Pavilion) (requires \$100 dep.)	15 hr.	20	55	35 hr.	45 hr.
THE DRAW PARK FEES					
Amphitheater (3 hr. minimum rental) req.dep	5 hr.	20	50	50	75
RAMSEY ELEMENTARY WARMING HOUSE FEES					
Ramsey Elementary Warming House	10	20	85	21 hr.	24 hr.
ADDITIONAL FEES					
Facility Use Deposit	100	100	100	100	100
Special Events Permit	50	50	50	50	50
Special Events Permit – For Profit	240	240	240	240	240
Picnic Table Moving (per table)	65	65	65	65	65

These rates will be based on a resident versus non-resident basis and dependent upon the capacity of the room. In an effort to encourage community engagement, rates reflect prioritization of local businesses, organizations and residents. Rates will be reviewed and adjusted periodically by Council resolution.

2) Additional Fees:

- a) After-hour/weekend hourly rate: (For Municipal Center rooms only)
Regular hours are Monday - Thursday: 7:00 a.m. - 9:00 p.m. and Friday: 7:00 a.m. - 4:30 p.m. **If a group's reservation extends past regular hours, they will be charged the after-hour rate accordingly.**
- b) Coffee Service: Coffee service is available in the Alexander Ramsey Room and Lake Itasca Room. The fee for use is set annually by City Council resolution. Coffee must be purchased from the City for use in the coffee service.

Outside percolators, coffee pots, or similar equipment may not be brought in for use in the meeting rooms. **No storage of equipment is allowed in the meeting rooms or kitchens by outside groups.**

- c) Picnic Table Moving: A notice of seven (7) days in advance of the event is required for this service and is subject to adopted fees.

3) Deposit Fees:

- a) Facility Use Deposit and Key Pickup: (For park facilities only)
Keys or access cards may be issued for access to the facilities with a key/card deposit. This deposit will be reviewed and adjusted periodically by Council resolution. Transfer of the key/card to another individual or group is not allowed. Keys cannot be duplicated. Violation of this policy will result in forfeiture of your deposit and revocation of your reservation privilege. All groups (including non-profit group/youth groups) are charged for this deposit. Keys can be picked up at the Public Works Facility, 14199 Jasper Street NW between the hours of 8:30 am-3:30 pm, 1-2 business days prior to your event.
- b) Damage Deposit: A refundable damage deposit will be charged to all groups using the facilities. Damage deposits, are due at the time of reservation. Full payment for the reservation fee is due two (2) weeks prior to the event. If reservations are made less than two weeks in advance of the event, full payment is due at the time of the reservation. If payment is not received at the time the reservations is made or two weeks prior to the event, whichever is later, the reservation will be cancelled and any damage deposits will be refunded.

Damage Deposit Policy:

If an organization has recurring meetings and meets 4 or more times per year in the same or similar room, one damage deposit can be placed and held for all meetings. Deposits may be held for up to five years, after which time a new deposit is required and the prior deposit will be returned. If any organization meets 3 times per year or less, deposits will not be held.

It is the responsibility of the group utilizing the facility to set up tables and chairs as desired, clean up the area used, lock all doors, turn off all lights before leaving the facility and set the thermostat to 60° in winter months and 74° in summer

months (in the park facilities only). The need for additional cleaning or other maintenance could result in the City's retention of all or a part of the damage deposit.

- c) Return of Key and Damage Deposits: Deposits are not held. If a deposit is made by check they are deposited and a check from the City is issued at the time of refund. Deposit will be refunded upon return of facility key (park facilities only) and satisfactory inspection of the condition of the facility.

To ensure return of the full deposit, please complete the following:

- General clean-up of the facility and wiping down tables is the responsibility of the group. Please be courteous that the facility is in clean condition for the following renter.
 - Pick up surrounding area of trash.
 - All trash and recycling should be thrown away in the correct bins.
 - Remove all banners, tape, balloons and signage used during your reservation.
 - Put back chairs and tables as they were when you arrived.
 - Ensure that no damage or vandalism occurs at the facilities during your reservation.
 - Return key the following business day (park facilities only).
- d) Additional Park Facility Notes: To keep park rental costs to a minimum, park staff does not work after hours; therefore, your cooperation may include the need for light pre-cleaning, due to normal public use of park facilities or wildlife impacts, etc. Please note that after-hours staff should be contacted for emergency purposes only through Anoka County Police and Fire dispatch.

When scheduling your reservation, please schedule extra time to allow for your set-up and to check that the facility is in good operating order with adequate tables and chairs available. Test electrical outlets if needed; please be aware that overloading any outlets may trigger a circuit to break. Consider alternatives to weather conditions or power surges. Please no pounding of stakes due to irrigation systems. Activities such as water balloons are not allowed. Games filled with toys or candy that might become messy may not be allowed, please inform staff for approval. Bounce houses require a Certificate of Liability Insurance naming the City as additional insured for approval.

I. **CANCELATION POLICY:** There will be no refunds made due to inclement weather. However, full refunds will be available for cancellations made at least five (5) working days (Monday - Friday) prior to the scheduled event. No refunds will be issued if cancellation is made less than five (5) working days prior to the event.

J. **SEVERE WEATHER/EMERGENCY PROCEDURE:**

- 1) Ramsey Municipal Center: In the event of an emergency and/or severe weather, building maintenance staff has the authority to suspend all activity within the facility and evacuate all individuals to the nearest emergency shelter. The Police Department Locker Rooms shall serve as the Emergency Shelter for the Municipal Center.

2) Ramsey Park Facilities: In the event of an emergency and/or severe weather, find the nearest emergency shelter.

- K. CLEAN-UP AFTER USE:** General clean-up of the facility is the responsibility of the applicant. If any item such as confetti or similar is thrown in a conference room or park facility; including playground, your group is responsible for cleaning up said material. All trash and recycling should be thrown away in the correct bins.

Additionally, if a facility is not cleaned up, the cost the City incurs will be assessed to the applicant from their deposit.

L. USE OF FURNITURE AND EQUIPMENT:

1) Furniture: Chairs and tables **may not** be moved about within the room in which they are located, with the exception of the tables in the Alexander Ramsey Room. Please do not lock the tables in place. **City staff will not perform room set-up duties for outside users of the facility.** All furniture should be used for its intended purpose. If some furniture is in use prior to and during the event, it may not be used at the event (e.g., a table holding a display or appliance may not be used for some other purpose.)

2) Audio Visual Equipment: Two (2) days' notice must be given prior to event for use of City owned audio and visual equipment. All equipment should be used for its intended purpose.

- M. FOOD AND BEVERAGE IN MEETING ROOMS:** Food and beverages may only be served and/or consumed in the Park Center Building, Elmcrest Park Community Building, Lake Itasca Room, and the Alexander Ramsey Room. Food **may not** be consumed in the remaining Municipal Center conference rooms (Rum River Room, Trott Brook Room) or approval for food may be granted by the Building Maintenance Supervisor @763-433-9815 on a case by case basis.

- N. CHILDREN:** Children need to be supervised at all times by an adult and never left alone outside of conference rooms. Children need to be inside facilities with applicant. In the Municipal Center, noise from within conference rooms should not be heard out in the hallways.

- O. ARTS AND CRAFTS:** No glue, hot glue guns, glitter, permanent markers are allowed in Municipal Center conference rooms or park facilities.

- P. POSTERS:** Posters may be hung around the Municipal Center the day of the event for directional purposes. This must be coordinated with the Building Maintenance Supervisor and blue painters tape must be used.

- Q. SMOKING:** All municipal facilities and City parks are public buildings and are smoke free. Smoking is not permitted in any City facility, or on the Municipal Center Campus or Municipal Parking Facility.

- R. PETS AND ANIMALS:** No pets or animals are allowed into the Municipal Center or conference rooms. Animals will only be allowed if needed for a health reason. In City of

Ramsey parks all dogs shall be restrained at all times on adequate leashes no greater than eight (8) feet in length.

- S. **STORAGE:** The Ramsey Municipal Center and Ramsey park facilities are not to be used for storage of equipment or supplies for organized groups of the general public. Items, equipment and supplies must be removed after each meeting.
- T. **ALCOHOL AND CONTROLLED SUBSTANCES:** Alcoholic beverages are allowed in City of Ramsey parks, by permit only with exception to The Draw for City sponsored events. Except by permit or license, no person shall consume intoxicating liquor or 3.2 percent malt liquor in a public park, on any public street, sidewalk, parking lot or alley, or in any public place other than on the premises of an establishment licensed under Chapter 6 or where the consumption and display of liquor is lawfully permitted. The selling and consumption of alcoholic beverages may be allowed on the premises if a special event permit is obtained and approved by City Council. All glass bottles must be removed from the premises. For more information regarding a special event permit, please contact the Public Works Administrative Assistant at 763-433-9820.
- U. **FIREARMS:** All firearms need to be pre-approved with a permit before they will be allowed on the premises. For more information please contact the Police Department at 763-427-6812.
- V. **USE OF CANDLES:** Candles may not be used without the prior approval of the City's Fire Marshal. There is no open flame allowed in any municipal facilities. For more information please contact the Fire Marshal at 763-427-4452
- W. **LIABILITY FOR DAMAGE:** The users of the facilities as an individual and as a group are liable for any damage to public or private property or injury to any person resulting from the use or presence at the facilities. If damage is found, the group will forfeit the deposit and pay the cost of all damages and repairs needed. A conviction of vandalism can result in a \$1,000 fine and/or ninety (90) days in jail.
- X. **SPECIAL EVENT PERMITS:** Please note that a special event permit will be required for all events where alcohol is sold or consumed, and/or where there will be amplified music. The application must be submitted a minimum of thirty (30) days prior to the requested event. For more information please contact the Public Works Administrative Assistant at 763-433-9820.

This Facility Use and Rental Policy was adopted by Ramsey City Council on September 27, 1994, amended on May 27, 2003, amended November 14, 2006, amended January 23, 2007, amended May 22, 2007, amended July 27, 2010, amended February 26, 2013, amended August 8, 2016, amended November 27, 2018, amended August 5, 2019, amended July 31, 2020, amended January 5, 2022.

JUNE 2022

today

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month

week

day

Sun	Mon	Tue	Wed	Thu	Fri	Sat
29	30	31	1	2	3	4
6:00pm PERMIT #32E	5:00pm PERMIT #32E 6:00pm PERMIT #32E	5:00pm PERMIT #32E 6:00pm PERMIT #32E	5:00pm PERMIT #32E 6:00pm PERMIT #32E	5:00pm PERMIT #32E 6:00pm PERMIT #32E	3:00pm Compass Child	10:00am Donna Minsh 3:30pm Jeanne Goodw
view full	view full	view full	view full	view full	view full	view full
5	6	7	8	9	10	11
10:00am Jerri McGonij	5:00pm PERMIT #32E 6:00pm PERMIT #32E	5:00pm PERMIT #32E 6:00pm PERMIT #32E	5:00pm PERMIT #32E 6:00pm PERMIT #32E	1:30pm PERMIT #35J 4:00pm PERMIT #32E 4:00pm PERMIT #32E 5:00pm PERMIT #32E 6:00pm PERMIT #32E	12:30pm PERMIT #3! 3:00pm Kendra Turner	10:00am Michael John 4:30pm Lindsey Lloyd
view full	view full	view full	view full	view full	view full	view full
12	13	14	15	16	17	18
10:00am Penny Anders 4:30pm JoDell Seaman 7:00pm PERMIT #32J	5:00pm PERMIT #32E 6:00pm PERMIT #32E	7:00am PERMIT #32J 5:00pm PERMIT #32E 6:00pm PERMIT #32E 6:00pm PERMIT #32E	5:45am Safety Camp S 7:00am PERMIT #32J 7:00am PERMIT #32J 7:00am PERMIT #32J 7:45am Safety Camp S 4:00pm Safety Camp S 5:00pm PERMIT #32E	7:00am PERMIT #32J 7:00am PERMIT #32J 5:00pm PERMIT #32E 6:00pm PERMIT #32E	7:00am PERMIT #33C 5:30pm Emily Lee Rer	10:30am Heidi Davis I 2:00pm Davonte Jones
view full	view full	view full	+1 more	view full	view full	view full
19	20	21	22	23	24	25
3:00pm Adriana Garcia	5:00pm PERMIT #32E 6:00pm PERMIT #32E 6:30pm J.P. West Renl	5:00pm PERMIT #32E 6:00pm PERMIT #32E 6:30pm J.P. West Renl	5:00pm PERMIT #32E 6:00pm PERMIT #32E	4:00pm PERMIT #32E 4:00pm PERMIT #32E 5:00pm PERMIT #32E 6:00pm PERMIT #32E	4:00pm Francine Johns	10:00am steven Bloch 5:30pm Rachel LaBarr
view full	view full	view full	view full	view full	view full	view full
26	27	28	29	30	1	2
10:00am Deborah Lanc 6:00pm PERMIT #32J	5:00pm PERMIT #32E 6:00pm PERMIT #32E	5:00pm PERMIT #32E 6:00pm PERMIT #32E	5:00pm PERMIT #32E 6:00pm PERMIT #32E	5:00pm PERMIT #32E 6:00pm PERMIT #32E		
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3	4	5	6	7	8	9
	6:00pm PERMIT #32E	5:00pm PERMIT #32E	5:00pm PERMIT #32E	5:00pm PERMIT #32E		7:00am PERMIT #33C

Object 4305

U Doc	Doc No	GL Date	Rec/Ck#	Account Number	Description	Debit Amount	Credit Amount	GL Explanation / Remark	Address	Name
09101 GENERAL FUND										
	PV 110891	1/7/2022	99010722	9101.4305	RENTAL FEES	17.96		Dec Sales/Use Tax	100629	MN DEPT OF REV SALES TX
	JE 42240	1/10/2022		9101.4305	RENTAL FEES	47.69		CivicRec fees 4996		
	JE 42285	1/31/2022		9101.4305	RENTAL FEES		144.00	Rentals		
	JE 42330	1/31/2022		9101.4305	RENTAL FEES		50.00	Legacy Academy rental		
	PV 111423	2/10/2022	99021022	9101.4305	RENTAL FEES	10.26		Jan Sales/Use Tax	100629	MN DEPT OF REV SALES TX
	JE 42297	2/11/2022		9101.4305	RENTAL FEES	50.41		CivicRec fees 4996		
	JE 42327	2/28/2022		9101.4305	RENTAL FEES		2,365.00	Rentals		
	JE 42353	3/9/2022		9101.4305	RENTAL FEES	118.13		CivicRec fees 4996		
	PV 112113	3/10/2022	99031022	9101.4305	RENTAL FEES	168.51		Feb Sales/Use Tax	100629	MN DEPT OF REV SALES TX
	JE 42410	3/31/2022		9101.4305	RENTAL FEES		2,050.00	Rentals		
	RC 61329	3/31/2022	53461	9101.4305	RENTAL FEES		10.00	BIKE LOCKER #5 B. VARIEN		BIKE LOCKER #5 B. VARIEN
	PV 112624	4/8/2022	99040822	9101.4305	RENTAL FEES	146.78		March Sales/Use Tax	100629	MN DEPT OF REV SALES TX
	JE 42419	4/12/2022		9101.4305	RENTAL FEES	162.93		CivicRec fees 4996		
	JE 42445	4/30/2022		9101.4305	RENTAL FEES		3,751.00	Rentals		
	PV 113031	5/6/2022	99050622	9101.4305	RENTAL FEES	267.26		April Sales & Use Tax	100629	MN DEPT OF REV SALES TX
	JE 42454	5/10/2022		9101.4305	RENTAL FEES	173.83		CivicRec fees 4996		
	JE 42484	5/31/2022		9101.4305	RENTAL FEES		3,048.00	Rentals		
	JE 42497	6/10/2022		9101.4305	RENTAL FEES	191.76		May CC Fees		
	PV 113656	6/13/2022	99061322	9101.4305	RENTAL FEES	217.17		May Sales & Use Tax	100629	MN DEPT OF REV SALES TX
	JE 42525	6/30/2022		9101.4305	RENTAL FEES		840.00	June 2022 CivicRec Trans		
	RC 61724	7/6/2022	53767	9101.4305	RENTAL FEES		350.00	2021--2022 CUB SCOUT PACK 362		2021--2022 CUB SCOUT PACK 362
	JE 42566	7/10/2022		9101.4305	RENTAL FEES	149.53		CivicRec fees 4996		
	PV 114261	7/19/2022	99071922	9101.4305	RENTAL FEES	59.85		RENTAL FEES/TRANS TAX	100629	MN DEPT OF REV SALES TX
	JE 42569	7/31/2022		9101.4305	RENTAL FEES		1,230.38	Rentals		
	JE 42570	7/31/2022		9101.4305	RENTAL FEES		20.00	Bike Locker 1&2 Pdero Osuna &		
	RC 61815	8/4/2022	53885	9101.4305	RENTAL FEES		10.00	BICYCLE LOCKER LUKE FRISCO		BICYCLE LOCKER LUKE FRISCO
	JE 42605	8/10/2022		9101.4305	RENTAL FEES	185.08		CivicRec fees 4996		
	PV 114900	8/22/2022	99082222	9101.4305	RENTAL FEES	114.03		July Rental Fees/Sales Tax	100629	MN DEPT OF REV SALES TX
	JE 42602	8/31/2022		9101.4305	RENTAL FEES		1,234.00	Rentals		
	JE 42609	9/10/2022		9101.4305	RENTAL FEES	232.52		CivicRec fees 4996		
	PV 115345	9/20/2022	99092022	9101.4305	RENTAL FEES	88.64		Aug 2022 Sales, Use & Transit	100629	MN DEPT OF REV SALES TX
	JE 42641	9/30/2022		9101.4305	RENTAL FEES		332.50	Rentals		
	JE 42642	9/30/2022		9101.4305	RENTAL FEES		160.00	Dedicated Network. 10/6. and 1		
	JE 42642	9/30/2022		9101.4305	RENTAL FEES		40.00	Sportech. 10/18/2022. Rum Rive		
	JE 42677	9/30/2022		9101.4305	RENTAL FEES	160.00		Trf to 9101.4304		
	JE 42677	9/30/2022		9101.4305	RENTAL FEES	40.00		Trf to 9101.4304		
	JE 42644	10/10/2022		9101.4305	RENTAL FEES	95.03		CivicRec fees 4996		
	PV 115461	10/12/2022	1004292	9101.4305	RENTAL FEES	150.00		ELMCREST BATHROOM CLEANING W/E 119607		CHRISTIAN PATE DBA GREEN TECH

Object 4305

<u>U Doc</u>	<u>Doc No</u>	<u>GL Date</u>	<u>Rec/Ck#</u>	<u>Account Number</u>	<u>Description</u>	<u>Debit Amount</u>	<u>Credit Amount</u>	<u>GL Explanation / Remark</u>	<u>Address</u>	<u>Name</u>
Company 09101 Continued										
PV	115763	10/19/2022	98102022	9101.4305	RENTAL FEES	37.94		Sep 2022 Sales, Use & Transit	100629	MN DEPT OF REV SALES TX
JE	42679	10/31/2022		9101.4305	RENTAL FEES		365.00	Rentals		
				9101.4305	Total	2,885.31	15,999.88	13,114.57- Net		
			09101	GENERAL FUND		2,885.31	15,999.88	13,114.57- Net		

Meeting Date: 11/22/2022

Information

Title:

Strategic Plan: Implement Recreation Program Plan - Happy Days and Recreation Overview and Analysis

Purpose/Background:

City Council's adopted Strategic Plan includes the imperative to: *'Connect the Community through Parks and Trails Capital Improvements along with Recreational Programming'*—together with a specific action item to Implement and *'Spotlight the Recreation Programming Plan'*.

The purpose of this work session topic is to provide Council with an overview of park and recreation programs including Ramsey's Fall festival, along with the associated metrics, essentially an examination of operations. The goal of this analysis is to develop consensus on how various recreation programs including Happy Days are conducted for the coming year.

For the meeting, staff will provide a presentation that explores and includes the following components:

- ~ Parks and Recreation as a Service to the Community
- ~ Comparison of Park and Recreation Services to other City Services
- ~ Ratio of Community Investment to Individual Investment for programs
- ~ Analysis of Costs and Revenue for Programs (beginning with Happy Days)
- ~ Potential changes to program offerings (fees, revenue and cost reductions, with emphasis on HD)
- ~ Community Investment per Recreation Participant (HD, other example recreation programs)
- ~ Value of Park and Recreation Services to the Community (return on investment)
- ~ Economic Benefits of Recreation and Parks
- ~ Diversity and Opportunity of Recreation Programs
- ~ Increased Revenue/Savings Forecast for 2023 (aggregated sources)
- ~ Recreation Ahead Dashboard--Consensus Exercise (feedback and direction for staff)

Timeframe:

A presentation and overview of Park and Recreation operations (HD and other recreation programs) may require up to 30 minutes, and a minimum of 15 minutes should be allowed to develop consensus on details and aspects of how recreation programs are conducted for 2023.

Funding Source:

This work session topic will include an analysis of Recreation Services funding and community investment.

Responsible Party(ies):

Marla Martinez-Flynn and Mark Riverblood will co-present the background information and be available to receive Council consensus on next steps.

Outcome:

Consensus on Strategic Plan implementation relating to Recreation and Happy Days Programming for 2023.

Attachments

2021 2022 Strategic Plan

Form Review

Inbox

Brian Hagen

Form Started By: Mark Riverblood

Final Approval Date: 11/17/2022

Reviewed By

Brian Hagen

Date

11/17/2022 01:41 PM

Started On: 11/14/2022 02:46 PM

2021-2022 Strategic Plan Update

VALUES

Ethics and Integrity

Fiscal Responsibility

Cooperation and Teamwork

Open and Honest Communications

Excellence and Quality in the Delivery of Service

Treating People with Respect and Fairness

Adaptability and Continuous Learning

VISION

Ramsey will be a secure, citizen-driven, collaborative community that respects the balance and connectivity between its unique urban, rural and natural environments.

MISSION

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

OBJECTIVES

Financial Stability

A Balance of Rural Character and Urban Growth

An Active and Connected Community

Smart, Citizen-Focused Government

An Effective Organization

STRATEGIES

Identify and implement operational efficiencies, cost savings and additional funding sources while maintaining and increasing transparency and accountability.

Promote economic growth and development.

Create a positive image for residential neighborhoods, business districts and key corridors.

Improve the safety and mobility of transportation corridors.

Connect the community through Parks and Trails Capital Improvements along with Recreational Programming.

Spotlight sustainability and efficiency through public facilities and infrastructure investments.

Strengthen and enhance our identity, brand and image.

Improve City's communication.

Improve and sustain high organizational morale.

ACTION PLAN

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
Strategy: Identify and implement operational efficiencies, cost savings and additional funding sources while maintaining and increasing transparency and accountability.				
1. Evaluate current funding source of Pavement Management Program (and history) and determine whether or not to implement a new funding source for Program.	Q3 2021 Completed	Budget Impact = High	To bring all options for road funding including those in work session stated by Mayor Kuzma and council member survey, noted on 5/18/21 strategic planning work session as a part of the 22 budget discussion in July and August of 2021. Bring to Council a resolution to end Ordinances 20-11, 20-12, 20-13 as of 12/31/2021. Include regular pavement maintenance in discussion.	Kurt Ulrich
2. Implement a Workflow Tool	2021 Unbudgeted for 2021 and 2022	Budget Impact = Low	Experienced cost savings as a result of improved workflow. Improved service.	Jason Fredrickson
3. Consider refinancing debt to capitalize on low interest rate	2021 Completed	Budget Impact = Medium	Cost savings and debt service. City Hall refinance will save \$1 million over term.	Diana Lund
4. Consider better social media management platform	Q4 2021 Unbudgeted for 2021 and 2022	Existing Staff Budget Impact = Low	Simplified and streamlined social media posting process to increase breadth of messaging. Existing available resources are being utilized.	Megan Thorstad/Jason Fredrickson
5. Improve the Employee Union Contract Negotiation Process	Q3 2021 Completed	Existing Staff Budget Impact = Low	Improved communication and decision-making conduit with City Council. Negotiation process was started earlier and all union contracts were settled by year-end for 3-year terms through 2024.	Colleen Lasher
6. Consider interactive modules to enhance the customer experience to quickly find information.	Q1 2022 Incomplete	Budget Impact = Medium	Improved interaction with technology to improve customer self-service options. Website upgrade was pushed to 2022. New IT staff have been added.	Jason Fredrickson

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
Strategy: Promote economic growth and development.				
7. Continue Business Retention and Expansion efforts for retail and industrial.	Ongoing Completed: See notes under Outcomes Column	Existing Staff: Budget Impact = Low	<p>Stable base of local employers, representing the largest opportunity for future growth of jobs and tax base.</p> <ul style="list-style-type: none"> ❖ 581 business establishments with 7,084 employees. (MN Deed Data) ❖ Business Establishments up 26, Employment up 491. ❖ 30% of employees in manufacturing sector. <p>Increase the number of business visits.</p> <ul style="list-style-type: none"> ❖ 41 business visits conducted in 2021, 19 were done in 2020 ❖ Effort to visit businesses that received City Covid – Business Assistance grants <p>Improve the quality and attendance at EDA events.</p> <ul style="list-style-type: none"> ❖ Events impacted by Covid-19 ❖ Virtual Business Network on December 18, 2020 and recorded another update on January 11, 2021. <ul style="list-style-type: none"> ▪ Online event presented by Tim Gladhill, Sean Sullivan and Chloe McGuire Brigl ❖ Business Appreciation Day – August 17, 2021 <ul style="list-style-type: none"> ▪ 2020 Covid-adjusted Event at Rum River Hills (104 out of 128 participant spots) ▪ 2021 event at The Links at Northfork - Full (144 Participants) ▪ Armstrong Kennels 2021 Business of the Year ❖ Business Expo – October 16th, 2021 <ul style="list-style-type: none"> ▪ Did not hold Event in 2020 due to Covid-19 ▪ 2021 event held at Adrenaline Sports Center ▪ 51 booths out of 59 occupied ▪ 64% of participants were Ramsey Businesses <p>5,000 square feet of new retail space per year on average.</p> <ul style="list-style-type: none"> ❖ 16,000 SF of Retail under construction in 2021 (Gigi's Salon and Spa- 9,000 SF, O'Reilly Auto Parts – 7,000 SF) ❖ 15,000 SF completed in 2020 (West Armstrong Retail) <p>50,000 square feet of new industrial per year on average.</p> <ul style="list-style-type: none"> ❖ 132,000 SF completed or under construction in 2021 (Anderson-Dahlen, BLIP 3) ❖ 405,000 SF approved for Oppidan – TIF (2 buildings – 258,000 SF in 2022, 1 building 147,000 SF – 2023) ❖ 297,000 SF of industrial completed in 2020 (Delta ModTech (TIF), BLIP 3, Ace Solid Waste) 	Sean Sullivan/EDA

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
<p>8. Consider strategic infrastructure investments to prepare more shovel ready parcels.</p>	<p>Q2 2022 Completed: See notes under Outcomes Column</p>	<p>Budget Impact = Medium</p>	<p>Primary Effort = West Armstrong Retail/West Armstrong Industrial Redevelopment Area.</p> <ul style="list-style-type: none"> ❖ Running out of industrial land (20 acres left). Area West of Armstrong West of Ferret St Ideal location for additional industrial ❖ City Council approval Resolution 21-147 direct staff to obtain quotes for design of West Armstrong Infrastructure improvements (Sewer, Water, Road Design /Reconstruction) ❖ City Council approval Resolution 21-349 authorizing funding and ordering Design and Engineering services for West Armstrong Project (\$50,000) ❖ Potential for 2022 project construction 	<p>Sean Sullivan/EDA</p>
<p>9. Complete a Comprehensive City Code Audit and Update</p>	<p>Q1 2022 City reviewed development fee and made some process improvements to the code.</p>	<p>Budget Impact Medium</p>	<p>Reduce redundant regulations and regulations that conflict with City's vision or otherwise detract from City's economic development goals.</p>	<p>Chloe McGuire/Planning Commission</p>

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
Strategy: Create a positive image for residential neighborhoods, business districts and key corridors.				
10. Consider a Proactive Multifamily Property Management Program and Crime Free Multifamily Housing Program	2021 Status: see notes under Outcomes column	Existing Staff Budget Impact = High RCP Report	<p>Ensure that multifamily properties maintain high quality and free of nuisance.</p> <p>Consider a Crime Prevention Multifamily Program.</p> <p>Consider a coalition of multifamily property managers to ensure property managers hold each other accountable and provide adequate long-term maintenance.</p> <p>This has been initiated, and research has been done with other cities that have a similar program. The recommendation is that city ordinances be changed requiring participation in a Crime Free Multi-Housing Program. No permit for a rental license should issue without meeting CFMH requirements. Feedback from other cities has been this program will not work voluntarily. The city of Ramsey had a voluntary program in the mid-2000's when the city had fewer multi-family properties. Ramsey PD can assign officers to work on this program.</p> <p>Is the council willing to change ordinances and require participation in this program? If not, staff should not spend additional time with it. Note - there have been some <u>legal challenges</u> by advocacy groups to this program.</p> <p>The <u>Crime Free Multi-Housing Program</u> is approved by the MN Crime Prevention Association. Nearby cities with CFMH programs: https://www.coonrapidsmn.gov/262/Crime-Free-Multi-Housing https://www.anokaminnesota.com/278/Crime-Free-Multi-Housing-Program</p>	Jeff Katers Chloe McGuire
11. Create a Volunteer Program to partner with local community members that create opportunities for the community to own cleanup projects and spotlight in communications.	2022 Incomplete	Budget Impact = Medium	<p>Better community ownership of community events and community cleanup efforts.</p> <p>Spotlight existing community cleanup efforts on social media.</p>	Joint Venture between Public Works and Community Development

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
Strategy: Improve the safety and mobility of transportation corridors.				
12. Complete County Road 5 Corridor Study.	Q4 2022 In process and will be completed by June 2022	Budget Impact = Medium Budget impact to City is low due to Anoka County involvement.	Unified long term vision for Nowthen Boulevard. Improved safety and reduced congestion. Ensure adequate capacity for planned development.	Bruce Westby/Public Works Committee
13. Advance the Ramsey Gateway Plan.	Ongoing Completed. Project to commence in 2023.	Existing Staff/Resources Budget Impact = High RCP Report	Unified vision for Highway 10. Improved safety and reduced congestion. Secured final funding for the Highway 10/169 Plan (currently at \$92M of \$138M)	Bruce Westby/Public Works Committee
14. Update Priority Street Light Program and Pedestrian Safety Plan.	Q1 2022 This project has now been initiated.	Existing Staff/Resources Budget Impact = Medium	Improved pedestrian and vehicle safety at critical intersections.	Bruce Westby/Public Works Committee
Strategy: Connect the community through Parks and Trails Capital Improvements along with Recreational Programming.				
15. Establish a Funding Plan to Complete Parks Capital Replacement Improvements.	Q2 2022 Completed and implemented local park improvement plan.	Existing Staff/Resources Budget Impact = Medium RCP Report	Adequate parks, trails and public spaces, both future and existing. Unique recreation destinations.	Mark Riverblood/Park and Recreation Commission
16. Implement and Spotlight the Recreation Programming Plan	Q3 2021 Ongoing Will restart effort following staffing vacancy and transition to 30Hrs per week in June 2022.	Existing Staff/Resources Budget Impact = Low	Increased awareness of recreational opportunities.	Mark Riverblood/Park and Recreation Commission

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
Strategy: Spotlight sustainability and efficiency through public facilities and infrastructure investments.				
17. Develop Implementation Plan for Water Supply Treatment.	Q4 2021 Initiated with completion expected in October 2023.	Budget Impact = High	Reduce levels of iron and manganese in municipal water supply.	Bruce Westby/Public Works Committee
18. Consider Local Open Space Preservation Funding, if initiated by Ballot Referendum.	2022 To be considered prior to 2022 General Election.	Budget Impact = High	Preservation of many Exceptional Quality Ecological Areas (as defined by Natural Resources Inventory).	Chris Anderson/EPB
Strategy: Strengthen and enhance our identity, brand and image.				
19. Provide quarterly updates to USPS to secure new Ramsey ZIP Code.	Ongoing Update sent to USPS Jan. 2022	Existing Staff Budget Impact = Low RCP Report (community identity)	ZIP Code will identify itself as Ramsey. Provide regular updates. Detailed Update in 2026.	Kurt Ulrich
20. Consider Creating and Promoting a Holiday Light Challenge	Q4 2021 Completed. Hosted first annual event with improvements to be made in 2022 based on experience and staffing capacity that has been added.	Existing Staff Budget Impact = Low	Create additional awareness of community and create additional social connections.	Megan Thorstad/Recreation Specialist
Strategy: Improve City's communication.				
21. Improve proactive and time-relevant communication.	Ongoing Completed	Existing Staff Budget Impact = Low RCP Report	Explore new avenues to tell the story of Ramsey and market the community to prospective residents and businesses. Stay relevant by harnessing new technologies and social media platforms to evolve with the ever-changing media landscape. Regular communications report added to council work sessions.	Megan Thorstad

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
Improve and sustain high organizational morale.				
22. Update Telecommuting Policy	Q3 2021 To be initiated Q2 2022	Existing Staff Budget Impact = Low	Recruitment and retention tool for existing and future employees. Pending City Council WS discussion / add clarity around PT employee participation. Suggested new timeframe of Q2 2022	Colleen Lasher
23. Consider additional Employee Events to strengthen relationships.	Q2 2022 To be initiated Q3 2022	Existing Staff Budget Impact = Low	Improved organizational morale. <input checked="" type="checkbox"/> Revised Annual Staff Party with separate event for other community volunteers. <input checked="" type="checkbox"/> Added ice cream social with the City Administrator ❖ Consider wellness related programs – staff resources permitting ❖ Consider bringing back the employee “Ramsey Communicator” (monthly vs. weekly). ❖ Consider a monthly birthday event	Colleen Lasher
24. Complete an Employee Survey	Q4 2021 To be initiated Q3 2022	Existing Staff Budget Impact = Low	Establish baseline metric of existing organizational morale. Not started / reschedule for Q3 2022	Colleen Lasher

Budget Impact Key; Low = Existing Staff/thousands of dollars; Medium = Additional Staff/Consultants/tens of thousands of dollars; High = capital improvement/hundreds of thousands of dollars.

RCP Report = Partnership with the University of Minnesota completed in 2018. This partnership created a library of resources and policy alternatives. A full list of completed reports can be found online at rcp.umn.edu/ramsey-projects.

PARKING LOT LIST/FUTURE PROJECTS

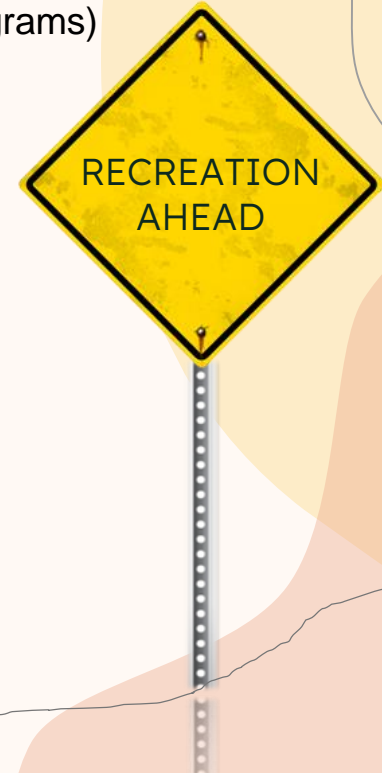
Action	Strategy
Improve background data provided in conjunction with establishing Rates and Charges, especially for Development Impact Fees. .	Identify and implement operational efficiencies, cost savings and additional funding sources.
Complete Organization Staffing Plan.	Improve and sustain high organizational morale.
Complete Streetscape Plan for Key Corridors.	Create a positive image for residential neighborhoods, business districts and key corridors.
Complete a Highway 47 Plan (<i>after current Bunker/47 intersection improvements</i>)	Improve the safety and mobility of transportation corridors.

The above are important topics, but are not the highest priority of the Council and will only be worked on if not interfering with approved Action Items and as time/resources allow.

CULTURE

- Utilize Strategic Plan to prioritize budget requests.
- Leverage additional funding sources.
- Seek grants to do high priority projects.
- Seek public and private partnerships.
- Improve Park and Recreation revenue through user fees and sponsorships.
- Provide adequate public safety staffing based upon common metrics (i.e., calls for service, time of day caseload, land use and population, citizen expectations).
- Continue Staff Recognition Programs.
- Increase awareness of various employee resources.
- Enhance Community Engagement in policy decision-making processes.
- Enhance customer service through process improvement.
- Strive to reflect the demographics of the community.

- ~ Parks and Recreation as a Service to the Community
- ~ Comparison of Park and Recreation Services to other City Services
- ~ Ratio of Community Investment to Individual Investment for programs
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- ~ Potential changes to program offerings (fees, revenue and cost reductions, with emphasis on HD)
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- ~ Recreation Ahead Dashboard--Consensus Exercise (feedback and direction for staff)



HD 2022 Highlights

Staff Changes

- Communications and Events Coordinator departed in June 2022
- Nicole Laubach, Marla Martinez-Flynn, Wendy Schleuter, and Jenny Gilb

Volunteers

- Low volunteer participation
- Consequently, more staff working the event

Logistics

- Coordinated with contractors to deliver rentals the week of, instead of everything coming Friday before Happy Days

Projected Improvement to 2023 Happy Days

1.

Staffing

Marla lead on Happy Days. Help from other staff. Continue exploring event management services.

2.

Increasing Revenue and Cutting Costs

Raising fees for activities, no power for food vendors, eliminate giveaway t-shirts, different vendors

3.

Events and Activities

Considering eliminating some activities and adding new ones

4.

Happy Days Committee

Dissolve formal HD Committee. Still meeting regularly with staff and volunteers that are involved

Example Program Cost Per Person



Movie Night

\$9.10 per person

(\$2730/300 people)



Waterslide

\$0 per person

(\$0 funded by Ramsey business/800 people)



Yoga

\$4.17 per person

(\$50/12 people)



Art in the Park

\$11.25 per person

(\$225/20 people)



Walk with Naturalist

\$0 per person

(\$0 volunteer instructor/10 people)



Floral Arrangement

\$0 per person

(\$0 fully funded by participants/12 people)



Park and Recreation Services: Implementing the Plan

Meeting Date: 11/22/2022

Information

Title:

Discussion: Proposed Verizon Cell Tower Lease Amendment

Purpose/Background:

MD7, on behalf of Verizon Wireless, has presented the City with a proposed amendment to a Cell tower Lease. The original lease began in 2001 and is in its final years under the original terms. The proposal largely leaves the terms unchanged except for the monthly rent rate and rent escalators. Earlier in 2022, the proposed change would have dropped the monthly rate from its current approximately \$2,800/month to \$1,800/month. As discussions continued, MD7 emailed and indicated a monthly rent rate of \$1,950 would be supported. The rent escalator would change from an annual increase based on a calculation within the lease agreement to a 10% increase after each five year term.

Under both 2022 proposals, the maximum length of the lease agreement would be 25 five years. If the maximum time frame occurred and the terms were implemented under the beginning monthly rate of \$1,950, the maximum revenue generated by the lease would be approximately \$714,297 over the next 25 years.

Timeframe:

Funding Source:

Responsible Party(ies):

Brian Hagen, City Administrator

Outcome:

Provide consensus direction of one of the following options:

- 1) Let the lease terminate at the end of the original contract.
- 2) Accept the proposal and direct staff to notify MD7 of such support.
- 3) Propose a counter offer for staff to present to MD7 for Verizon Wireless' consideration.

Attachments

- Master Contract
- Verizon Active Review Letter
- Verizon Proposed Term Sheet
- Updated Emailed Proposed Terms

Form Review

Inbox	Reviewed By	Date
Brian Hagen	Brian Hagen	11/17/2022 04:27 PM
Form Started By: Brian Hagen		Started On: 11/15/2022 08:29 AM
Final Approval Date: 11/17/2022		

WATER TOWER LEASE AGREEMENT

This Lease Agreement, made this 12th day of June, 2001, between the **City of Ramsey**, a Minnesota Municipal Corporation, 15153 Nowthen Boulevard, Ramsey, Minnesota, 55303, Tax ID #41-0910476 ("LESSOR"), and **Verizon Wireless (VAW) LLC d/b/a Verizon Wireless**, a limited liability company, with its principal offices at 180 Washington Valley Road, Bedminster, New Jersey, 07921, ("LESSEE"). The LESSOR and LESSEE are at times collectively referred to hereinafter as the "Parties" or individually as the "Party".

WITNESSETH

In consideration of the mutual covenants contained herein and intending to be legally bound hereby, the Parties hereto agree as follows:

1. LEASED TOWER SITE. LESSOR owns a Water Tower ("Tower"), located in the City of Ramsey, Anoka County, State of Minnesota, on real property legally described as follows:

That part of the Northeast Quarter of the Southwest Quarter of Section 25, Township 32, Range 25, Anoka County, Minnesota described as follows: Commencing at the Southwest corner of said Northeast Quarter of the Southwest Quarter; thence Easterly on an assumed bearing of North 89 degrees 51 minutes 23 seconds East, along the Southerly line of said Northeast Quarter of the Southwest Quarter a distance of 469.93 feet; thence Northerly a distance of 208.74 feet along a nontangential curve concave to the West having a radius of 260.00 feet, a central angle of 46 degrees 00 minutes 00 seconds and the chord of said curve bears North 5 degrees 12 minutes 55 seconds East and is 203.18 feet in length; thence North 17 degrees 47 minutes 05 seconds West, tangent to said curve a distance of 50.00 feet; thence Northerly a distance of 151.47 feet along a tangential curve concave to the East having a radius of 340.00 feet and a central angle of 25 degrees 31 minutes 31 seconds to THE POINT OF BEGINNING OF THE LAND TO BE DESCRIBED; thence Northeasterly a distance of 178.48 feet along the continuation of said curve having a radius of 300.00 feet and a central angle of 30 degrees 04 minutes 38 seconds to the intersection with the Southwesterly right-of-way line of County State Aid Highway No. 5; thence Northwesterly a distance of 52.63 feet along said right-of-way line on a nontangential spiral offset curve concave to the Northeast having a chord which bears North 46 degrees, 28 minutes, 58 seconds West and is 52.63 feet in length; thence North 46 degrees 24 minutes 34 seconds West, along said right-of-way line and tangent to said curve, a distance of 147.60 feet; thence South 43 degrees 35 minutes 26 seconds West a distance of 200.00 feet; thence South 46 degrees 24 minutes 34 seconds East a distance of 214.29 feet; thence South 82 degrees 15 minutes 34 seconds East a distance of 60.00 feet to the point of beginning.

(the "Tower Site")

LESSOR hereby leases to LESSEE the following:

- (a) A parcel of land 720 square feet as shown on **EXHIBIT A** attached hereto and made a part hereof, which is a 20 foot by 36 foot parcel of land contained within the Tower Site and which 20 foot by 36 foot parcel of land is the Leased Real Property (the "Leased Real Property");
- (b) The non-exclusive right for ingress and egress, seven (7) days a week, twenty-four (24) hours a day over and across the LESSOR's existing access to the Tower Site from Dysprosium Street NW (the "Access Easement");
- (c) A portion of the LESSOR's water tower located on the Tower Site between a minimum height of 20 feet and a maximum height of 160 feet measured from grade as more particularly shown on **EXHIBIT C** attached hereto and made a part hereof, on which directional antennas, connecting cables and appurtenances will be attached and located, the exact location of each to reasonably be approved by LESSOR's Street Maintenance Supervisor, together with a non-exclusive easement for reasonable access thereto and for adequate utility services, including sources of electric and telephone facilities also shown on **EXHIBIT C** (the "Leased Water Tower Space").

The "Leased Real Property", the "Access Easement" and the "Leased Water Tower Space" are all collectively referred to herein as the "Leased Premises".

LESSOR hereby grants permission to LESSEE to install, maintain and operate communications equipment on the Leased Premises.

LESSEE shall provide LESSOR with as-built drawings of the equipment and improvements installed on the Leased Premises, which show the actual location of all antenna facilities. Said drawings shall be accompanied by a complete and detailed inventory of all equipment, personal property, and antenna facilities actually placed on the Leased Premises.

2. SURVEY. LESSOR also hereby grants to LESSEE the right to survey the Tower Site, and said survey shall then become **EXHIBIT B** which shall be attached hereto and made a part hereof, and shall control in the event of boundary and access discrepancies between it and **EXHIBIT A**. Cost for such work shall be borne by the LESSEE.

3. TERM. This Lease Agreement shall be effective as of the date of execution by both parties, provided however, the initial term shall be for five (5) years and shall commence on the Commencement Date (as hereinafter defined) at which time rental payments will be due. The annual rental rate shall be paid in equal monthly installments on the first day of the month, in advance, to LESSOR at least thirty (30) days in advance of any rental payment date. The Commencement Date is defined as the first (1st) day of the month following the date this Lease Agreement is executed by the parties or the first (1st) day of the month following the date LESSEE is granted a building permit by LESSOR, whichever event occurs last.

The annual rental rate for the first year following the Commencement Date shall be Twenty-Four Thousand and 00/100 Dollars (\$24,000). The annual rental for the second year and each succeeding year shall be increased to the annual rental determined thereof by a formula as follows:

Renewal Rent = (Basic Rent) + ((IR-IL)/IL X Basic Rent)

Definitions: IR is the Consumer Price Index for the month which is three (3) months immediately preceding the month in which the second year and each succeeding year commence.

IL is the Consumer Price Index for the month which is three 3 months immediately preceding the month in which this Lease commenced.

"Consumer Price Index" shall mean the Consumer Price Index published by the Bureau of Labor Statistics of the United States Department of Labor for Urban Wage Earners and Clerical Workers for All Items (CPI-W) - U.S. City average or shall mean the successor thereto. In the event the Consumer Price Index is converted to a different standard reference base or otherwise revised, the determination of the rent for the second year and each succeeding year shall be made with the use of such conversion factor, formula or table for converting the Consumer Price Index as may be published by the Bureau of Labor Statistics, or if the Bureau should fail to publish the same, then with the use of such conversion factor, formula or table for converting the Consumer Price Index as may be published by Prentice Hall, Inc., or any other nationally recognized publisher or similar statistical information. If the Consumer Price Index ceases to be published and there is no successor thereto, such other index as LESSOR and LESSEE may agree upon shall be substituted for the Consumer Price Index, and if they are unable to agree, then such matter shall be submitted to arbitration in accordance with the then existing commercial rules of arbitration of the American Arbitration Association at the American Arbitration Association office nearest the LESSOR.

4. EXTENSIONS. This Lease Agreement shall automatically be extended for four (4) additional five (5) year terms unless the LESSEE terminates it at the end of the then current term by giving the LESSOR written notice of the intent to terminate at least six (6) months prior to the end of the then current term.

5. USER PRIORITY. LESSEE agrees that the following priorities of use, in descending order, shall apply in the event of communication interference or other conflict while this Lease Agreement is in effect, and LESSEE's use shall be subordinate accordingly:

- (a) LESSOR;
- (b) Public safety agencies, including law enforcement, fire, and ambulance services, that are not part of the LESSOR;
- (c) Other governmental agencies where use is not related to public safety; and
- (d) Government-regulated entities whose antennae offer a service to the general public for a fee, in a manner similar to a public utility, such as long distance and cellular telephone, not including radio or television broadcasters.

6. TERMINATION BY LESSOR. The LESSOR may terminate this Lease Agreement if it determines that any one of the following conditions exist:

Handwritten notes:
24,200
174.4
175.8
24,200
2003²⁰
May 30 (June 17) 02
175.8
May 30, 2001
174.4

- (a) A potential user of the Tower with a higher priority cannot find another adequate location and the potential use would be incompatible with the existing use by LESSEE;
- (b) LESSEE's frequency broadcast unreasonably interferes with other users of a higher priority, regardless of whether or not this interference was adequately predicated in the technical analysis; or
- (c) LESSEE violates any of the standards of LESSOR's Ordinance 97-08 or any amendments thereto or the other conditions contained herein.

Before taking action, the LESSOR will provide thirty (30) days notice to the LESSEE of the intended termination and the reasons for it, and provide an opportunity for the LESSEE to address the LESSOR regarding the proposed action. This procedure need not be followed in emergency situations.

7. LEASE TERMINATION. Except as otherwise provided herein, this Lease Agreement may be terminated upon thirty (30) days written notice to the other Party as follows:

- (a) By either Party upon a default of any covenant or term hereof by the other Party, which default is not cured within thirty (30) days of receipt of written notice of default to the other Party (without, however, limiting any other rights of the Parties pursuant to any other provisions hereof);
- (b) By LESSOR, upon 120 days' prior written notice to LESSEE, if its Council decides, for any reason, to redevelop the Leased Premises in a manner inconsistent with continued use of the Leased Premises by LESSEE and/or discontinue use of the Tower for all purposes;
- (c) By LESSOR if it determines that the Tower is structurally unsound, including, but not limited to, consideration of age of the Tower, damage or destruction of all or part of the Tower on the Leased Premises from any source, or factors relating to condition of the Leased Premises;
- (d) By LESSOR if it determines that a potential user with a higher priority under subparagraph 6(a) above cannot find another adequate location, or the antenna facilities unreasonably interfere with another user with a higher priority, regardless of whether or not such an interference was predicted in the initial interference study that was part of the application process, provided that for a one year period after termination under this subparagraph, LESSOR shall not lease the Leased Premises to another party with equal or lesser priority for the same use as that of LESSEE. In the event LESSOR is unable to eliminate the interference, or reduce it to a level acceptable to LESSEE within a period of thirty (30) days, then LESSEE may terminate this Lease Agreement by giving thirty (30) days written notice to LESSOR. In the event LESSOR becomes aware of significant interference, LESSOR will give LESSEE written notice of the same.
- (e) By LESSOR if it determines that LESSEE has failed to comply with applicable ordinances, or state or federal law, or any conditions attached to Government Approvals granted thereunder, after a public hearing before the LESSOR's Council including revocation of the conditional use permit issued by the LESSOR'S Council in favor of LESSEE dated April 24, 2001.

8. PAYMENT FOR UTILITIES. LESSEE shall separately meter charges for the consumption of electricity and other utilities associated with its use of the Leased Premises and shall promptly pay all costs associated therewith.

9. LIMITATION OF LESSOR'S LIABILITY. If LESSOR terminates this Lease Agreement other than as of right as provided in this Lease Agreement, or LESSOR causes interruption of the business of LESSEE or for any other LESSOR breach of this Lease Agreement, LESSOR's liability for damages to LESSEE shall be limited to the actual and direct costs of equipment removal, relocation or repair and shall specifically exclude any recovery for value of the business of LESSEE as a going concern, future expectation of profits, loss of business or profit or related damages to LESSEE.

10. TEMPORARY INTERRUPTIONS OF SERVICE. If LESSOR determines that continued operation of the antenna facilities would cause or contribute to an immediate threat to public health and/or safety (except for any issues associated with human exposure to radio frequency emissions, which is regulated by the federal government), LESSOR may order LESSEE to discontinue its operation. LESSEE shall immediately comply with such an order.

Service shall be discontinued only for the period that the immediate threat exists. If LESSOR does not give prior notice to LESSEE, LESSOR shall notify LESSEE as soon as possible after its action and give its reason for taking the action. LESSOR shall not be liable to LESSEE or any other party for any interruption in LESSEE's service or interference with LESSEE's operation of its antenna facilities, except as may be caused by the willful misconduct of the LESSOR, its employees or agents. If the discontinuance extends for a period greater than three days, either consecutively or cumulatively, LESSEE shall have the right to terminate this Lease Agreement within its sole discretion.

11. USE; GOVERNMENTAL APPROVALS. LESSEE shall use the Leased Premises for the purpose of constructing, maintaining and operating a communications facility and uses incidental and all necessary appurtenances. A security fence consisting of chain link construction or similar but comparable construction may be placed around the perimeter of the Leased Real Property at the discretion of LESSEE (not including the Access Easement). All improvements shall be at LESSEE's expense and the installation of all improvements shall be at the discretion and option of the LESSEE, **EXCEPT** that LESSEE shall be obligated to comply with all those conditions and terms of the Conditional Use Permit ("CUP") dated April 24, 2001 issued by LESSOR's Council. LESSEE shall have the right to replace, repair, add or otherwise modify its equipment or any portion thereof, whether the equipment is specified or not on any exhibit attached hereto, during the term of this Lease Agreement provided that any replacement(s) shall not increase tower loading on the water tower and subject to LESSOR's written approval. LESSEE will maintain the Leased Premises in a good condition, reasonable wear and tear excepted. LESSOR will maintain the Tower Site, excluding the Leased Premises, in good condition, reasonable wear and tear excepted. It is understood and agreed that LESSEE's ability to use the Leased Premises is contingent upon it obtaining, after the execution date of this Lease Agreement, all of the certificates, permits and other approvals (collectively the "Governmental Approvals") that may be required by any Federal, State or Local authorities as well as satisfactory soil boring

tests which will permit LESSEE use of the Leased Premises as set forth above. LESSOR shall reasonably cooperate with LESSEE in its effort to obtain such approvals. In the event that any of such applications for such Governmental Approvals should be finally rejected or LESSEE determines that such Governmental Approvals may not be obtained in a timely manner or any Governmental Approval issued to LESSEE is canceled, expires, lapses, or is otherwise withdrawn or terminated by governmental authority or soil boring tests are found to be unsatisfactory so that LESSEE in its sole discretion will be unable to use the Leased Premises for its intended purposes or the LESSEE determines that the Leased Premises is no longer technically compatible for its intended use, LESSEE shall have the right to terminate this Lease Agreement. Notice of the LESSEE's exercise of its right to terminate shall be given to LESSOR in writing by certified mail, return receipt requested, and shall be effective upon the mailing of such notice by the LESSEE. All rentals paid to said termination date shall be retained by the LESSOR. Upon such termination, this Lease Agreement shall become null and void and all the Parties shall have no further obligations including the payment of money, to each other.

12. ACCESS TO TOWER SITE. LESSOR agrees the LESSEE shall have free access to the Tower Site at all times for the purpose of installing and maintaining its equipment. LESSOR shall furnish LESSEE with necessary means of access for the purpose of ingress and egress to the Tower.

13. TOWER COMPLIANCE. LESSOR covenants that it will keep the Tower in reasonable repair as required by all federal, state, county and local laws for its intended use as a water storage facility. The LESSOR shall also comply with all rules and regulations enforced by the Federal Communications Commission with regard to the lighting, marking and painting of towers.

LESSEE shall, at its own expense, maintain any equipment on or attached to the Leased Premises in a safe condition, in reasonable repair and in a manner suitable to LESSOR so as not to conflict with the use of the surrounding premises by LESSOR. LESSEE shall not unreasonably interfere with the operations of any prior tenant using the structure and shall not interfere with the working use of the water storage facilities thereon or to be placed thereon by LESSOR.

LESSEE shall use no materials in the installation of the antennas or transmission lines that will cause corrosion or rust or deterioration of the Tower structure or its appurtenances.

All antenna(s) on the Tower must be identified by LESSEE by using a marking fastened securely to its bracket on the Tower and all transmission lines are to be tagged at the conduit opening where it enters any user's equipment space.

LESSEE shall restore to as good or better condition any part of the Leased Premises which are impacted or affected by LESSEE's construction on the Leased Premises.

14. ADVANCES IN TECHNOLOGY. As technology advances and improved antennas are developed which are routinely used in LESSEE's business, LESSOR may require, in its sole discretion, the replacement of existing antennas with the improved antennas if the new

antennas are more aesthetically pleasing or otherwise foster a public purpose, as long as the installation and use of the improved antennas are practical and technically feasible at this location.

15. INTERFERENCE. LESSEE agrees to have installed radio equipment of the type and frequency which will not cause measurable interference to the equipment of the LESSOR or other lessees of the Leased Premises existing as of the date this Lease Agreement is executed by the Parties. In the event LESSEE's equipment causes such interference, and after LESSOR has notified LESSEE of such interference, LESSEE will take all steps necessary to correct and eliminate the interference and failing thereto, LESSOR may terminate this Lease Agreement upon thirty (30) days written notice to LESSEE. LESSOR agrees that LESSOR and/or any other tenants of the Leased Premises who in the future take possession of the Leased Premises will be permitted to install only such radio equipment that is of the type and frequency which will not cause measurable interference to the existing equipment of the LESSEE subject to the provisions of section 6. above.

Before installation of its equipment, and before obtaining a building permit, LESSEE, at LESSEE's expense, shall obtain a radio frequency interference study performed by an independent and qualified professional selected by LESSOR showing that LESSEE's intended use will not interfere with existing communications facilities. If the study finds that there is a potential for interference that cannot be reasonably remedied, LESSOR may terminate this Lease Agreement immediately and refund the initial rental to LESSEE.

16. LESSEE COMPLIANCE. All installations and operation in connection with this Lease Agreement by LESSEE shall meet with all applicable Rules and Regulations of the Federal Communications Commission, Federal Aviation Agency and all applicable codes and regulations of the City of Ramsey, Anoka County and State of Minnesota. Under this Lease Agreement, the LESSOR assumes no responsibility for the licensing, operation, and/or maintenance of LESSEE's radio equipment.

17. INDEMNIFICATION. Each Party shall indemnify and hold the other harmless against any claim of liability or loss from personal injury or property damage resulting from or arising out of the use and occupancy of the Leased Premises by the other Party, its servants or agents, excepting, however, such claims or damages as may be due to or caused by the acts or omissions of the other Party, or its servants or agents.

LESSEE agrees to defend, indemnify and hold harmless LESSOR and its elected officials, officers, employees, agents, and representatives, from and against any and all claims, costs, losses, expenses, demands, actions, or causes of action, including reasonable attorneys' fees and other costs and expenses of litigation, which may be asserted against or incurred by LESSOR or for which LESSOR may be liable in the performance of this Lease Agreement, except those which arise solely from the negligence, willful misconduct, or other fault of LESSOR. LESSEE shall defend all claims arising out of the installation, operation, use, maintenance, repair, removal, or presence of LESSEE's antenna facilities, equipment and related facilities on the Leased Premises.

18. INSURANCE. The Parties hereby waive any and all rights of action for negligence against the other which may hereafter arise on account of damage to the Leased Premises, resulting

from any fire, or other casualty of the kind covered by standard fire insurance policies with extended coverage, regardless of whether or not, or in what amounts, such insurance is now or hereafter carried by the Parties, or either of them. LESSOR and LESSEE each agree that at its own cost and expense, each will maintain comprehensive general liability and property liability insurance with liability limits of not less than \$1,000,000 for injury to or death of one or more persons in any one occurrence and \$500,000 for damage or destruction to property in any one occurrence.

19. REMOVAL UPON TERMINATION. LESSEE, upon termination of the Lease Agreement, shall, within ninety (90) days, remove its building(s), antenna structure(s) (except footings), fixtures and all personal property and otherwise restore the Leased Premises to its original condition, reasonable wear and tear excepted. LESSOR agrees and acknowledges that all of the equipment, fixtures and personal property of the LESSEE shall remain the personal property of the LESSEE and the LESSEE shall have the right to remove the same, whether or not said items are considered fixtures and attachments to real property under applicable law. If such time for removal causes LESSEE to remain on the Leased Premises after termination of this Lease Agreement, LESSEE shall pay rent at the then existing monthly rate or on the existing monthly pro-rata basis if based upon a longer payment term, until such time as the removal of the building, antenna structure, fixtures and all personal property are completed.

20. QUIET ENJOYMENT. LESSOR covenants that LESSEE, on paying the rent and performing the covenants shall peaceably and quietly have, hold and enjoy the Leased Premises.

21. TITLE. LESSOR covenants that LESSOR is seized of good and sufficient title and interest to the Leased Premises and has full authority to enter into and execute this Lease Agreement.

22. INTEGRATION. It is agreed and understood that this Lease Agreement contains all agreements, promises and understandings between the LESSOR and LESSEE and that no verbal or oral agreements, promises or understandings shall be binding upon either the LESSOR or LESSEE in any dispute, controversy or proceeding at law, and any addition, variation or modification to this Lease Agreement shall be void and ineffective unless made in writing signed by the Parties. In the event any provision of the Lease Agreement is found to be invalid or unenforceable, such finding shall not effect the validity and enforceability of the remaining provisions of this Lease Agreement. The failure of either Party to insist upon strict performance of any of the terms or conditions of this Lease Agreement or to exercise any of its rights under the Lease Agreement shall not waive such rights and such Party shall have the right to enforce such rights at any time and take such action as may be lawful and authorized under this Lease Agreement, either in law or in equity.

23. ADDITIONAL MAINTENANCE EXPENSES. Upon notice from LESSOR, LESSEE shall promptly pay to LESSOR all additional LESSOR expenses incurred in maintaining the Leased Premises, including painting or other maintenance of the Leased Premises that are caused by LESSEE's occupancy of the Leased Premises.

24. GOVERNING LAW. This Lease Agreement and the performance thereof shall be governed, interpreted, construed and regulated by the laws of the State of Minnesota.

25. ASSIGNMENT. This Lease Agreement may be sold, assigned or transferred by the LESSEE without any approval or consent of the LESSOR to the LESSEE's principal, affiliates, subsidiaries of its principal or to any entity which acquires all or substantially all of LESSEE's assets in the market defined by the Federal Communications Commission in which the Leased Premises is located by reason of a merger, acquisition or other business reorganization. As to other parties, this Lease Agreement may not be sold, assigned or transferred without the written consent of the LESSOR, which such consent will not be unreasonably withheld or delayed.

26. NOTICES. All notices hereunder must be in writing and shall be deemed validly given if sent by certified mail, return receipt requested or by commercial courier, provided the courier's regular business is delivery service and provided further that it guarantees delivery to the addressee by the end of the next business day following the courier's receipt from the sender, addressed as follows (or any other address that the Party to be notified may have designated to the sender by like notice):

LESSOR: City of Ramsey
15153 Nowthen Boulevard
Ramsey, MN 55303
Attention: City Administrator

LESSEE: Verizon Wireless (VAW) LLC
d/b/a Verizon Wireless
180 Washington Valley Road
Bedminster, NJ 07921
Attention: Network Real Estate

Notice shall be effective upon mailing or delivering the same to a commercial courier, as permitted above.

27. SUCCESSORS. This Lease Agreement shall extend to and bind the heirs, personal representatives, successors and assigns of the Parties hereto.

28. RECORDING. LESSOR agrees to execute a Memorandum of this Lease Agreement which LESSEE may record with the appropriate Recording Officer. The date set forth in the Memorandum of Lease is for recording purposes only and bears no reference to commencement of either term or rent payments.

29. DEFAULT. In the event there is a default by the LESSEE with respect to any of the provisions of this Lease Agreement or its obligations under it, including the payment of rent, the LESSOR shall give LESSEE written notice of such default. After receipt of such written notice, the LESSEE shall have fifteen (15) days in which to cure any monetary default and thirty (30) days in which to cure any non-monetary default, provided the LESSEE shall have such extended period as may be required beyond the thirty (30) days if the nature of the cure is such that it reasonably requires more than thirty (30) days and the LESSEE commences the cure within the thirty (30) day period and thereafter continuously and diligently pursues the cure to completion. The LESSOR may not maintain any action or effect any remedies for default

against the LESSEE unless and until the LESSEE has failed to cure the same within the time periods provided in this paragraph.

30. ENVIRONMENTAL.

- (a) LESSOR will be responsible for all obligations of compliance with any and all environmental and industrial hygiene laws, including any regulations, guidelines, standards, or policies of any governmental authorities regulating or imposing standards of liability or standards of conduct with regard to any environmental or industrial hygiene conditions or concerns as may now or at any time hereafter be in effect, that are or were in any way related to activity now conducted in, on, or in any way related to the Leased Premises, unless such conditions or concerns are caused by the activities of the LESSEE.
- (b) LESSOR shall hold LESSEE harmless and indemnify the LESSEE from and assume all duties, responsibility and liability at LESSOR's sole cost and expense, for all duties, responsibilities, and liability (for payment of penalties, sanctions, forfeitures, losses, costs, or damages) and for responding to any action, notice, claim, order, summons, citation, directive, litigation, investigation or proceeding which is in any way related to: a) failure to comply with any environmental or industrial hygiene law, including without limitation any regulations, guidelines, standards, or policies of any governmental authorities regulating or imposing standards of liability or standards of conduct with regard to any environmental or industrial hygiene concerns or conditions as may now or at any time hereafter be in effect, unless such compliance results from conditions caused by the LESSEE; and b) any environmental or industrial hygiene conditions arising out of or in any way related to the condition of the Leased Premises or activities conducted thereon, unless such environmental conditions are caused by the LESSEE.
- (c) LESSEE will be responsible for all obligations of compliance with any and all environmental and industrial hygiene laws, including any regulations, guidelines, standards, or policies of any governmental authorities regulating or imposing standards of liability or standards of conduct with regard to any environmental or industrial hygiene conditions or concerns as may now or at any time hereafter be in effect, that are or were in any way related to activity now conducted in, on, or in any way related to the Leased Premises, unless such conditions or concerns are caused by the activities of the LESSOR.
- (d) LESSEE shall hold LESSOR harmless and indemnify the LESSOR from and assume all duties, responsibility and liability at LESSEE's sole cost and expense, for all duties, responsibilities, and liability (for payment of penalties, sanctions, forfeitures, losses, costs, or damages) and for responding to any action, notice, claim, order, summons, citation, directive, litigation, investigation or proceeding which is in any way related to: a) failure to comply with any environmental or industrial hygiene law, including without limitation any regulations, guidelines, standards, or policies of any governmental authorities regulating or imposing standards of liability or standards of conduct with regard to any environmental or industrial hygiene concerns or conditions as may now or at any time hereafter be in effect, unless such compliance results from conditions caused by the LESSOR;

and b) any environmental or industrial hygiene conditions arising out of or in any way related to the condition of the Leased Premises or activities conducted thereon, unless such environmental conditions are caused by the LESSOR.

- (e) LESSEE represents and warrants that its use of the Leased Premises will not generate and LESSEE will not store or dispose of on the Leased Premises, nor transport to or over the Leased Premises, any hazardous materials, unless LESSEE specifically informs LESSOR thereof in writing twenty-four hours prior to such storage, disposal or transport, or otherwise as soon as LESSEE becomes aware of the existence of hazardous materials on the Leased Premises. The obligations of this representation and warranty shall survive the expiration or other termination of this Lease Agreement.

31. CASUALTY. In the event of damage by fire or other casualty to the Leased Premises that cannot reasonably be expected to be repaired within forty-five (45) days following same or, if the Leased Premises is damaged by fire or other casualty so that such damage may reasonably be expected to disrupt LESSEE's operations at the Leased Premises for more than forty-five (45) days, then LESSEE may at any time following such fire or other casualty, provided LESSOR has not completed the restoration required to permit LESSEE to resume its operation at the Leased Premises, terminate this Lease Agreement upon fifteen (15) days written notice to LESSOR. Any such notice of termination shall cause this Lease Agreement to expire with the same force and effect as though the date set forth in such notice were the date originally set as the expiration date of this Lease Agreement and the parties shall make an appropriate adjustment, as of such termination date, with respect to payments due to the other under this Lease Agreement. Notwithstanding the foregoing, all rental shall abate during the period of such fire or other casualty.

32. CONDEMNATION. In the event of any condemnation of the Leased Premises, LESSEE may terminate this Lease Agreement upon fifteen (15) days written notice to LESSOR if such condemnation may reasonably be expected to disrupt LESSEE's operations at the Leased Premises for more than forty-five (45) days. LESSEE may on its own behalf make a claim in any condemnation proceeding involving the Leased Premises for losses related to the antennas, equipment, its relocation costs and its damages and losses (but not for the loss of its leasehold interest). Any such notice of termination shall cause this Lease Agreement to expire with the same force and effect as though the date set forth in such notice were the date originally set as the expiration date of this Lease Agreement and the parties shall make an appropriate adjustment as of such termination date with respect to payments due to the other under this Lease Agreement.

33. APPLICABLE LAWS. LESSEE shall use the Leased Premises as may be required or as permitted by applicable laws, rules and regulations. LESSOR agrees to keep the Leased Premises in conformance with all applicable, laws, rules and regulations and agrees to reasonably cooperate with the LESSEE regarding any compliance required by the LESSEE in respect to its use of the Leased Premises.

34. LIMITATION OF LIABILITY. Nothing in the Lease Agreement shall be deemed a waiver of any limitation of liability or defenses under Minnesota Statutes Chapter 466 or any other provision of law.


35. SURVIVAL. The provisions of the Lease Agreement relating to indemnification from one Party to the other Party shall survive any termination or expiration of this Lease Agreement. Additionally, any provisions of this Lease Agreement which require performance subsequent to the termination or expiration of this Lease Agreement shall also survive such termination or expiration.

36. CAPTIONS. The captions contained in this Lease Agreement are inserted for convenience only and are not intended to be part of the Lease Agreement. They shall not affect or be utilized in the construction or interpretation of the Lease Agreement.

IN WITNESS WHEREOF, the Parties hereto have set their hands and affixed their irrespctive seals the day and year first above written.


LESSOR:

City of Ramsey, a Minnesota
Municipal Corporation


By: 
Print Name: Thomas G. Gamec
Its Mayor

LESSEE:

Verizon Wireless (VAW) LLC
d/b/a Verizon Wireless
By Cellco Partnership, its sole member

By: 
Print Name: MICHAEL D. MURPHY
Its AREA NETWORK VP-MIDWEST

AND

By: 
Print Name: James E. Norman
Its City Administrator

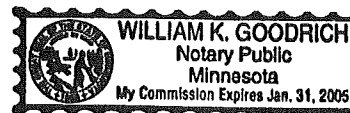
[acknowledgements on following page]

CITY ACKNOWLEDGMENT

STATE OF MINNESOTA)
) ss.
COUNTY OF ANOKA)

The foregoing instrument was acknowledged before me this 12 day of June 2001, by Thomas G. Gamec and James E. Norman, respectively the Mayor and City Administrator of the City of Ramsey, a Minnesota Municipal Corporation, the City that executed the foregoing instrument, acknowledged said instrument to be the free and voluntary act and deed of the City of Ramsey, for the uses and purposes therein mentioned, and on oath stated that they are authorized to execute the said instrument on behalf of the City of Ramsey.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal the day and year first above written.



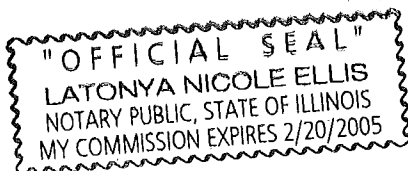
William K. Goodrich
Print or Type Name: _____
Notary Public in and for the State of Minnesota
residing at _____
My Commission Expires: 01/31/2005

CORPORATE ACKNOWLEDGMENT

STATE OF ILLINOIS)
) ss.
COUNTY OF COOK)

On this 15th day of AUGUST 2001, before me, the undersigned, a Notary Public in and for the State of ILLINOIS, duly commissioned and sworn, personally appeared MICHAEL IRIZARRY, to me known to be an authorized representative of Cellco Partnership, the sole member of Verizon Wireless (VAW) LLC d/b/a Verizon Wireless, a limited liability company, that executed the foregoing instrument, and acknowledged said instrument to be the free and voluntary act and deed of Verizon Wireless (VAW) LLC d/b/a Verizon Wireless, for the uses and purposes therein mentioned, and on oath stated that he/she is authorized to execute the said instrument.

WITNESS my hand and official seal hereto affixed the day and year first above written.



Latonya Ellis
Print or Type Name: Latonya Ellis
Notary Public in and for the State of ILLINOIS
residing at Chicago
My Commission Expires: 2/20/05

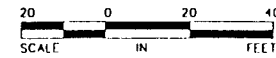
BOUNDARY, TOPOGRAPHIC, LOCATION AND UTILITY SURVEY FOR:

VERIZON WIRELESS

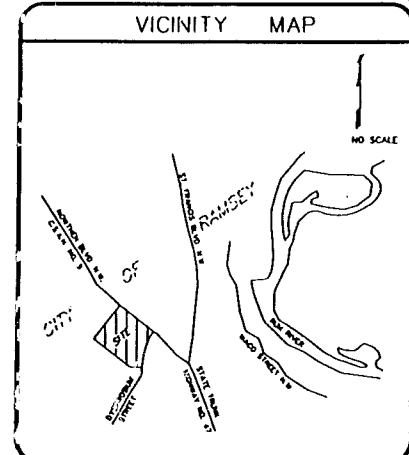
LEGEND

- AGP Denotes above ground pipe
- DIP Denotes ductile iron pipe
- EM Denotes electric meter
- FF Denotes first floor elevation
- G Denotes gutter elevation
- GAS Denotes gas line
- GP Denotes guard post
- CW Denotes curb wire
- IHH Denotes hand hole
- HYD Denotes fire hydrant
- OH ELEC Denotes overhead electric line
- PPLP Denotes power and light pole
- RCP Denotes reinforced concrete pipe
- ST S Denotes storm sewer
- STA Denotes survey control station
- TC Denotes top of curb elevation
- UC E Denotes underground electric line
- UC T Denotes underground telephone line
- W Denotes water line
- WMH Denotes water manhole
- WV Denotes water valve
- ARB Denotes Arborvitae
- BR Denotes Birch tree
- CRAB Denotes Crabapple tree
- SPCG Denotes Colorado Green Spruce tree
- TR Denotes deciduous tree

COUNTY STATE AID HIGHWAY NO. 5
(NOWTHEN BOULEVARD)



THE NORTHWEST CORNER OF THE SOUTHWEST QUARTER OF SECTION 25



THE SOUTHWEST CORNER OF THE SOUTHWEST QUARTER OF SECTION 25

THE SOUTH LINE OF THE NORTHEAST QUARTER OF SECTION 25, T. 32, R. 25, ANOKA COUNTY.

Coordinates for the center of the water tower per NAD 83 coordinate conversion are as follows:

LATITUDE AND LONGITUDE	
Latitude = N 45°13'54.8"	Longitude = W 93°24'09.1"
MINNESOTA STATE PLANE - SOUTH ZONE	
NORTHING = 1142202.0	EASTING = 2778599.4

PROPOSED LEASE PARCEL DESCRIPTION

That part of the Northeast Quarter of the Southwest Quarter of Section 25, Township 32, Range 25, Anoka County, Minnesota, described as commencing at the northwest corner of the Southwest Quarter of Section 25, thence South 0 degrees 49 minutes 54 seconds West, assumed bearing, along the west line of said Southwest Quarter of Section 25 a distance of 467.12 feet, thence South 79 degrees 04 minutes 30 seconds East a distance of 1723.13 feet, to the point of beginning of the parcel to be described, thence continuing South 79 degrees 04 minutes 30 seconds East a distance of 25.00 feet; thence South 10 degrees 55 minutes 30 seconds West a distance of 48.00 feet, thence North 10 degrees 55 minutes 30 seconds East a distance of 48.00 feet, to the point of beginning.

PROPOSED ACCESS EASEMENT DESCRIPTION

A 20.00 foot easement over, under and across that part of the Northeast Quarter of the Southwest Quarter of Section 25, Township 32, Range 25, Anoka County, Minnesota, the centerline of said easement is described as commencing at the northwest corner of the Southwest Quarter of Section 25; thence South 0 degrees 49 minutes 54 seconds West, assumed bearing, along the west line of said Southwest Quarter of Section 25 a distance of 467.12 feet, thence South 79 degrees 04 minutes 30 seconds East a distance of 1748.13 feet; thence South 10 degrees 55 minutes 30 seconds West a distance of 13.76 feet, to the point of beginning of said centerline to be described, thence South 79 degrees 04 minutes 30 seconds East a distance of 49.93 feet; thence South 61 degrees 32 minutes 51 seconds East a distance of 34.46 feet, to the westerly right of way line of Dysprosium Street and said centerline there terminating. The sidelines of said easement are to be prolonged or shortened to terminate at said westerly right of way line of Dysprosium Street.

PROPERTY DESCRIPTION

Per Burnet Title Commitment File No. LP3713a/00-29850 (Policy No. 163200-29850)

That part of the Northeast Quarter of the Southwest Quarter of Section 25, Township 32, Range 25, Anoka County, Minnesota, described as follows: Commencing at the Southwest corner of said Northeast Quarter of the Southwest Quarter; thence Easterly on an assumed bearing of North 89 degrees 51 minutes 23 seconds East, along the Southern line of said Northeast Quarter of the Southwest Quarter a distance of 459.93 feet; thence Northerly a distance of 208.74 feet along a non-tangential curve concave to the West having a radius of 260.00 feet, a central angle of 46 degrees 00 minutes 00 seconds and the chord of said curve bears North 5 degrees 12 minutes 55 seconds East and is 203.18 feet in length; thence North 17 degrees 47 minutes 05 seconds West, tangent to said curve, a distance of 50.00 feet; thence Northerly a distance of 151.47 feet along a longtential curve concave to the East having a radius of 340.00 feet and a central angle of 25 degrees 31 minutes 31 seconds to the POINT OF BEGINNING OF THE LAND TO BE DESCRIBED; thence Northeasterly a distance of 178.48 feet along the continuation of said curve having a radius of 340.00 feet and a central angle of 30 degrees 04 minutes 38 seconds to the intersection with the Southwesterly right-of-way line of County State Aid Highway No. 5; thence Northwesterly a distance of 52.63 feet along said right-of-way line on a non-tangential spiral offset curve concave to the Northeast having a chord which bears North 46 degrees 28 minutes 58 seconds West and is 52.63 feet in length; thence North 46 degrees 24 minutes 34 seconds West, along said right-of-way line and tangent to said curve, a distance of 147.60 feet; thence South 43 degrees 35 minutes 26 seconds West a distance of 200.00 feet; thence South 46 degrees 24 minutes 34 seconds East a distance of 214.29 feet; thence South 82 degrees 15 minutes 34 seconds East a distance of 60.00 feet to the point of beginning.

NOTE: The radius of 300.00 feet per the Legal Description contained in the title commitment has been changed to 340.00 as shown hereon underlined so that it is a continuation of the 340.00 radius curve.

NOTES:

- 1.) Location and sizes of underground utilities shown hereon are approximate only and are shown based on field location of visible fixtures in combination with available data provided by various sources. Some underground utility locations are shown as marked onsite by those utility companies whose locators responded to our Gopher State One Call, ticket number 50898. Utilities shown are dependent on the completeness and accuracy of data provided. Other underground utilities of which we are unaware may exist. Verify all utilities critical to construction or design.
 - 2.) Contact GOPHER STATE ONE CALL at 651-431-0002 for precise onsite location of utilities prior to any excavation.
 - 3.) Burnet Title Commitment for Title Insurance File No. LP3713a/00-29850, effective date October 19, 2000, was relied upon as to matters of record.
 - 4.) The subject property lies within Zone C, (area of minimal flooding), per the National Flood Insurance Program, Flood Insurance Rate Map Community Panel No. 2706E1C020 B, dated November 1, 1979.
 - 5.) Area = 45,911% Square feet or 1.0377% Acres.
 - 6.) Zoning and setback information as provided by the Community Development Department of the City of Ramsey.
- The subject property is zoned B-1 (Business District).
- The setbacks for zone B-1 (Business District) are:
- Building:
 Front: 35 feet
 Side: 10 feet, side for corner lot 20 feet
 Rear: 35 feet
- Major and minor arterials 60 feet from centerline of road right-of-way plus the local applicable setback
- From service road 35 feet
- Business uses shall not be located closer to an R-1R, R-1U, R2-U district boundary than specified below:
 Structures: 35 feet
 Off-street parking, driveways and outside sales and display areas 35 feet
- See City of Ramsey for complete setback requirements.
- 8.) Survey coordinate and bearing basis: Anoka County Coordinate System.
 Bearings shown in parenthesis are per description.
 - 9.) Benchmarks:
 (Elevations shown are based on Anoka County control)
 - 1.) Mn Dot monument isles located at the intersection of Nowthen Boulevard and Dysprosium Street.
 Elevation = 884.62 feet
 - 2.) Top nut of fire hydrant located at the southeasterly property corner.
 Elevation = 884.80 feet
 - 10.) No indication of welland delineation by qualified welland specialist has been located or observed on site.

We hereby certify that this is a true and correct representation of a survey of the boundaries of the land above described and of the location of all buildings, if any, from or on said land.

Dated this 25th day of June, 2001.

SUNDE LAND SURVEYING, LLC

By John K. Barnes, R.L.S. Minn Reg No 16456

Sunde Land Surveying, LLC.

9001 East Bloomington Freeway (35W) • Suite 118
 Bloomington, Minnesota 55470-3435
 Business: 952/881-2455 • FAX: 952/888-9376

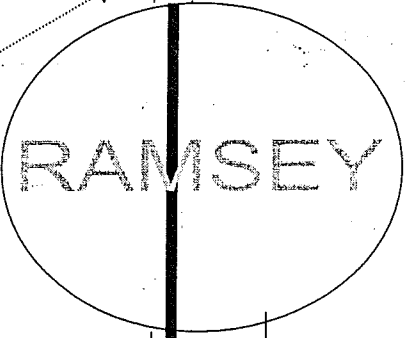
MIN ISOTOPE

COUNTY ROAD 5 & DYSPROSIUM ST.
 Ramsey, Minnesota

EXHIBIT A
(Sketch of Property)

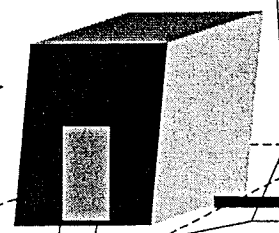
City of Ramsey WT
Preliminary SITE SKETCH

Pre-Existing antennas to be repositioned (as needed) through negotiations between Verizon and the antenna owner(s)



Coaxial Cable Run

Verizon 12' x 30' washed aggregate equipment building



36'
20'

20' x 36' leased ground space

Driveway access

N
O
W
T
H
E
N

B
L
V
D

Dysprosium Street NW

Exhibit B



John K. Barnes, P.L.S., *Principa*
Mark S. Hanson, P.L.S., *Principa*
Scott J. Soukup, P.L.S., *Principa*
Edward H. Sunde, P.L.S., *Associate*

MIN ISOTOPE

County Road 5 and Dysprosium Street
Ramsey, MN

June 25, 2001

OVERALL PROPERTY DESCRIPTION

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of said Southwest Quarter of Section 25 a distance of 467.12 feet; thence South 79 degrees 04 minutes 30 seconds East a distance of 1723.13 feet, to the point of beginning of the parcel to be described; thence continuing South 79 degrees 04 minutes 30 seconds East a distance of 25.00 feet; thence South 10 degrees 55 minutes 30 seconds West a distance of 48.00 feet; thence North 79 degrees 04 minutes 30 seconds West a distance of 25.00 feet; thence North 10 degrees 55 minutes 30 seconds East a distance of 48.00 feet, to the point of beginning.

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EXHIBIT C
(Leased Water Tower Space)

[Construction documents to be added]

REC'D AUG 08 2003

RANDALL, DEHN & GOODRICH

ATTORNEYS AT LAW
2140 FOURTH AVENUE NORTH
ANOKA, MINNESOTA 55303-2268

GERALD M. RANDALL
WILLIAM K. GOODRICH
DOUGLAS J. DEHN†
THOMAS M. FITZPATRICK

TELEPHONE (763) 421-5424
FACSIMILE (763) 421-4213
† REAL PROPERTY LAW SPECIALIST
CERTIFIED BY MINNESOTA STATE
BAR ASSOCIATION
bgood@rdglaw.com

August 7, 2003

Verizon Wireless (VAW) LLC
d/b/a Verizon Wireless
180 Washington Valley Road
Bedminster, NJ 07921

Attention: Network Real Estate

Re: ***City of Ramsey, Minnesota/Verizon Wireless June 12, 2001
Water Tower Lease Agreement***

Dear Sir/Madam:

I represent the City of Ramsey, Minnesota (the "City"). The City and Verizon Wireless (VAW) LLC d/b/a Verizon Wireless ("Verizon") entered into a Water Tower Lease Agreement dated June 12, 2001 (the "Lease"). The Lease provides for the City as lessor to lease to Verizon as lessee, certain space on and about the City's Dysprosium Street water tower.

The Lease provides for an annual rental of \$24,000.00 for the first year and CPI increase of approximately .08% during the second year for a total annual rent in the second year of \$24,199.66. Per the Lease the initial rent was to be paid in monthly installments of \$2,000.00 each commencing September 1, 2001 which date is the first day of the month following the date Verizon was granted a building permit by the City. See attached City building permit dated August 27, 2001.

To date Verizon has paid NO rental payments to the City. Therefore, Verizon's total delinquent rent through August 1, 2003 is \$46,183.04 (\$24,000.00 first year plus \$22,183.04 for 11 months of second year).

The City hereby makes demand on Verizon for the delinquent rent of \$46,183.04. The City requires the delinquent rent to be paid on or before September 1, 2003. Your failure to comply will cause the City to pursue its default remedies as defined in the Lease.

Verizon Wireless (VAW) LLC
d/b/a Verizon Wireless
Page 2
August 7, 2003

Thank you for your prompt attention to this matter

Very truly yours,

William K. Goodrich

WKG/gb

Enclosure

cc: James E. Norman
Ramsey City Administrator

Diana Lund
Ramsey Finance Officer

Mark B. Peterson
MOSS & BARNETT
4800 Wells Fargo Center
90 South Seventh Street
Minneapolis, MN 55402-4129
Attorney for Verizon

James A. Nelson
Wireless Site Resources
122 East Golden Lake Lane
Circle Pines, MN 55014
Agent for Verizon

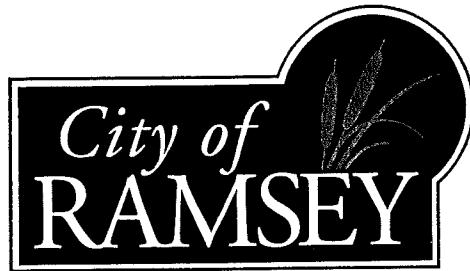
PERMIT # 01-292

NEW CONSTRUCTION BUILDING PERMIT APPLICATION CITY OF RAMSEY

APPLICANT TO COMPLETE NUMBERED SPACES ONLY AND SIGN AT THE BOTTOM.

1. Job Address CO ED. S + DYSPROSIUM ST NW 14391 DYSPROSIUM	
2. Legal Desc. Lot Block Subdivision	Property Identification Number (PIN) 25-3225-31-0001
3. Owner VEERON WIRELESS	Address: 8401 WAYZATA BLVD. ST. LOUIS PARK, MN 55411 Home Phone: _____ Work Phone: 763-545-5541
4. Contractor DESIGN 1 OF EDINA	Address: 9473 VALLEY VIEW RD. EDEN PRAIRIE, MN 55423 Phone: 952-903-9299
5. Architect/Designer/Engineer SAME AS CONTRACTOR	Address: _____ Phone: _____ License Number: 12427
6. Use of Structure CELLULAR EQUIPMENT	Size of Structure 12' x 30'
8. Class of Work <input checked="" type="checkbox"/> New <input type="checkbox"/> Addition <input type="checkbox"/> Alteration <input type="checkbox"/> Repair <input type="checkbox"/> Move <input type="checkbox"/> Remove	
9. In Rural Areas: For Addition of Bedrooms a Sepsic System Assessment is Required	
10. Describe Type of Work PREFAB BLDG. ANTENNA PLACEMENT.	
11. Change of Use/Occupancy From	Change of Use/Occupancy To
13. Valuation of Work \$15,000	
14. If Addition or Accessory Structure, Type of Material to be Used	
15. If new home or commercial structure, the following are required at time of application: • Building Plans (2 Sets) • Energy Calculations • Certificate of Lot Survey • Sub-Contractor List • Soil Borings and Perc Test Required in Rural Areas • All plans for commercial buildings must be signed by an Architect and/or Engineer registered under the Laws of the State of Minnesota	Type of Const. <u>V-N</u> Occupancy Group <u>S-2</u> Division _____
	Size of Bldg. (Total) Sq. Ft. <u>460</u> No. Of Stories <u>1</u> Maximum Occ. Load _____
	Fire Zone _____ Use Zone _____ Fire Sprinklers Required: Yes No
	Number of Dwelling Units _____ Off Street Parking Spaces: Covered: _____ Uncovered: _____
	Special Approvals Required Received Not Required
	Zoning _____
	Health Dept. _____
	Fire Dept. _____
	Soil Report _____
	Other (Specify) _____
16. NOTICE Separate permits are required for electrical, plumbing, mechanical, septic, sewer and water. This permit becomes null and void if work or construction authorized is not commenced within 180 days, or if any time after work is commenced. I hereby certify that I have read and examined this application and know the same to be true and correct. All provisions of Laws and Ordinances governing this type of work will be complied with whether specified herein or not, the granting of a permit does not presume to give authority to violate or conceal the provisions of any other State or Local Law regulating construction or the performance of construction	Permit Fee <u>18.00</u>
	Plan Check Fee _____
	Surcharge <u>5.00</u>
	W.A.C. _____
	S.A.C. _____
	S.A.C. Handling Fee _____
	Park Dedication Fee _____
	Meter & Remote _____
	Meter Installation _____
	TOTAL \$ <u>186.00</u>
Signature of Contractor or Owner/Applicant <u>Sara Paul</u>	Date <u>8/23/01</u>
Printed Name of Contractor or Owner/Applicant <u>SARA PAUL</u>	Approved For Issuance By <u>[Signature]</u>
Special Conditions: This Application becomes the permit when signed by the Building Official or Agent.	Date Paid <u>08/27/01</u>
Building <input checked="" type="checkbox"/> Plumbing <input type="checkbox"/> Mechanical <input type="checkbox"/> Septic <input type="checkbox"/> Sewer <input type="checkbox"/> Water <input type="checkbox"/>	Receipt Number

NOTICE: The above signer understands that no business (commercial) activity is allowed in an accessory structure which is located in a rural residential or urban residential area



7550 Sunwood Drive NW • Ramsey, Minnesota 55303
City Hall: 763-427-1410 • Fax: 763-427-5543
www.ci.ramsey.mn.us

August 29, 2008

Verizon Wireless (VAW) LLC
d/b/a Verizon Wireless
180 Washington Valley Road
Bedminster, NJ 07921

Attn: Network Real Estate

Re: City of Ramsey, Minnesota/Verizon Wireless Water Tower Lease Agreement

To Whom It May Concern:

The City of Ramsey and Verizon Wireless entered into a lease agreement on June 12, 2001. Per Section 3 – Term, states that annual rental will be determined by the renewal rate formula stated and that monthly payments will be made at least thirty days in advance of any rental payment date.

In review of the City's records, the City does not show receipt of payment for June, July and August, 2008. The last payment we received, prior to the receipt of payment of August 27, 2008 (for September rental), was on May 5, 2008.

The following is owed to the City:

June:	\$2,335.60
July:	\$2,335.60
August:	<u>\$2,440.20</u>
Total	\$7,111.40

Please submit payment in the amount of \$7,111.40 to:

City of Ramsey
7550 Sunwood Drive NW
Ramsey, MN 55303

Please update your records if you are still sending documents to the City's old address of: 15153 Nowthen Boulevard NW, Ramsey to our new address of 7550 Sunwood Drive NW.

If you have any questions or concerns regarding the above, please contact me at (763) 433-9847.

Thank you for your assistance in this matter.

Sincerely,

Diana Lund, Finance Officer



August 19, 2022

Vacation Village At Bonaventure
16461 Racquet Club Rd
Bedminster, NJ 07921

ATTN: Craig Olsen

Site Name: Vacation Village

Site ID: 131924

Dear Craig,

We are contacting you in an effort to discuss how we can work together to enhance your site's value to the Verizon network.

Verizon is instituting a program to evaluate the terms and conditions of leases that have been flagged for review by our Network Real Estate team. We would like to explore renegotiation options with you, and create an improved agreement that serves both parties well into the future. Terms that we must implement in all long-term leases include:

- "Expansion of Permitted Use": In its simplest form, gives the tenant the right to add, exchange or modify new equipment and/or add new technology or frequency within the same square footage they are currently renting without an additional charge
- Rents and escalators reduced to competitive rates to maintain sustainability for the next 30 years.

Please review the specifics of our Lease agreement and contact us to enter into discussions regarding a new, modified contract. For new terms consistent with the above, Verizon will consider additional term extensions. Your prompt reply would be appreciated within 30 days of receipt of this letter, via email or phone call as designated below.

As a sister initiative, Verizon will also evaluate alternative locations that may provide more amenable terms.

Please reference your Site ID in your response so that we may ensure your response is documented accordingly. Verizon values its association with you and looks forward to continuing this relationship for the long term.

Sincerely,

ShaRon E. J. Bynum
Senior Manager – Planning and Partnerships
Verizon Wireless



Call or Email Responses to:

Marvin Robertson

MD7 - Authorized Agent of Verizon

Office - (469) 640-4805

10590 West Ocean Air Dr Ste 300, San Diego, CA 92130



August 19, 2022

City Of Ramsey
7550 Sunwood Drive NW
Ramsey, MN 55303

ATTN: Brian Hagen

Site Name: Min Isotope

Site ID: 140285

Dear Brian,

As discussed during our telephone conversation, MD7, LLC is working with Verizon Wireless to facilitate certain modifications to the cell site lease ("Lease") on your property. These modifications will allow Verizon Wireless to meet current business requirements and enhance your site's value to the overall network.

Changes in the Wireless Industry

Recent industry developments are changing how wireless telecommunications carriers operate. In the past, carriers primarily focused on rapidly building out their networks in order to provide the best coverage. Today, while consumers are enjoying greater services and better coverage, operating costs continue to escalate. As a result of this shift, Verizon Wireless is re-evaluating its network. Network engineers are reviewing which communications facilities will remain active in the network to reduce expenses and streamline operations.

Criteria for Cellular Site Retention

Verizon Wireless would like to include this site in its long-term portfolio under the following terms:

- **New Rent Amount: \$1,800.00 per monthly, commencing on 11/1/2022**
- **New Rent Escalator: Ten Percent (10%) every Term - 5 years (next increase on 11/1/2027)**
- **Additional Renewal Terms: Five (5) additional five (5) year renewal terms**

The foregoing proposal does not constitute a binding offer to amend the Lease. No legal obligation is created by this letter or any other written or oral communications until an Amendment to the Lease is signed by both Landlord and Verizon Wireless. Verizon Wireless values its affiliation with you and hopes that you choose to secure your site(s) to continue a long and mutually profitable relationship in the years to come. After having reviewed these options, please contact me prior to 8/25/222.

Sincerely,

Marvin Robertson



D 469 640 4805

MRobertson@md7.com

From: [Marvin Robertson](#)
To: [Brian Hagen](#)
Subject: Ramsey Lease w/Verizon - VZW | 140285 | 36689 | MIN ISOTOPE | Mkt: Minneapolis
Date: Friday, October 28, 2022 3:05:30 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[MD7Logo_RGB_120x42_76c1a38d-1012-4004-9911-d6b32df5c5a2.png](#)

Hello Brian,

It was good speaking with you. That was a lot of information that I covered on our call. I have listed some of the reasons below why macro sites rent rates are falling across the US. What I have listed is widely available and verifiable data points. Keep in mind that we would like to keep your site in the new blue printed network redesign, which is why Verizon has me reaching out to you.

It boils down mostly to supply, demand and lost revenue as cellular rates drops. The biggest threat to macro sites has been 5G small cells rolling out nationwide low to the ground on lamp post and billboards versus macro sites.

- Increase supply of other available macro sites due to the decommission sites by T-Mobile - (700 Sprint old sites per month decommissioned) That also eliminates zoning delays as carriers move to Sprint old sites.
- Slowing/stalling of the industry for voice and coverage (Demand dropping)
- Even voice calls or moving to Wi-Fi or VoIP
- Drop in voice lines from \$250 per line to \$50 per line - carriers revenue drops everyone's drop, else we go out of business as did Sprint. (Big Corporation die too – Just look at the VZ and T stock prices both at decade lows.
- Tall macro sites built, high up in the sky for voice and wide coverage, is now supplemented by ground 5G small cells.
- New supply of small cell (5G) with 10 x capacity of 1 macro site such as yours.
- Small Cell 300 meter apart absorbing needed bandwidth.
- The normal maturation cycle of macro cell and their needed location
- Satellite partnership and initiative are ahead of schedule – service to launch 2023 to blanket and create redundancy for the network for relocated sites.

Verizon, really needs to get something done on the site in term of know if it is going to in the portfolio are not. Below I have an offer that I Verizon will accept and that you can present to council. Let me know if you have any questions.

- Rents : \$1,950.00
- Esc 10% / Term (matches historical norms)
- 5-year term, with (4) additional 5-year terms to 12-31-2047 (secures this site in the new blue print redesign)
- 5-year Rent Guarantee against decommission (valued at \$117,000.00) - You will not be contacted for termination for at least 5 years because income would be protected through 12/31/2027

Brian, let me know if you agree to this offer. I am positive the site gets decline by Verizon if we can get it done by the end of November. Hopefully we can get it done sooner.

CC Work Session

3.1.

Meeting Date: 11/22/2022

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. Tentative dates have been assigned.

Timeframe:

Funding Source:

Responsible Party(ies):

Outcome:

For Council review - no formal action necessary.

Attachments

Future Topics List

Form Review

Inbox

Brian Hagen

Form Started By: Katie Schmidt

Final Approval Date: 11/16/2022

Reviewed By

Brian Hagen

Date

11/16/2022 08:44 PM

Started On: 11/15/2022 10:12 AM

Row #	<u>Tentative City Council Future Work Session Topics</u>		
	Proposed Date	Topic	Minutes (Estimate)
	2022		
	Dec 13	Discuss Committee Appointment Process	15
	Dec 13	Discuss Legislative Priorities	20
	Dec 13	Discuss Water Treatment Facility Cost Savings	15
	Jan 10, 2023	Discuss Committee Appointments	15
	Jan 10, 2023	Discuss Operational Cost Savings with the new PW Facility	20
	Jan 10, 2023	Discuss Legislative Priorities	30
	Jan 24, 2023	Draft Trail Maintenance Policy – Riverblood	30
	Jan 24, 2023	Draft Stormwater Pond Maintenance Policy – Westby	30
	Jan 24, 2023	Discuss the removing interim status from the title of the City Engineer/Interim Public Works Director and Parks & Interim Assistant Public Works Director	15
	TBD	Review Ordinance Requirements for Trash and Recycling Container Screening - TBD	TBD
	TBD	Recycling Report (trends, costs, programs)	10
	TBD	Highway 10 Ramsey Contribution Costs - Hagen	TBD
	TBD	Rental Property Ordinance - Hagen	30
	TBD	Review procedure/policy/best practice for introduction of resolutions/proclamations – Staff	20
	TBD	Review Charter Commission Recommendations on Election Chapter 4 - Staff	
	TBD	Discuss Council and B/C Remote Meetings Policy - Staff	15
	TBD	Discuss Updating the Employee Telecommuting Policy- Lasher	20
	TBD 2024 Budget	Discuss Election Judge Pay - Schmidt	20
	TBD 2024 Budget	Discuss applying the COLA to: Firefighter, Seasonal, Intern, Rink Attendant, Plow Driver and other temporary employee pay scales - Lasher	20