

  
**REQUEST FOR COUNCIL ACTION**

Date: May 11, 2015  
Item No.: 15.a

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Department Approval

City Manager Approval



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Item Description: Review Draft Policy Priority Planning Document

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1 **BACKGROUND**

2 The City Council and Department Heads met with facilitator Craig Rapp on Tuesday, February 17 and  
3 Wednesday, February 18 to identify strategic goals and priorities for the City. As a result of the  
4 discussion, strategic priorities were identified around five key areas:

- 5 • Civic Engagement
- 6 • Housing and Redevelopment
- 7 • Effective Governance
- 8 • Organizational Effectiveness
- 9 • Infrastructure Sustainability

10 City Council and Department Heads also identified key outcome indicators and measurable targets for  
11 each strategic priority. (See Attachment A).

12 As a follow-up to the initial two-day session, staff (Department Heads and Asst. Department Heads)  
13 met with facilitator Craig Rapp to identify strategic initiatives for each strategic priorities. As a result  
14 of that effort, staff has identified 16 initiatives to implement the strategic priorities.

15 Staff that participated in identifying the strategic initiatives will be in attendance at the City Council  
16 meeting and provide a broad overview of the initiatives to the Council. Staff is not planning to go over  
17 each strategic initiative in great detail, but will review the proposed initiatives.

18 The complete draft of the Policy Priority Planning document is included as Attachment B.

19 Staff will bring the draft plan back to the June 8 City Council meeting for final consideration and  
20 approval. Staff would suggest taking public input on the draft document at both the May 11 meeting as  
21 well as the June 8 meeting.

22 **POLICY OBJECTIVE**

23 Adopting strategic priorities will provide the City Council and staff direction in providing City services  
24 and programs in a planned and targeted way. Moving forward, the strategic priorities will be part of  
25 department work plans and operations.

26 **FINANCIAL IMPACTS**

27 There are no further costs as part of finalizing the final report. As these goals will be implemented over  
28 the next two years, there will be costs that will need to be budgeted for and staff time taken into  
29 account.

30 **STAFF RECOMMENDATION**

31 Staff requests discussion and feedback on the draft report.

32 **REQUESTED COUNCIL ACTION**

33 The City Council should provide comments on the draft report. No direct action is needed at this time.

34 Prepared by: Patrick Trudgeon, City Manager (651) 792-7021

Attachments: A: Summary document of Strategic Priorities  
B: Draft Policy Priority Planning Document

## City of Roseville- Strategic Plan Summary 2016-18

Strategic Priority	Key Outcome Indicator (KOI)	Target	Strategic Initiatives
Civic Engagement	Community satisfaction	90% satisfied w/ city services	Conduct Regular Community Surveys
	Volunteer opportunities	Increase volunteer opportunities by 5%	Create Strategy for use of Volunteers
	Participation by under-represented population	Engage three new segments of community	Establish Community-oriented Outreach Program
Housing and Redevelopment	SE Roseville	Increase in comm. MV Increase in resid. MV	Create Southeast Roseville Redevelopment Plan Formalize Southeast Roseville Working Group
	Twin Lakes	50 Increase in living wage jobs	Establish Twin Lakes Economic Development Program
	Move-up housing	20 Increase units \$350k/>	Establish Move-Up Housing Program
	Residential hsg value	10% chng. Owner-occupied value-2015-20 10% chng. Rental value-2015-20	Establish Housing Value Support Program
Effective Governance	Council actions	All Items resolved at mtg. they are introduced	Improve Meeting Management
	Process transparency	All items include indication of place in decision process	Improve Clarity in Decision Making Process
	Respectful interaction-leadership team	100% judged respectful	Establish framework for respectful dialogue and exchange of ideas
Organizational Effectiveness	Employee satisfaction	Measureable improvement in subsequent surveys	Conduct Annual Employee Satisfaction Survey Review Organizational Needs/Changes
	Resource allocation	Resource allocation reflects citizen's priorities	Conduct Annual Review of Organizational Interdependencies & Collaboration Opportunities
Infrastructure Sustainability	Capital improvement funding	Adopted comprehensive infrastructure plan & funding strategy	Establish enterprise-wide consistency for asset management plan implementation
	Infrastructure Condition	Adopted standards for each asset category	Establish measure of effectiveness for each infrastructure asset

# 2016-2018 Strategic Plan Summary Report

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May 2015



CRAIGRAPP, LLC

IMPROVING ORGANIZATIONS AND THE PEOPLE WHO LEAD THEM

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# CRAIGRAPP,LLC

IMPROVING ORGANIZATIONS & THE PEOPLE WHO LEAD THEM

May 5, 2015

RE: FY 2016-2018 Strategic Plan- City of Roseville

Dear Mayor Roe,

I am pleased to present this FY 2016-2018 Strategic Plan and Summary Report to the City of Roseville. The plan reflects the organization's commitment to strategic thinking, measurable results and the delivery of quality services.

Thank you for the opportunity to assist the City with this project. You, the City Council and senior staff are to be commended for your dedication and effort.

I also want to thank Pat Trudgeon and the staff for the help and support provided during the process.

Yours truly,



Craig R. Rapp  
President

CRAIGRAPP,LLC

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## Executive Summary

On February 17 and 18, and March 20, 2015, the City of Roseville's leadership team engaged in a teambuilding and strategic planning process. The three meetings yielded a draft strategic plan for the three-year period 2016-2018.

The strategic plan consists of a set of five *strategic priorities*, which are the highest priority issues for the next three years; a series of *key outcome indicators and targets*, which describe desired outcomes and success measures; and a list of *strategic initiatives*, which define the actions that will be taken to ensure successful effort.

At the initial planning meeting on February 17, the group discussed their operating philosophy, culture, and value proposition. In addition, they reviewed their operating environment and identified a list of challenges facing the community. Based upon those challenges, on February 18, the group identified a set of strategic priorities for the performance period. This was followed by the development of a set of key outcome indicators (KOI's) for each priority, which defined desired outcomes and measurable targets. On March 20, the senior staff created a set of strategic initiatives and action plans to address the priorities and achieve the key outcomes.

The strategic priorities and key outcome indicators are summarized on the following page:

## City of Roseville- Strategic Plan Summary 2016-18

Strategic Priority	Key Outcome Indicator (KOI)	Target	Strategic Initiatives
<b>Civic Engagement</b>	Community satisfaction	90% satisfied w/ city services	a) Conduct Regular Community Surveys
	Volunteer opportunities	Volunteer opportunities increased by 5%	b) Create Strategy for use of Volunteers
	Participation by under-represented population	Three new segments of community engaged	c) Establish Community-oriented Outreach Program
<b>Housing and Redevelopment</b>	SE Roseville	Increase in comm. MV Increase in resid. MV	a) Create Southeast Roseville Redevelopment Plan
	Twin Lakes	50 new living wage jobs	b) Formalize Southeast Roseville Working Group
	Move-up housing	20 additional units \$350k/>	c) Establish Twin Lakes Economic Development Program
	Residential hsg value	10% chng. Owner-occupied value-2015-20  10% chng. Rental value-2015-20	d) Establish Move-Up Housing Program e) Establish Housing Value Support Program
<b>Effective Governance</b>	Council actions	All Items resolved at mtg. they are introduced	a) Improve Meeting Management
	Process transparency	All items include indication of place in decision process	b) Improve Clarity in Decision Making Process
	Respectful interaction-leadership team	100% judged respectful	c) Establish framework for respectful dialogue and exchange of ideas
<b>Organizational Effectiveness</b>	Employee satisfaction	Measureable improvement in subsequent surveys	a) Conduct Annual Employee Satisfaction Survey b) Review Organizational Needs/Changes
	Resource allocation	Resource allocation reflects citizen's priorities	c) Conduct Annual Review of Organizational Interdependencies & Collaboration Opportunities
<b>Infrastructure Sustainability</b>	Capital improvement funding	Adopted comprehensive infrastructure plan & funding strategy	a) Establish enterprise-wide consistency for asset management plan implementation
	Infrastructure Condition	Adopted standards for each asset category	b) Establish measure of effectiveness for each infrastructure asset



## City of Roseville Strategic Planning Process

Strategic planning is a process that helps leaders examine the current state of the organization, determine a desired future state, establish priorities, and define a set of actions to achieve specific outcomes. The process followed by the City was designed to answer four key questions: (1) Where are we now? (2) Where are we going? (3) How will we get there? (4) What will we do?

### Effective Governance, Culture and Value Proposition

On Tuesday, February 17, the leadership team reviewed and discussed the role of governance—briefly discussing best practices, and the need for a compelling vision, or “Why?” The group discussed their current community aspiration statements, and concluded that they fairly represented their “Why”.

The group then turned to a discussion of the organization’s culture and the value proposition. The culture and value proposition provide the foundation for the way in which services are delivered and strategic direction is set.

Four core cultures and three value propositions (including strengths and weaknesses) were presented and summarized:

#### Four Core Cultures

**Control** Culture (Military - command and control)

*Strengths:* Systematic, clear, conservative

*Weaknesses:* Inflexible, compliance more important than innovation

**Competence** Culture (Research Lab – best and brightest)

*Strengths:* Results oriented, efficient, systematic

*Weaknesses:* Values can be ignored, human element missing, over planning

**Collaboration** Culture (Family-teams)

*Strengths:* Manages diversity well, versatile, talented

*Weaknesses:* Decisions take longer, group think, short-term oriented

**Cultivation** Culture (Non-profit/religious group-mission/values)

*Strengths:* Creative, socially responsible, consensus oriented

*Weaknesses:* Lacks focus, judgmental, lack of control

#### Three Value Propositions

**Operational Excellence** (Wal-Mart, Southwest Airlines)

- They adjust to us (command and control)

**Product/Service Leadership** (Apple, Google)

- They ‘ooh and ‘ah’ over our products/services (competence)

**Customer Intimacy** (Nordstrom, Ritz-Carlton)

- We get to know them and solve their problems/satisfy their needs (collaborative)

The answers to a brief questionnaire on both culture and value proposition provided a starting point for a facilitated discussion of the current and desired states. Summarized below are the responses, sorted by Council and staff:

**Core Organizational Culture** (current state)

City Council

- Control **19**
- Collaboration 9
- Competence 6
- Cultivation 6

Staff

- Control **27**
- Collaboration 17
- Competence 13
- Cultivation 23

**Value Proposition**

<u>City Council</u>	<u>Current state</u>	<u>Desired state</u>
Operational Excellence	<b>29</b>	5
Product/Service Leadership	2	7
Customer Intimacy	6	<b>24</b>
All things to everyone	5	10

<u>Staff</u>	<u>Current state</u>	<u>Desired state</u>
Operational Excellence	<b>31</b>	<b>46</b>
Product/Service Leadership	7	2
Customer Intimacy	24	10
All things to everyone	26	12

The Council and staff engaged in a discussion regarding the organization’s value proposition- noting the solid agreement on the current state, and a general agreement about the primary and secondary focus for the future desired state.

The group came to a general consensus that **operational excellence** is the primary value proposition - with the secondary emphasis on **customer intimacy**. The group agreed to continue this discussion in order to determine the changes necessary to achieve the desired state.

## Reviewing the Environment, Setting Strategic Priorities

Following the culture and value proposition discussion, the leadership team began the process of developing the strategic plan. The first step taken in the process was an assessment of the environment within which the City operates. This was done via a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis: a process that examines the organization's internal strengths and weaknesses, as well as the opportunities and threats in the external environment. To facilitate this, a SWOT questionnaire was distributed to the City Council and senior staff in advance of the planning session. The SWOT process revealed the most frequently mentioned characteristics in each area:

### STRENGTHS

- Financial health-City and broader community
- City Staff
- Caring and engaged citizens
- City services provided
- Location

### WEAKNESSES

- Looking backwards instead of forward
- Top-down public engagement; pushing instead of listening (development)
- Council deliberation process (personal attacks, indecision)
- Lean budgeting vs. unwillingness to cut or reduce programs
- Changing demographics and workforce
- Lack of move-up housing options
- Silos; lack of inter-departmental collaboration

### OPPORTUNITIES

- Redevelopment sites
- Engagement/collaboration
- Situational advantages
- Organizational evolution

### THREATS

- Politics
- Development
- Crime
- Demographics
- Housing
- Location
- Resources

The group then engaged in an exercise using the summarized SWOT data. They compared strengths with opportunities and weaknesses with threats, to determine which opportunities would maximize strengths, and which weaknesses would be exacerbated by the threats. This

effort helped to crystalize the current challenges and opportunities facing the community. The results of this analysis are listed below:

### STRENGTHS-OPPORTUNITIES

(Make good things happen)

- Engagement/collaboration
- Redevelopment sites: \$ health/citizens, location
- New employees/new ideas
- Workforce renewal
- 

### WEAKNESSES-THREATS

(Keep bad things from happening)

- Minimize ineffective allocation of available resources
- Consider public safety impacts in day-to-day decisions
- Ineffective decision-making- politics
- Housing diversity/quality
- Ineffective public engagement

This led to the identification of a broad set of issues and/or challenges facing the community:

### ISSUES/CHALLENGES

- Civic engagement
- Housing and redevelopment
- Ineffective decision-making
- Public safety implications
- Aging infrastructure
- Determining priorities/greatness
- Organizational value proposition/service delivery promise
- Service levels/quality

Once the current challenges were identified, the group discussed the issues that were most important over the next three years. From that discussion, a set of five Strategic Priorities emerged. They are:

### STRATEGIC PRIORITIES

1. Civic Engagement
2. Housing and Redevelopment
3. Effective Governance
4. Organizational Effectiveness
5. Infrastructure Sustainability

## Defining the Strategic Priorities

In order to clarify the meaning of each priority in the context of Roseville, the group identified key concepts for each. The concepts are listed below, and will be used by the group to establish the final definitions.

### 1. Civic Engagement

- Connection, transparency, authenticity, communication, proactive, early/timely, process, broad/inclusive, valued

### 2. Housing and Redevelopment

- Variety/diversity-housing, redevelopment, commercial; prepared for change, reinvestment, growth of tax base, proactive, job creation, living wage jobs, meets community needs, public safety considerations, cost/benefits

### 3. Effective Governance

- Process-consistent, transparent, constructive, clear decision-making
- Timely decision making, decisive decision-making, respectful, forward-looking, thorough/informed analysis, acceptance of decisions

### 4. Organizational Effectiveness

- Customer intimacy, interdepartmental cooperation, adapting to change, performance measurement, prioritizing resources, adequate funding, efficient and effective structures and resource use, leadership/workforce

### 5. Infrastructure Sustainability

- Funding, long-term planning, equipment, facilities, all in-ground, parks, trails, accommodates change without extreme fluctuations, innovation, reliable, long-life cycle, matching community needs and values, addresses current deficits

## Determining Success: Defining the Key Outcome Indicators

After identifying strategic priorities, the group focused on developing a set of Key Outcome Indicators (KOI's). KOI's define what success looks like and includes a description of successful outcomes, expressed with measures and targets.

The KOI's provide organizational focus by establishing a limited set of desired outcomes and performance targets for achievement for each strategic priority. The alignment created between KOI's and Strategic Priorities is important, not only for clarity, but for maintaining a disciplined focus on the desired results.

## Key Outcome Indicators, by priority are:

### 1. Civic Engagement

- a. KOI: Community satisfaction; Target: 90% satisfied with city services
- b. KOI: Volunteer opportunities; Target: Volunteer opportunities increased by 5%
- c. KOI: Participation by under represented population; Target: three new segments of the community engaged

### 2. Housing and Redevelopment

- a. KOI: SE Roseville; Target: increase in commercial market value; increase in residential market value
- b. KOI: Twin Lakes; Target: 50 new living wage jobs
- c. KOI: Move-up housing; Target: 20 additional units at or above \$350,000
- d. KOI: Residential housing value; Target: 10% change in owner-occupied value 2015-20, 10% change in rental value 2015-20

### 3. Effective Governance

- a. KOI: Council actions; Target: All items resolved at the meeting where introduced
- b. KOI: Process transparency; Target: All items include indication of place in decision process
- c. KOI: Respectful interaction-leadership team; Target: 100% judged respectful

### 4. Organizational Effectiveness

- a. KOI: Employee satisfaction; Target: Measurable improvement in subsequent surveys
- b. KOI: Resource allocation; Target: Resource allocation reflects citizen's priorities

### 5. Infrastructure Sustainability

- a. KOI: Capital improvement funding; Target: Adopted comprehensive infrastructure plan and funding strategy
- b. KOI: Infrastructure condition; Target: Adopted standards for each asset category

## Implementing the Vision: Developing Strategic Initiatives and Action Plans

To successfully address the strategic priorities and achieve the intended outcomes expressed in the KOI's, it is necessary to have a focused set of actions, including detailed implementation steps to guide organizational effort. The City of Roseville will accomplish this through development of strategic initiatives for each priority. Strategic initiatives are broadly described, but narrowly focused activities that are aligned with the priorities, and targeted to the achievement of outcomes expressed in the KOI's.

The senior staff, during a strategic planning session on March 20, developed a set of strategic initiatives, along with detailed action steps:

1. **Civic Engagement**
  - a. Establish regular community surveys
  - b. Create a volunteer strategy
  - c. Establish a community outreach program
2. **Housing and Redevelopment**
  - a. Create SE Roseville redevelopment plan
  - b. Formalize SE Roseville working group
  - c. Establish Twin Lakes economic development program
  - d. Establish move-up housing program
  - e. Establish housing value support program
3. **Effective Governance**
  - a. Improve meeting management
  - b. Improve clarity in decision making process
  - c. Establish a framework for respectful dialogue and exchange of ideas
4. **Organizational Effectiveness**
  - a. Conduct annual employee satisfaction survey
  - b. Review organizational needs/changes
  - c. Conduct annual review of organizational interdependencies and collaboration opportunities
5. **Infrastructure Sustainability**
  - a. Establish enterprise-wide consistency for asset management plan implementation
  - b. Establish measures of effectiveness for each infrastructure asset

## Strategic Planning Participants

The strategic plan was developed with the hard work and dedication of many individuals. The City Council, with its foresight and dedication led the way, taking time out their schedules to commit to long-term thinking. They defined a direction and a set of outcomes that are important to the community. The senior staff supported the City Council and also engaged in new ways of thinking.

### Elected Officials

Dan Roe, *Mayor*

Jason Etten, *Councilmember*

Lisa Laliberte, *Councilmember*

Tammy McGehee, *Councilmember*

Robert Willmus *Councilmember*

### City Administration-Department Staff

Patrick Trudgeon, *City Manager*

Paul Bilotta *Community Development  
Director*

Chris Miller, *Finance Director*

Rick Mathwig, *Police Chief*

Tim O'Neill, *Fire Chief*

Duane Schwartz, *Public Works Director*

Lonnie Brokke, *Parks & Recreation  
Director*



# APPENDICES

## **SWOT Analysis Data**

In order to clarify the strategic challenges confronting the community, the City Council and senior staff conducted a review of the current operating environment using a SWOT analysis methodology.

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. The internal strengths and weaknesses and the external opportunities and threats were assessed. This was done in two parts: (1) in advance of the retreat, all participants completed a SWOT questionnaire; and (2) the group participated in a facilitated process that used the questionnaire results as the basis for analysis and decision-making.

The following Appendices contain the complete information contained in the questionnaire responses.

# APPENDIX I

## SWOT Results – Strengths

### Council

- Tremendous people who care deeply
- Staff and elected leaders who are putting in extraordinary effort to improve the city every day
- Citizens who are engaged and caring and willing to put in time to improve the world around them.
- A solid plan for many future capital expenses.
- Solid levels of reserve funds to prevent a need for major cutting if we hit another recession.
- Individual members of our community and the service of volunteer groups
- Hard working, knowledgeable and dedicated staff providing high-level service to our community, as well as to support JPAs with other communities
- Excellent bond ratings
- Diverse tax base
- Well positioned geographically; convenient to major freeways and both metro cities
- Engaged HRA and Commissions to help with advising the Council
- Council commitment to increased engagement with and within the community
- Majority of residents support the city and its leadership
- Council's prioritization for maintaining/replacing city infrastructure
- Parks spaces and places; recent investments
- Investments in Fire – new station and transition to new staffing structure
- Rosedale; one of the strongest retail destinations in the Twin Cities
- Location with respect to either downtown metropolitan area
- Solid fiscal position
- Abundant reserves
- Good distribution of amenities: shopping, open space, parks, residential areas
- Well educated residents
- High voter turnout
- Public eager to be engaged and willing to volunteer
- Expanding transit options
- Good schools
- Well maintained streets and homes

- Bonding authority
- Commitment of council to performance improvement and accomplishment of city goals.
- Engaged department heads.
- Generally good staff-council working relationship.
- Very solid city finances.
- Geographic location within the Twin City metropolitan area.
- The organization's employees.
- Transparent and open government.
- Excellent interaction / shared services with other LGUs.
- Numerous citizen advisory commissions.
- Diversified tax base.
- Reinvestment in municipal infrastructure.
- Forward-looking Council majority.
- Healthy local business economy.
- Support for existing and creation of new neighborhood associations.
- Excellent levels of service provided the community by Police, Fire, Public Works and Parks and Recreation.
- Very supportive public, most in the community feel the city is headed in the right direction.
- Strong fiscal position as indicated by our AAA bond rating

#### Staff

- Strong reputation of service to the public and providing opportunities
  - Others look to Roseville as a positive example
- History of positive community engagement
- Efficient delivery of programs and services with small staff
- Dedicated, committed and high performing employees
- Talented, active and involved residents
- High expectations
- Addresses issues in a timely fashion
- An depth of resources available city wide
- Nationally Accredited and recognized Parks and Recreation System
- Strong business climate

- Location
- Innovative and progressive
- Upgraded facilities
- Willingness to collaborate with others, i.e. schools, other cities...
- Ability to use volunteers effectively
- Location (easy access to both Downtowns)
- In a biosciences corridor
- Large parks system
- Dedicated staff
- Caring Council
- Active community
- Desire to be innovative
- Code Enforcement/Rental Licensing/Abatement process
- Still a desirable retail location (but losing regional strength/stature)
- “Can do” and helpful working culture between departments and with Council
- Strong institutional knowledge
- Commitment to industry-recommended practices
- Inter and Intra-organizational collaborative approach to service delivery
- Location
- People who care
- Tax base
- Infrastructure
- Knowledgeable staff
- Effective City Manager
- Committed Department Heads
- Committed City Departments
- Excellent reputation with citizens-see recent survey
- It’s staff resources, their experience and good reputation in the eyes of their peers in other cities
- Location in the metro area
- Good financial health

## APPENDIX II

### SWOT Results – Weaknesses

#### Council

- One councilmember’s response to opposition or disagreement is viewed as a personal attack, and responds in-kind often outside of council chambers leading to public cynicism and polarization.
- Some city staff advocate rather than analyze and provide options for counsel direction. This is improving but still occurs from time to time.
- External city communication is often focused on City Hall rather than neighborhood and community issues.
- The power of the status quo.
- Lean staffing can limit ability to change or adapt easily.
- Still a lot of silos in organization.
- Improving at public engagement, but can do better.
- Too much political focus on past disagreements, concerns, issues. Inability of some political leaders and members of the community to move on once decisions are made.
- Heavy reliance on retail and health care employment opportunities
- Lack of “living wage” jobs
- Lack of some housing options:
  - Medium to upscale senior housing
  - Upscale apartments
  - Upscale housing
- Lack of neighborhood recognition and support
- Lack of adequate contact about changes
- Lack of requests for ideas
- Lack of small, local service providers—coffee shop, bakery, dry cleaner, hardware...
- Lack of vision
- Piecemeal approach to planning
- Lack of thorough and transparent policies that are consistently and strongly supported
- Lack of engagement of the public at the “front end” of project or development planning
- Lack of transparency in planning and development
- Continued reliance on ideas from the past
- Lack of Class A office buildings

- Traffic
- Pollution
- Lack of medium-density, owner-occupied housing stock
- Lack of clear direction/vision about what we want in Roseville and then a lack of structure/process to actively market the city for those (re) development opportunities (i.e., reactive not proactive)
- Continual increases in taxes, fees and debt service
- Reluctance by leadership and staff to really look at opportunities for expense reduction
- Tendency by staff to chase trends of what other cities do
- Old history being dredged up over and over again; not propelling us forward
- A “tough guy” reputation of our police department; less known for neighborhood presence
- In the area of development we lack firm direction and solid decision-making. This has been a problem for decades so is not new but that does not reduce the negative impact.
- Some loss of a willingness to look down the road 5-10 years and favoring short-term solutions from budgeting to development to making key investments.

#### Staff

- Failure to think big picture
- Acceptance of status quo versus pushing for innovation
- Too many silos between departments
- City Council’s lack of faith in staff
- Micro-management of day to day activities
- Our geographic locations
- Lean staffing levels limit accomplishments and innovation
- Inter departmental cooperation
- Aging workforce with anticipated turnover- employees do not fully represent demographics of city
- City employees underpaid compared to peer cities
- Lack of organized training among all city departments
- Increased reliance on city reserve funds to pay for daily expenses
- Location
- Inability to look and plan long term
- Inability to plan for the next generation. It will be different.

- Lack of clear prioritization of programs and services
- Limited ability to respond to changes or opportunities due to lean approach
- Inability or unwillingness to discontinue under-performing or lower-valued programs or services
- Indecisive City Council
- Community distrust/conspiracy theories
- Some departments understaffed for Council's current desires
- Regulations/processes that are missing or inadequate
- Very little community identity besides the parks system/Rosedale
- HRA is historically staffed/funded for housing initiatives while HRA Board/Council appear to be more interested in Economic Development
- Reactive, not proactive
- Community tends to look backwards at perceived mistakes rather than forwards towards new opportunities
- Departmental coordination, cooperation – not having or being able to take the time to understand what others are doing
- Depth of staff is non – existent - very lean – limited by small staff
- Forced in many ways to be reactive more than proactive
- High volume of traffic    Feeling amongst some female employees that the work place is not inclusive

## APPENDIX III

### SWOT Results – Opportunities

#### Council

- Many staff leaders are nearing retirement. A transition over time to strong new leadership could keep our generally positive direction going plus add new ideas.
- There are tremendous opportunities with redevelopment of sections of Roseville that, if planned well with all stakeholders, could bring a great rebirth to the entire city.
- Continued enhancements of key services to citizens can create a desirable community that more and more people are interested in living. Quality improvements to the Parks system, city events and positive growth in local school districts hold great potential.
- Two old fire station properties
- Low interest rates (but they won't last forever)
- Ability to pursue a more proactive and focused approach to redevelopment work, for commercial as well as housing
- Increased public discussion can help our residents and businesses to be more knowledgeable and engaged with city issues
- Consider changes to promotion and policies to help generate more revenue through license center, new park buildings, golf course, banquet center and other sites/services
- Police desire to be part of problem solving in the community
- No recent change in council members offers consistency and the opportunity to continue work and discussions from the previous two years
- Increased collaboration with neighboring cities, the county and other units of government (i.e., Southeast Roseville, arterial roads in Twin Lakes, metro transit, MNDOT, etc.)
- New development/redevelopment options provided by:
  - TCAP development
  - New transit options
  - Shared resources with surrounding communities
  - Movement back to central city
  - Appreciation of smaller homes/retro
  - Housing appropriate for changing demographic
  - Smaller families
  - Older and/or single owners
  - Improved economy



- Generally, low cost of entry into our housing market.
- Location advantages of close-in suburb.
- Community interest in innovation such as solar, etc.
- Great potential volunteer base.
- Improve upon both written and electronic communications, what we do as a city, how we do it, and why we do it.
- Focus our economic redevelopment efforts on a few areas and projects. Specifically commercial redevelopment (Twin Lakes, Har-Mar).
- Encouraging authentic outreach to foster public discussion.
- Redevelopment of twin Lakes
- Stabilizing Southeast Roseville neighborhoods

#### Staff

- To further engage the entire community through Renewal Program improvements and the Parks and Recreation System, i.e. Natural Resources education and engagement, Southwest Roseville Park and Recreation improvements...
- More volunteer involvement in all areas
- Work with and better support organizations and citizens (volunteers) to provide quality offerings to the community as an extension of the city
- Park and Recreation System Master Plan phased implementation
- Understanding and meeting needs of varying community demographics including age, culture...
- Alternative modes of transportation, i.e. trail system extensions, mass transit...
- Public Art - cultural amenities
- Redevelopment
- Twin Lakes development
- Snelling BRT
- Demographic shifts to center cities/first ring suburbs
- Embracing diversity to provide more unique cultural identity
- Har Mar redevelopment
- Rosedale makeover/expansion like the other market major malls have completed to remain competitive

- Engaging active community to foster positive government relations
- Capitalizing on new technologies to increase efficiency and service levels
- Capturing different perspectives and skillsets from a more diverse City Council and employee applicant pool
- Access to intelligent information regarding people's future needs, demands, desires, and expectations
- Taking advantage of a community that wants to be special
- Timing- take an act now approach to future opportunities, not allow the future to drive the city.
- Take advantage of the location, make Roseville the designation of choice
- Look at what other cities have done as examples of success
- Location- first ring suburb, close to everything \* Continued improvement of economy
- Diversified tax base= consistent levy distribution among homes/businesses
- Strong MN workforce, attitudes of workers
- Location
- Cooperation with our neighbors
- Capitalize on our location to position ourselves as premiere city
- Shifting demographics (age and ethnicity)
- Redevelopment of brownfield and under-utilized properties
- To be an example of how diversity can be embraced and used to strengthen communities and by extension greater society.

## APPENDIX IV

### SWOT Results – Threats

#### Council

- Interjecting political partisanship into local elections.
- Individual councilmembers that are unable to move forward and often dwell upon past council actions.
- Balancing the community’s expectations with regard to providing high levels of service, infrastructure needs and low tax rates.
- Potential deterioration of large retail sector due to marketplace changes (e-commerce, etc.).
- Aging (and subsequent potential deterioration) of housing and commercial properties and public infrastructure.
- Lingering perception of Roseville government as difficult to work with among development community.
- TCAP Development competition
  - Met Council demands
  - Declining support for northern suburbs
  - Rising crime in metropolitan areas
  - Metropolitan area competition
  - Jobs
  - Housing
  - Amenities: theater, music, nightlife
  - Changing demographics
  - Worsening economy
  - Traffic
  - Air pollution
  - Water shortages and regulation
- Roseville’s reputation with developers of being “difficult to work with – constantly changing direction from City and the various Councils
- Partisan politics becoming a bigger presence in the elections for city offices
- External pressures to have more population density
- Increasing labor and materials costs to maintain city facilities and infrastructure

- Rising personnel costs (is our current model and HR policies sustainable?)
- Difficulty in sorting out the true intent and desires of the community, due to:
  - Vocal minority of residents trying to force their opinions on the rest of the community through policy change and regulation
  - Council members who try to lobby and shift the direction of community input to support their own positions
- Commercial / business changes
  - Growing presence of discount retailers moving in to our commercial spaces
  - We need to be more aware of a changing retail marketplace and threats to brick and mortar businesses that occupy so much of our city
  - Consolidation among national chains; our retail base does not consist of small, independent, entrepreneurs
- Backyard and border issues with multiple jurisdictional interests (or lack of interest)
- Real Estate value concerns – Fear that we are on a slippery slope to become like other older communities with increased rental properties and declining real estate values, etc.
- Police & rising crime concerns
- The possibility of increased need for services due to too much (?) retail, rental properties, transit changes, etc.
- Criminal element in some of our hotels
- The negative political process in Roseville leaves many great minds and talents on the sidelines of leadership. Many who would contribute more do not get involved in city politics because of the destructive actions of a handful.
- Many staff leaders are nearing retirement. Unplanned loss of leadership or changes to weaker leaders could leave holes in the effectiveness of key departments and reduce the quality of services to our citizens.
- Leaders and citizens could end up at odds over redevelopment and change in the city. This would weaken the connection between the city and its citizens and reduce potential positive growth.
- A neglect of key assets, neighborhoods and development zones could result in a lower quality of life and a less desirable city. The neglect could result in reduced interest in the city as a place to live and lower home values.

#### Staff

- Lack of proper funding
- Shifting demographics (age and ethnicity)
- Overcoming politics to make sound policy decisions

- Maintaining economic viability
- Decline of housing stock
- Crime and other urban issues
- Location- proximity to both inner cities and challenges that follow
- Consistent scrutiny of government employees- media, social media
- Turnover of state legislators= decrease in commitments to long-term solutions
- Topics of the day= shiny objects of elected officials which distract local governments
- First ring suburb impacts
- Losing our identity
- The changing demographics
- Older residents who care about the community are leaving
- Younger residents who don't care about "community" are moving in.
- Failing to attract young families with school-aged children.
- Resting on our laurels or reputation
- Frequent alterations of the City's vision or strategic plan
- Catastrophic retail collapse/retail disinvestment/increased competition
- Aging population limits household income/local economic impact/choices
- Original privately owned buildings are nearing the end of their useful life without substantial or ongoing reinvestment
- Traffic impacts from new St. Croix River bridge may be substantially more than currently anticipated
- Growing blight/crime from adjacent communities where we have limited influence
- Failure to adequately engage more challenging populations (i.e. recent immigrants with limited English skills)
- Hotel criminal activity
- Preventing crime from coming into Roseville
- Limiting and not encouraging innovation and calculated risk taking, non-visionary
- Surrounding community competition
- Not being ready when community change is occurring
- Not keeping up with society changes, i.e. technology, culture,
- Not listening or responding to residents who get involved

- High number of rental property
- Traffic issues
- Natural disasters

# APPENDIX V

## SWOT Results – Highest Priorities

### Council

- Redevelopment of housing and commercial properties to enhance the city and expand the tax base.
- Engaging more citizens in positive ways to have more contributions to the city and how we serve.
- Solidifying budget and tax levy to rebalance and remove the use of reserves to pay for ongoing expenses in the budget.
- Maintenance and continued funding for aging city infrastructure such as streets, sewer, water / as well as reviewing future needs for other city facilities and structures (parks, etc).
- Redevelopment of Twin Lakes area
- Strengthen the Southeast Roseville area
- Create opportunities to add medium-density, owner-occupied housing
- Be proactive in protecting real estate values and minimizing impact of crime
- Work to keep taxes lower and maintain the mix within our tax base
- Development and enactment of policies of development (including zoning, initial funding and maintenance strategies) that include broad, thorough, and initial community engagement
- Building on Priority 1 to establish/reaffirm a broad vision (detailed) for the city, designed to specifically to improve the tax base, broaden housing options with additions of upscale housing (rental, owner-occupied, general, and senior), provide “living wage jobs,” and encourage multimodal transportation with more specific plans for individual areas of the city based on the visions and aspirations of the Comp Plan, previous citizen engagement documents, and citizen surveys.
- Utilize this process outlined in Priority 1 and goals outlined in Priority 2, to develop specific plans for the redevelopment of Southeast Roseville, Twin Lakes, and Har Mar Mall and surrounding commercial area.
- Economic development, generally – Twin Lakes, specifically
- Revitalize SE Roseville area – housing, businesses, amenities, crime, etc.
- Unmet infrastructure funding needs (streets, pathways)
- Redevelopment of twin Lakes
- Maintaining streets sewer and water infrastructure
- Continued implementation of the park and recreation master plan

- Continue to maintain our diversified tax base
- Maintain programs and services that support our great quality of life
- Stabilizing Southeast Roseville neighborhoods

#### Staff

- Successfully complete and implement the Parks and Recreation Renewal Program
- Identification of resources for current and future operations
- Retaining and attracting residents in Roseville
- Meeting citizen needs, interests and getting and keeping people involved
- Being ready to adapt and change as needed
- Achieve consensus between Council, property owners and the general community around a market viable strategy in Twin Lakes
- Match Council aspirations/priorities with resources to complete them
- Build community understanding and trust in local government
- Comprehensive assessment of citizen expectations
- Establishing citywide priorities for programs and services
- Discover and explore future trends of which aspects of suburban living are in demand, and which are not
- Understanding what Roseville is today.
  - Looking back at the changes in the last ten years
- Look long term/big picture
  - It takes time to mold a new direction
- Determine what the future Roseville will look like given the changing culture, demographics, and generational changes, and strive to position the city to embrace these changes, and not react to them as they come.
- Decreased use of reserve funds to pay for daily activities- effective levy each year
- Retention and Recruitment of quality employees in order to maintain high quality of services
- Careful consideration of how easily Roseville, because of its proximity to both inner cities, aging infrastructure, housing, etc., could become another St. Paul or Minneapolis
- Staff retention and development
- Economic development
- Investment in infrastructure
- Targeted redevelopment led by city, not private market.



- Transparency of decisions and information
- Properly funding needed capital improvements without short-changing funding for city operations.
- Continued public safety improvements

APPENDIX VI  
Strategic Initiatives-Action Plans

