

CITY OF
North Saint Paul
MINNESOTA

EST. 1887

STRATEGIC PLAN
2015 - 2020



CITY OF NORTH ST. PAUL

A small industrial village turned first-ring suburb, North St. Paul embraces its small-town feel, but also recognizes it is part of the larger Twin Cities metropolitan region. The community is 3.1 square miles and features a quaint and cohesive traditional downtown. This main street encompasses a six block area along 7th Avenue.

North St. Paul is proud of its heritage. In 2012, the community celebrated 125 years of history. People take pride in their legacy and use those small-town traditions to create a tight-knit and engaged community. It is also a town that looks to the future, embracing technology and seeking new ways to capture the next wave of innovation and ingenuity to propel the community forward.

With an abundance of city parks, schools, churches, a quaint downtown district, and peaceful neighborhoods, North St. Paul is a town with a great quality of life. It is connected to a thriving metropolitan region, and appreciates how this enhances residents' access to a diversity of jobs, cultural and recreational opportunities, quality health care, and higher education opportunities.

As a community, North St. Paul seeks to become more “urban.” By investing in progressive infrastructure improvements and more compact development, it will strive to preserve the small-town atmosphere while ensuring that future projects adhere to a quality design standard and aesthetic character.

STRATEGIC PLANNING PROCESS

The strategic planning process was inclusive and participatory. The process engaged City staff, Department Heads and City Council members. Initial organizational development meetings were hosted to discuss issues and aspirations, construct organizational core values, and prepare for the larger visioning process aimed at establishing a clear and strategic direction for the community. Those values ultimately support the successful implementation of this strategic plan and annual organizational goals. The process included:

- City Council One-on-One Meetings: September 2013
- Leadership Team Retreat: October 11, 2013
- City Council Retreat: October 22, 2013
- Staff Retreat: October 29, 2013
- RCP Employee Engagement Session: January 30, 2014
- All-City Retreat (Staff & City Council): March 26, 2014
- Strategic Planning Session Preparation: February-March 2014
- Telephone Interviews with City Council: April 1-4, 2014
- Strategic Planning 4-Hour Work Session: April 8, 2014
- Strategic Planning 4-Hour Work Session: April 12, 2014
- Working Drafts of Strategic Plan Submitted: May-July, 2014
- Strategic Plan Adopted by City Council: October 7, 2014.
- Plan Rolled Out to Departments & Staff Assignments: November 2014.
- Action Plans Identified: Ongoing.

STRATEGIC PLANNING OBJECTIVES

The primary objective of the North St. Paul City Council and staff is to establish a consensus-based direction for the City and then actively pursue implementation of strategies to achieve that direction. The City Manager led an organizational culture initiative and this Strategic Plan will support that initiative and help with implementation. In organizing the strategic planning work session, Mayor Mike Kuehn reflected on the timing of the work sessions:

“Our City has a large family feeling and with our new City Manager the timing is right to get everyone on the same page working collectively toward the same goals.”

The summary of City Council input was similar with a prominent theme reflecting the importance of establishing clear goals given all of the many priorities facing the City and community.

The Mayor, City Council and staff recognize a strategic plan is a tool for city leaders to identify priorities, programs and services, and assimilate them into common elements (strategies and goals) by organizing them into one document that serves as a valuable resource and guide for the future. A strategic plan is a means for the City Council to ensure that resources are applied in an optimal manner. Because local resources – time and money – are often constrained, a strategic plan complements and coordinates all other planning tools in use today, including the Comprehensive Plan. Several key benefits desired by North St. Paul officials include:

- defined road map with clear direction, accountability and documentation
- focused attention on the most important policy and program areas
- educated and engaged community members, businesses and stakeholders
- empowered employees around common goals and priorities
- strengthened organizational effectiveness.

Strategic planning is fundamentally a tool to assist city leaders in reviewing where you have come from, where you are today and where you want to go in the future. The critical link is to connect plans with resources, time and the priorities of the City Council. It is well established that a successful process and plan can support and help the city in at least four essential areas: *decision-making, leading, managing and communicating*. By understanding the value and committing to implementation, city leaders ensure that their time and commitment will be purposeful, useful and successful.

MAJOR THEMES

Transforming ideas, concepts and dreams into goals and actions is accomplished by identifying major themes (subject matters) and then developing each into clear and distinct strategies. During the City Council and staff retreats and other pre-planning work sessions discussion focused on organizational development and creation and implementation of core values the organization and employees. As a group the following aspirations were expressed:

Be Connected & Engaged...

- ...integrate people and processes to encourage input and feedback.
- ...value each other in what we do and how we can help each other.
 - ...simplify and emphasize what matters.
 - ...increase visibility and advocacy for the team.

Be Opportunistic & Collaborative...

- ...focus on actual problems and partner on solutions.
- ...invest in continued learning opportunities.
- ...do what we are good at and passionate about.
 - ...keep things new and fresh.

Be Appreciative & Encouraging...

- ...prop up and strengthen each other.
- ...seize opportunities to showcase good work of the City Council, staff and community.
 - ...stand behind each other publicly and privately.
 - ...restore pride in people and place.

Be Present & Unified...

- ...define and match expectations to vision.
- ...strive to achieve consistency in what we do and clarity in how we do it.
 - ...extend trust by showing confidence in each other.
 - ...share the responsibility.

These ideals provided a foundation for the first strategic planning work session on the evening of Tuesday, April 8, 2014 which were translated into visions at the Saturday, April 12, 2014 session. The discussion flowed easily in and out of each of these areas. Six clear and distinctive themes emerged:

COMMUNITY ENGAGEMENT & COMMUNICATION

RESIDENTIAL CHARACTER & NEIGHBORHOODS

BUSINESS & ECONOMIC DEVELOPMENT

TRANSPORTATION

OPERATIONS & SERVICES

ORGANIZATIONAL DEVELOPMENT

NORTH ST. PAUL STRATEGIES

The following six vision statements translate the major themes into measurable strategies, goals and action steps. Simply put, they are action-oriented to ensure the mission of the City becomes a reality. These strategies are grounded in the major themes:

COMMUNITY ENGAGEMENT & COMMUNICATION

Promote community stewardship through an involved and informed citizenry.

RESIDENTIAL CHARACTER & NEIGHBORHOODS

Preserve neighborhood value with diverse and maintained housing and active neighbors.

BUSINESS & ECONOMIC DEVELOPMENT

Creative placemaking that fosters an environment of economic and employment opportunity.

TRANSPORTATION

Build systems that connect people to places and promote active lifestyles.

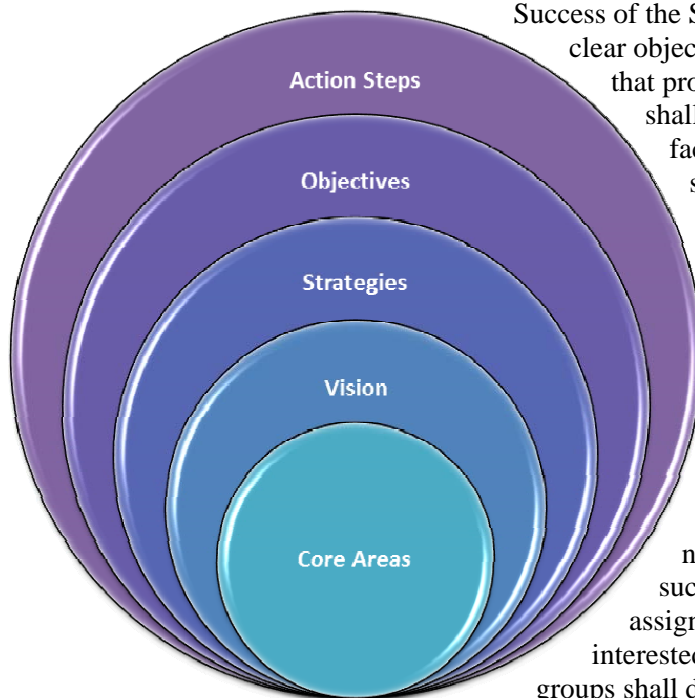
OPERATIONS & SERVICES

Provide innovative and high-quality customer service with a personal touch.

ORGANIZATIONAL DEVELOPMENT

Integrate collaborative thinking and personal values to empower a productive and pioneering workforce.

MEASURING SUCCESS



Success of the Strategic Plan depends on simple strategies, clear objectives, and corresponding concrete action plans that provide direction as to how the intended outcomes shall be measured and accomplished. To help facilitate this process, this Plan is divided into seven sections. The first six sections define each of the six core strategic areas of the City. The last section outlines how the Strategic Plan will be implemented and the short- and long-term responsibilities of those involved.

Each of the six areas includes individualized vision statements and targeted strategies representing the desired outcomes, or expectations, of the future of the community and organization. Within each strategy is a set number of objectives further defining how success is measured. The individual objectives are assigned to persons or groups responsible for or interested in the related discipline. Those persons or groups shall determine the action steps necessary to achieve each objective, as well as the necessary implementation timelines.

COMMUNITY ENGAGEMENT & COMMUNICATION

Promote community stewardship through an involved and informed citizenry.

An active and engaged citizenry is essential for a healthy and sustainable community. Thus, we value connecting and integrating citizen participation and volunteerism into what we do through awareness and access to timely, useful and transparent information. We understand the diversity of the City's population – both in age and ethnicity – which means we must use a multitude of traditional, innovative and creative messages and mediums to share our story and shape our future.

STRATEGY 1

Encourage volunteering and recognize community service.

- 1** Expand existing and identify new volunteer opportunities and partnerships to create community-based and educational programs for youth, students and adults.
Assigned Responsibility >
Implementation Timeline >
- 2** Create a community service awards program and volunteer appreciation event; identify award recognition criteria.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 2

Promote City and community events to improve interaction with the community.

- 1** Partner with businesses, non-profits and other organizations to sponsor community events.
Assigned Responsibility >
Implementation Timeline >
- 2** Encourage City Council and staff involvement and participation in community events.
Assigned Responsibility >
Implementation Timeline >
- 3** Renew commitment to community education through programs, such as citizen's academy, in-school programming and annual State of the City update.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 3

Nurture changing demographics of community to support and enhance cultural differences.

- 1** Partner with School District to arrange meetings with leaders of new community ethnic groups.
Assigned Responsibility >
Implementation Timeline >
- 2** Integrate cultural diversity into employment practices and existing community events, fairs and parades, and introduce new cultural events, such as cultural events fair and City-wide farmer's market featuring various ethnicities.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 4

Increase quality of information made available to the community.

- 1** Solicit citizen and other customer feedback regarding the level and quality of services delivered through a redesigned community survey, community conversations and other citizen feedback forums.
Assigned Responsibility >
Implementation Timeline >

- 2** Partner with businesses and other community organizations to create “Welcome to the City” packets.
Assigned Responsibility >
Implementation Timeline >

- 3** Redesign the City’s Web site and employ new technologies to improve interactivity with citizens and constituent groups to enhance public outreach, and improve access to available services and programs.
Assigned Responsibility >
Implementation Timeline >

- 4** Expand the use of social networking and other technologies to improve delivery of and access to information and enhance interaction with citizens, businesses and visitors and improve delivery of information to the public.
Assigned Responsibility >
Implementation Timeline >

- 5** Cultivate collaborative relationships with local news media aimed at sharing information and educating the public.
Assigned Responsibility >
Implementation Timeline >

SUGGESTED FUTURE DISCUSSION TOPICS & STRATEGIES

- Implement a City foundation.
- Improve citizen feedback opportunities.
- Ensure effective delivery of information.

RESIDENTIAL CHARACTER & NEIGHBORHOODS

Preserve neighborhood value with diverse and maintained housing and active neighbors.

Community pride is strong and prevalent. The diversity and character of our community is manifested in the preservation of neighborhoods and in the distinguished characteristics we offer. City leaders recognize the importance of celebrating the differences that exist in our community whether they are geographic, demographic or generational. The City seeks to maintain a community of choice by preserving its historic charm, while introducing creative ideas and trends to capture imagination and excite the opportunities for existing and new neighborhoods. The City seeks to create an active and healthy community that provides multi-modal experiences through biking, walking, parks, trails and Living Streets.

STRATEGY 1

Facilitate neighborhood vitality through education, engagement and home preservation initiatives.

- 1** Create proactive code enforcement programs and processes that encourage minimum maintenance of housing stock and appreciation and appearance of properties.
Assigned Responsibility >
Implementation Timeline >
- 2** Develop neighborhood home reinvestment programs through the Housing & Redevelopment Authority aimed at housing reinvestment and rehabilitation.
Assigned Responsibility >
Implementation Timeline >
- 3** Adopt an aging-in-place program and funding strategy to assist senior citizens to remain in their homes.
Assigned Responsibility >
Implementation Timeline >
- 4** Promote the annual North St. Paul Home Improvement Award.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 2

Revitalize and enhance the quality of the housing stock in the community.

- 1** Complete a housing inventory of all historic and other existing homes to establish an action plan aimed at historic preservation and to identify long-term community housing needs, including, but not limited to, live-work housing, new multi-family unit developments for targeted population segments (i.e. young professionals, families, retirees and seniors).
Assigned Responsibility >
Implementation Timeline >
- 2** Restore or replace units in 4-family pocket areas located east of McKnight Road at 11th Avenue and north of Holloway Avenue.
Assigned Responsibility >
Implementation Timeline >

- 3** Establish infill development program to acquire and remove or renovate blighted homes for redevelopment or student-built housing projects.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 3

Encourage active living and healthy lifestyles.

- 1** Review Sidewalk and Trails Plan and identify critical pedestrian and bicycle connections to and from neighborhoods, schools, parks, Gateway Trail, downtown, and activity and community centers. Develop short- and long-term plan to address those opportunities.
Assigned Responsibility >
Implementation Timeline >
- 2** Develop active and safe travel routes to school and other community destinations.
Assigned Responsibility >
Implementation Timeline >
- 3** Maintain and upgrade Gateway Trail head to include rest area, restroom facilities and wayfinding signage.
Assigned Responsibility >
Implementation Timeline >
- 4** Partner with Active Living Ramsey Communities to identify opportunities to implement active living principles and build the necessary physical and social environments that promote healthy lifestyles and engage the community.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 4

Advance the City's GreenStep Cities designation to continually enhance the overall quality-of-life.

- 1** Integrate electric, hybrid and/or other alternative energy powered and fuel efficient vehicles into the City's fleet.
Assigned Responsibility >
Implementation Timeline >
- 2** Determine placement of a demonstration project area to fully implement the City's Living Streets plan.
Assigned Responsibility >
Implementation Timeline >
- 3** Encourage efficient City growth through zoning and redevelopment policies that enable higher-density and intensified land uses.
Assigned Responsibility >
Implementation Timeline >

4. Develop comprehensive City-wide surface water management plan that addresses water volume and quality.
Assigned Responsibility >
Implementation Timeline >

SUGGESTED FUTURE DISCUSSION TOPICS & STRATEGIES

- Increase crime free multi-housing.
- Identify volunteers from rental housing properties.

BUSINESS & ECONOMIC DEVELOPMENT

Creative placemaking that fosters an environment of economic and employment opportunity.

North St. Paul is a distinct and special place. Its location within the greater Twin Cities metropolitan area and geographic connection to a diverse housing supply, commerce, communications (fiber), transportation systems and recreational opportunities set it apart as a unique destination for businesses of all types – from technology-based corporations to small, locally-owned shops. Creating opportunities for residents to work, shop and play near their homes will ensure a thriving City with positive growth. A strong and diverse business base is enhanced by planned and organized growth, and the timely allocation of resources and investment of public dollars, which stabilizes and supports the expansion of our tax base.

STRATEGY 1

Establish and implement a Downtown Improvement Plan.

- 1** Host community conversations for a community vision and theme of Downtown North St. Paul and downtown park plaza design as a focal point for the community and events.
Assigned Responsibility >
Implementation Timeline >
- 2** Revise schedule of Capital Improvement Plan to upgrade downtown streets and utilities in Fiscal Year 2016; arrange meeting with downtown business owners to discuss proposed project.
Assigned Responsibility >
Implementation Timeline >
- 3** Evaluate City Design Standards for Downtown as it relates to streetscapes (i.e. furniture, lighting, landscaping, trees, surface water management treatments, etc.), and ensure proper pedestrian, bicycle and transit improvements, and consider revisions to Standards if necessary.
Assigned Responsibility >
Implementation Timeline >
- 4** Consider electrical upgrades to include parking places and receptacles for E-vehicles.
Assigned Responsibility >
Implementation Timeline >
- 5** Analyze Resilient Communities downtown parking study and develop plan for implementation (i.e. surface parking vs. parking structure).
Assigned Responsibility >
Implementation Timeline >
- 6** Consider Special Services District to generate revenues for ongoing maintenance of and improvements to downtown streets and streetscape elements.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 2

Install “wayfinding” and directional signage.

- 1** Develop design for “Welcome” entrance signs with digital readerboard for McKnight Road/Highway 36 and Margaret Street exit ramps.
Assigned Responsibility >
Implementation Timeline >

- 2** Collaborate with downtown business owners on design and installation of wayfinding signage to and from Downtown and other destination points, such as the Gateway Trail, community parks, schools, and churches.
Assigned Responsibility >
Implementation Timeline >
- 3** Work with Ramsey County and the Minnesota Department of Transportation to improve directional and informational signage on State and County Roads.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 3

Create a community marketing strategy.

- 1** Update the City logo and rebrand City under new image and brand emphasizing “Extraordinary.”
Assigned Responsibility >
Implementation Timeline >
- 2** Renew contract with Buxton to assist with recruitment and retention of national, regional and local retailers for the City’s three key redevelopment sites: Anchor Block, Commerce Park and Downtown.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 4

Develop business plan for municipal fiber optic system.

- 1** Hire consultant to assist with analysis of existing fiber system and capabilities and review opportunities to sell or lease, or expand system to provide service to the community.
Assigned Responsibility >
Implementation Timeline >
- 2** Continue installation of fiber conduit as part of Electric Utility upgrade projects.
Assigned Responsibility >
Implementation Timeline >
- 3** Meet with the Minnesota Department of Employment and Economic Development to review options to existing fiber infrastructure to attract technology businesses, new industry and for other economic development purposes.
Assigned Responsibility >
Implementation Timeline >

SUGGESTED FUTURE DISCUSSION TOPICS & STRATEGIES

- Support the redevelopment of the Anchor Block site.
- Identify short- and long-term opportunities in Redevelopment Master Plan to development implementation strategy.
- Assemble available financial tools and incentives for businesses.

- Complete asset inventory of City-owned properties to determine economic development opportunities for those sites.
- Establish greater connection between the City Hall, city staff and business community.
- Update Downtown Design Manual.
- Identify opportunities to develop and implement Resilient Communities Partnership projects.

TRANSPORTATION

Build systems that connect people to places and promote active lifestyles.

Well planned, designed and constructed transportation systems are essential for commuting and commerce. Yet, the City also recognizes systems that enable multiple uses – pedestrian, bicycle, mass transit and vehicle – enhance experiences and the quality of life of a community. Where possible, the City will redesign transportation systems and networks that integrate opportunities for physical activity which will encourage daily routines and provide residential, commercial and recreational destinations. In addition to physical and mental health benefits, such systems also reduce transportation costs, improve air quality and build safer, stronger communities. The City faces the need to balance major investment in transportation and infrastructure and core services with ongoing financial pressures resulting from levy limits and rising construction costs.

STRATEGY 1

Address multi-modal user needs with public transportation-related projects.

- 1** Repair and replace deteriorated sidewalks and trails, and fill in gaps in the existing system.
Assigned Responsibility >
Implementation Timeline >
- 2** Incorporate pedestrian and bicycle amenities as part of street design for reconstruction projects where possible and defined by the Living Streets plan.
Assigned Responsibility >
Implementation Timeline >
- 3** Upgrade and create functional and aesthetic transit shelters to encourage transit use.
Assigned Responsibility >
Implementation Timeline >
- 4** Work with the Metropolitan Council to identify and support opportunities to improve transit connections and provide transit facilities.
Assigned Responsibility >
Implementation Timeline >
- 5** Involve public safety with design of roadways and pedestrian and bicycle areas.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 2

Seek out opportunities to enhance public transit, including transit stations and possible connections to proposed light rail systems.

- 1** Partner with the Metropolitan Council, Minnesota Department of Transportation and Ramsey Council to identify long-term traffic impacts and opportunities to expand access to public transportation via park and ride along Highway 36.
Assigned Responsibility >
Implementation Timeline >
- 2** Advocate for extension of express commuter service and/or light rail service to the City.
Assigned Responsibility >
Implementation Timeline >

- 3** Expand local connections to the Gateway Trail to improve commuting opportunities and access to transit for non-motorized commuters.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 3

Enhance community character through visual design and functionality.

- 1** Establish 7th Avenue in downtown as a distinctive place that embodies the character and heritage of the community by using innovative and creative street design.
Assigned Responsibility >
Implementation Timeline >
- 2** Incorporate City Design Standards and other enhancements at key City entry points (i.e. Highway 120, McKnight Road, Highway 36, 7th Avenue, 17th Avenue, etc.) and along State and County roadways to create a welcoming first-impression.
Assigned Responsibility >
Implementation Timeline >
- 3** Be a pedestrian-friendly community by ensuring accessibility to and connectivity of neighborhoods, businesses, recreational areas and other destinations.
Assigned Responsibility >
Implementation Timeline >
- 4** Use consistent, cohesive street design throughout the community with enhanced boulevard landscaping and other decorative treatments.
Assigned Responsibility >
Implementation Timeline >
- 5** Move utilities underground wherever possible.
Assigned Responsibility >
Implementation Timeline >

SUGGESTED FUTURE DISCUSSION TOPICS & STRATEGIES

- Work with MnDOT on timing and potential impacts of Highway 36/120 interchange.
- Update Park Master Plan.
- Promote Gateway Trail to users and visitors with improved signage, trail head facilities, marketing efforts and partnerships.

OPERATIONS & SERVICES

Provide innovative and high-quality customer service with a personal touch.

North St. Paul is the “Best At” providing core services to its citizens and other customers. However, conventional wisdom, local practice and societal reality reflect that the City cannot continue to perform operations and business practices in the traditional methods. The City will evaluate its business models, employee job descriptions, and practices to ensure peak performance at all levels of the organization. The use of new technologies will be emphasized to improve delivery and cost effectiveness of services without impacting our connection to and personal interaction with our customers.

STRATEGY 1

Provide E-Commerce solutions to enable online completion and submission of all City-issued permits, licenses and job applications for City customers.

- 1** Train staff on existing Customer Relationship Management (CRM) software to ensure full utilization of current technology capabilities, and identify new software to enable Web-interface and improve interaction with customers.
Assigned Responsibility >
Implementation Timeline >
- 2** Provide options for receipt and payment of utility bills, permits and licenses.
Assigned Responsibility >
Implementation Timeline >
- 3** Develop on-line program for receiving citizen commendations of City personnel.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 2

Promote City programs available to residents and businesses.

- 1** Increase utilization of City-supported energy Conservation Improvement Programs made available to home and business owners through the Electric Utility.
Assigned Responsibility >
Implementation Timeline >
- 2** Create awareness of business recruitment and retention strategies and programs made available through the the Economic Development Authority (EDA), Metropolitan Consortium of Community Developers (MCCD), and other agencies.
Assigned Responsibility >
Implementation Timeline >
- 3** Promote the façade improvement and other business cost-share programs available through the City and its partner organizations, such as MCCD, State Department of Employment & Economic Development (DEED), etc.
Assigned Responsibility >
Implementation Timeline >
- 4** Work with property owners to construct raingardens or other surface water treatment methods that earn credit toward surface water fees on monthly utility bills.
Assigned Responsibility >
Implementation Timeline >

- 5** Revise policy regarding solid waste and recycling programs to encourage and improve recycling efforts at multi-family properties to meet City recycling goals and requirements.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 3

Adopt City financial management plan and strategies.

- 1** Research financial management plans of other communities to draft a similar plan to fit the City's needs.
Assigned Responsibility >
Implementation Timeline >
- 2** Revise the City's Asset Management and Capitalization policies.
Assigned Responsibility >
Implementation Timeline >
- 3** Develop two to five year budget and financial model to forecast the impact of annual expenses, maintenance of City physical assets and capital projects.
Assigned Responsibility >
Implementation Timeline >
- 4** Review existing City fee structure and implement development escrow fees to recoup costs related to provide planning and development support services.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 4

Seek out efficiency of City services that help reduce dependency on Local Government Aid.

- 1** Adopt strategic plan to establish vision of and expectation for City services, departments, staff, and incorporate strategic plan into decisions and budgets.
Assigned Responsibility >
Implementation Timeline >
- 2** Organize staff to analyze existing levels of service and determine opportunities to improve efficiencies through technology, partnerships or other means.
Assigned Responsibility >
Implementation Timeline >
- 3** Strategically deploy staff to meet needs of community based on historical trends of service.
Assigned Responsibility >
Implementation Timeline >
- 4** Apply for grant funding that support initiatives to improve delivery of services and operational efficiencies.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 5

Enact Community Policing practices to build collaborative relationships with residents and businesses in an effort to promote public safety, reduce crime and enhance community quality of life.

- 1** Establish strategies aimed at implementing community policing practices and programs, and hire, train and develop public safety staff committed to such beliefs.
Assigned Responsibility >
Implementation Timeline >
- 2** Increase neighborhood outreach initiatives including the number of viable, sustainable Neighborhood Watch groups, National Night Out block parties, and other similar programs.
Assigned Responsibility >
Implementation Timeline >
- 3** Develop and participate in community engagement programs and citizen services.
Assigned Responsibility >
Implementation Timeline >
- 4** Educate home and business owners on techniques to reduce the potential for theft, vandalism and other crime on their properties through property maintenance and other environmental design principles.
Assigned Responsibility >
Implementation Timeline >
- 5** Collaborate with Fire Department and other public agencies to deliver educational and other programming to the community.
Assigned Responsibility >
Implementation Timeline >
- 6** Identify technologies and other innovations to assist with building relationships and delivery of community policing services.
Assigned Responsibility >
Implementation Timeline >

SUGGESTED FUTURE DISCUSSION TOPICS & STRATEGIES

- Be involved in ongoing discussions regarding availability and use of groundwater resources.
- Complete review of City development policies and zoning code updates.
- Improve pre-planning work regarding street and facility maintenance and capital projects.
- Establish priority project list for Park Improvement Plan for park buildings and other improvements.
- Consider organized collection of solid waste, recycling and addition of organics recycling.
- Renegotiate solid waste and recycling contract to include free services to City facilities and parks and for community events, and to incorporate organics recycling.
- Complete a City-wide stormwater runoff assessment and plan to address localized flooding and water management.
- Identify opportunities for youth programs.
- Research potential for chlorination of water system.
- Analyze alternative energy power – wind and solar panels – for public facilities, recreational areas, etc.

ORGANIZATIONAL DEVELOPMENT

Integrate collaborative thinking and personal values to empower a productive and pioneering workforce.

Empowering staff, taking prudent risks and exploring new innovations and ideas in pursuit of our goals improves workforce productivity and employee satisfaction. Successful communities recognize the importance of governance and workforce development in pursuing their vision and strategic direction. City leaders understand the value of taking deliberate and strategic risks to improve how well they make decisions and deliver services. We will invest in employees to ensure proper training and encourage proactive thinking to make necessary changes and drive positive outcomes that will benefit the organization and community. The City will continually seek out prominent opportunities to collaborate and form partnerships with other jurisdictions and entities.

STRATEGY 1

Emphasize interdepartmental collaboration and coordination of services.

- 1** Finalize and roll out organizational core values.
Assigned Responsibility >
Implementation Timeline >
- 2** Promote clear and consistent internal communication at all levels.
Assigned Responsibility >
Implementation Timeline >
- 3** Adopt a Code of Conduct policy to encourage a safe, professional and collaborative environment between City Council, staff, customers and constituents.
Assigned Responsibility >
Implementation Timeline >
- 4** Cross train employees on various City policies, functions and departmental procedures that enhance employee knowledge base and understanding of the organization and services, and encourage team-based creative thinking and problem solving.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 2

Train and provide resources to staff that ensure customer service and delivery of services.

- 1** Develop and implement succession planning to hire, train and retain employees that fit the organizational culture and core values; use the plan to preserve institutional knowledge and practices.
Assigned Responsibility >
Implementation Timeline >
- 2** Encourage employees to attend external leadership, management and supervisory courses and seminars, and develop mentoring program for future leaders.
Assigned Responsibility >
Implementation Timeline >

- 3** Analyze tools, equipment, technology needs and processes that support staff and the deployment of resources and identify gaps.
Assigned Responsibility >
Implementation Timeline >
- 4** Ensure staff are properly trained on and utilizing software to designed capabilities and provide other job-related skills development courses.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 3

Establish and renew relationships with City partners.

- 1** Meet quarterly with education partners.
Assigned Responsibility >
Implementation Timeline >
- 2** Identify opportunities for new and/or expanded relationships with community-based organizations.
Assigned Responsibility >
Implementation Timeline >
- 3** Improve the potential for shared services and coordination of projects with Valley Branch and Ramsey-Washington watershed districts, adjacent cities and Ramsey County.
Assigned Responsibility >
Implementation Timeline >
- 4** Engage in policy and legislative committees, task forces and other functions provided by Ramsey County, Metropolitan Council, Metro Cities and the League of Minnesota Cities.
Assigned Responsibility >
Implementation Timeline >

SUGGESTED FUTURE DISCUSSION TOPICS & STRATEGIES

- Adopt Council decorum policy to establish operating rules and procedures for Council meetings.
- Evaluate employee onboarding program.
- Develop formal and information staff recognition program.
- Review roles of advisory bodies.
- Advocate for technology improvements to improve functionality and performance of staff.

IMPLEMENTATION STEPS

The strategic plan is roadmap for the future. It will be a dynamic document that looks forward three to five years, or more, to strategically facilitate discussions on the City's multiple priorities. A strategic plan is updated as needed, both informally and formally. It is intended that the Council will be provided with periodic updates each year and to review and update the plan on at least an annual basis as determined by the City Council in partnership with the staff. The following immediate specific steps are desirable to move forward with the strategic plan.

Short-Term Responsibilities of the City Council

1. Commit to personally understanding the concepts in the plan.
2. Include the plan in future Council orientation sessions.
3. Develop a schedule for periodic updates and reviews (3-4 times per year).
4. Take responsibility for goals and action steps that originate with the Council.
5. Use as a guide for the development of the 2015 budget.

Short-Term Responsibilities of City Administration and Staff

1. Convene department leaders to develop specific goals and action steps within each strategy.
2. Present to the City Council for review, discussion and adoption in an agreed upon timeline.
3. Communicate the Strategic Plan to the staff, public and stakeholders (e.g. website, newsletters, social media, etc.).
4. Develop integration and immersion ideas including the budget process, existing and future planning documents, leadership team meetings, performance measurement, professional development and training, new employee orientation, etc.

Short-Term Responsibilities of the City Team

1. Share in the ownership and responsibility for short and long term success.
2. Identify early wins and short term goals that can be accomplished.
3. Celebrate successes.
4. Remember to enjoy and have fun along the way.
5. Stay patient and committed as the process takes time.
6. Develop realistic timeframes and expectations.
7. Use our experience and assets to help us.