

REQUEST FOR COUNCIL ACTION

Date: June 22, 2015
Item No.: 14.a

Department Approval

City Manager Approval



Item Description: Consider Policy Priority Planning Document

BACKGROUND

As part of the work done in February, the City Council and Department Heads identified five strategic goals to focus on during the next two years. They were:

- Civic Engagement
- Housing and Redevelopment
- Effective Governance
- Organizational Effectiveness
- Infrastructure Sustainability

City Council and Department Heads also identified key outcome indicators and measurable targets for each strategic priority. Leadership team staff worked on identifying strategic initiatives. The draft report and presentation about the strategic initiatives were presented to the City Council on May 11. (See Summary Sheet dated May 11 - Attachment A). At this point the summary sheet has not been modified but will be based on discussion and direction at the June 8th meeting.

During the discussion, there was a lot of feedback on the key outcome indicators (KOIs), targets and the strategic initiatives. The full discussions are contained in the draft May 11th meeting minutes included as Attachment B.

Staff has summarized the major points of conversation during the May 11th meeting to help guide the City Council on further discussion. There are of course, other items that may need to be included to take into account public comments and additional thoughts from the City. Below are some points for the City Council to consider and decide.

Civic Engagement

- Volunteer Opportunities
 - Should target be changed to focus more on number of new volunteers attracted versus the stated target of increasing volunteer opportunities by 5%?
- Community Satisfaction
 - Should the community survey remain in Civic Engagement or be moved to the strategic priority of Organizational Effectiveness or Effective Governance?

- o Should the community survey instead remain in Civic Engagement but the KOI and target be changed to reflect and measure community engagement?

- Participation of under-represented population

- o What is the role of the on-going and future work of the Community Engagement Commission in implementing this priority?

Housing and Redevelopment

- Are the metrics identified in the targets for all the KOI's acceptable (living wage jobs/value increases?)
- What role should the HRA play in the Housing and Redevelopment Strategic Initiatives?
- Move-up Housing
 - o How does High Density and Medium Density factor into any move-up housing programs.

Effective Governance

- Respectful Interaction
 - o Should this remain as a KOI?
- Process Transparency
 - o Should Process Transparency be moved to Civic Engagement?

Organizational Effectiveness

- Employee Satisfaction
 - o Should this KOI and the resulting employee survey be in the document at all?
- Suggested New KOI – Building Organizational Strength
 - o Should a new KOI be included and Employee Satisfaction be removed?
 - o Targets to be considered under this KOI could include succession planning and building depth of staff skillsets
- Resource Allocation
 - o Should target be changed to more clearly measure whether the City's resource allocation meets citizen's priorities?

Infrastructure Sustainability

- No changes identified

The list above is meant to be representative of the conversation on May 11th. If there are items/issued that were brought forward during the discussion, please bring them up in the conversation. Also as previously mentioned, if there are other thoughts or ideas that have come up since the last meeting, also bring them forward.

As part of the public comment received at the May 11th meeting, it was noted that there were several errors in the document. These have been corrected and the revised Policy Priority Planning Document is included as Attachment C. Members of the public also brought forward objections to be characterized as a "customer" versus a "citizen" and asked that the City's advisory Commissions review the draft document.

66 After the meeting on May 11th, staff sent out the draft document out to all Commissioners and posted
67 the document on the City website asking for comment. Comments from Commissioners and the public
68 received to date have been included as Attachment D. Additional public comment was received as part
69 of the discussion at the June 8th meeting in Attachment E.

70 **POLICY OBJECTIVE**

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

74 **FINANCIAL IMPACTS**

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

78 **STAFF RECOMMENDATION**

79 Staff requests discussion and feedback on the draft report from the City Council and the public.

80 **REQUESTED COUNCIL ACTION**

81 The City Council should provide comments and direction on the final report.

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

Attachments: A: Summary document of Strategic Priorities
B: Minutes from the May 11, 2015 City Council Meeting
C: Draft Policy Priority Planning Document
D: Public Comments received
E: Draft Minutes for June 8, 2015 City Council Meeting

City of Roseville- Strategic Plan Summary 2015-17

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

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Mr. Culver responded that, as part of the City's normal erosion control permitting process, the developer had to maintain construction entrances to prevent that material getting into the streets, addressed via sweeping requirements. Mr. Culver advised that staff made periodic inspections, and developers were required to "sweep on demand," and if they did not comply, the City held an escrow account on demand allowing reimbursement if the City was required to perform that sweeping.

Etten moved, McGehee seconded, accepted the HR LLC (TPI Hospitality) Environmental Review Worksheet (ERW) requirements established by City of Roseville Resolution No. 11198; and directed staff to approve permits when such necessary information and project details comply with City and State Code.

In general, Councilmember McGehee stated that she appreciated this document and developer responses, and the way staff reviewed it. However, Councilmember McGehee stated that her only caution is to have the form's future format not indicate a developer didn't have to answer a question without a further explanation of rationale in not requiring them to do so (e.g. traffic study).

Mayor Roe suggested stating, as an example in this case, that the traffic study existed elsewhere to address the rationale in not requiring a response from the developer.

Councilmember McGehee suggested, whenever something was referenced by the RERW, it become part of the document or at a minimum a summary of the referenced material.

Roll Call

Ayes: Willmus, Etten, McGehee and Roe.

Nays: None.

15. Business Items – Presentations/Discussions**a. Review Draft Policy Priority Planning Document**

City Manager Patrick Trudgeon provided an overview of this first look by the City Council of staff's attempt to identify strategic initiatives as part of the City Council Retreat held in February and five strategic priorities, key outcome indicators (KOI), and targets it had established, along with Department Heads, at that time. A Summary Document (Attachment A) and Retreat Facilitator Craig Rapp's Summary Report (Attachment B) were referenced by Mr. Trudgeon, as outlined in the RCA.

Mr. Trudgeon noted that this first look at strategic initiatives developed by staff was intended to provide talking points for further discussion and a general overview of those initiatives. Mr. Trudgeon advised that the intent was to provide check-in and reporting opportunities by staff to the City Council on those efforts

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1 over the next two years. As noted on Attachment A entitled "City of Roseville –
2 Strategic Plan Summary 2016 – 18," Mr. Trudgeon noted the KOI and Targets
3 were broken into different subgroups, with Department and Assistant Department
4 Heads in attendance tonight to speak to each of the areas they'd worked on, even
5 though the entire group had addressed all of the initiatives from an organizational
6 standpoint to determine if they were feasible. While this is only a summary, Mr.
7 Trudgeon expressed staff's excitement in working with the City Council on their
8 direction over the next two years.
9

10 Mr. Trudgeon suggested, after the City Council had time to provide feedback and
11 further consider the documents and staff's presentation tonight, the draft plan be
12 brought forward at the June 8, 2015 City Council meeting for final consideration
13 and approval. However, Mr. Trudgeon recommended that the City Council re-
14 ceive public input on the draft document at tonight's meeting as well as at the
15 June 8, 2015 meeting.

16 **Strategic Priorities**

17 **Effective Governance**

18 **Staff assigned: City Manager Pat Trudgeon and Fire Chief Tim O'Neill**

19 City Manager Trudgeon briefly reviewed the strategic initiatives outlined on At-
20 tachment A for City Council consideration and feedback.
21

22 Councilmember McGehee expressed appreciation for the template idea, recogniz-
23 ing that it would require a lot of work but also provided an automatic guide inter-
24 nally and externally as staff guided changes, or for new people coming into the
25 process. However, Councilmember McGehee questioned how and at what point
26 additional information was provided to the City Council, or how moving from
27 presentation to action was anticipated and in what format it would come forward.
28 Councilmember McGehee expressed her interest in receiving more information
29 sooner rather than later and in advance of a meeting.
30

31 City Manager Trudgeon responded that the format would depend on the specific
32 topic, whether bringing information forward for a first look as a preliminary
33 presentation and then subsequently for action at a future meeting, either on the
34 Consent Agenda or Business/Action Item, depending on the topic. Mr. Trudgeon
35 noted some initiatives would be more straightforward and require less review,
36 while others would be more involved and not as routine in nature. Mr. Trudgeon
37 noted the need for the City Council to make that determination and provide staff
38 with sufficient feedback as to what information they were seeking to be included
39 on future RCA's depending on the particular topic.
40

41 Councilmember Willmus expressed appreciation for City Manager Trudgeon's
42 comments, opining that often staff looked at issues differently than the City
43 Council, but at the end of the day the elected body was accountable to the voters.
44 Councilmember Willmus noted that this often created a messy, sloppy process
45 needing to be muddled through. However, Councilmember Willmus opined that

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1 this City Council had been effective in working through a myriad of complex is-
2 sues, and while not always pretty or on the proscribed schedule they remained ac-
3 countable to their constituents. Under that scenario, Councilmember Willmus
4 noted that often things may come up during a City Council meeting that staff had
5 not previously thought about and therefore additional information and time was
6 required to resolve a particular issue.

7
8 Regarding the strategic initiative identified as “establish framework for respectful
9 dialogue and exchange of ideas,” Councilmember Willmus opined that there
10 would always be Councilmembers who were passionate about a particular issue
11 and who may disagree. However, Councilmember Willmus questioned the bene-
12 fit for staff to spend too much time attempting to address that concern.

13
14 Recognizing how much additional preliminary work may be required of staff to
15 get information to the City Council ahead of time and how that may dramatically
16 change the current operating procedures, Councilmember Etten cautioned creating
17 additional work for staff that may not prove useful to the City Council. Regard-
18 ing timeframes, Councilmember Etten expressed appreciation for those times staff
19 clearly laid out in the RCA the “next steps” and a proposed timeframe (e.g. Dale
20 Street Project). Using the Dale Street Project as an example, Councilmember Et-
21 ten suggested pulling some of the pieces from the Development Agreement for
22 that timeline to provide a direct target or window for presentations or action by a
23 Commission or the City Council, since staff often has that information available
24 without causing them too much additional work.

25
26 While recognizing that the strategic initiative identified as “establish framework
27 for respectful dialogue and exchange of ideas,” may be tough to maintain a con-
28 tinuum for respectful meetings, Councilmember Etten suggested each new City
29 Councilmember packet include a refresher from the League of Minnesota Cities
30 (LMC) materials for discussion. Councilmember Etten agreed that, while the
31 body could agree to disagree, there should always be a reminder to remain re-
32 spectful with no need to go for blood.

33
34 Regarding that referenced initiative, Mayor Roe opined that respect went beyond
35 the City Council, but also the City Council’s respect of staff, and also to everyone
36 participating in a meeting. Mayor Roe further opined that it was the City Coun-
37 cil’s role to set a good example for everyone else, otherwise it became easy for a
38 member of the community to follow their lead.

39
40 As part of that respect initiative, Mayor Roe suggested a trial period providing an
41 opportunity for anyone participating in a meeting to turn in a response at the end
42 of that meeting as to whether they found the meeting respectful or not, with a tally
43 of those responses to see if it matched the impressions of the City Council.
44 Mayor Roe suggested this would provide a chance for feedback, whether at the
45 end of the meeting, or reported at the next meeting, and if tracked for awhile, it

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1 may provide enlightening. Mayor Roe recognized that there would always be is-
2 sues where someone was passionate, and regardless of how the discussion went, if
3 the decision didn't go their way, they may feel it wasn't a respectful meeting.
4 However, overall, Mayor Roe noted the desire was to do public business in a re-
5 spectful manner.
6

7 Regarding getting preliminary information earlier under the strategic initiative to
8 "improve meeting management," Mayor Roe noted this was of benefit to the pub-
9 lic as well as the City Council by involving them earlier in the process. Mayor
10 Roe noted there would be obvious exceptions when negotiations were underway
11 or developments not yet ready to make a formal application. However, Mayor
12 Roe opined it would be beneficial to have mechanisms available if they didn't be-
13 come overly cumbersome or burdensome to staff and as things were ready to be
14 moved to a public forum.
15

16 Councilmember McGehee opined that to here there seemed to be two points to
17 consider under that initiative: that of the City Council as addressed, but also from
18 staff's perspective. Councilmember McGehee noted there were times when staff
19 brings things forward and the City Council didn't respond in a timely fashion, or
20 the City Council didn't provide the information staff needed. Councilmember
21 McGehee stated that this seemed, from her perspective, to be part of being re-
22 spectful of each other and how the groups reacted to one another; but also opined
23 that they were all adults and vigorous discussions should be available without
24 showing any disrespect.
25

26 City Manager Trudgeon admitted there were often challenges, especially when
27 things were on a meeting agenda for discussion or action, but due to longer-than-
28 anticipated discussion or time constraints, the item may be deferred to a future
29 meeting, even though staff made themselves available at that time. Mr. Trudgeon
30 recognized the improvements of the City Council in bringing questions or con-
31 cerns to staff's attention prior to a meeting allowing them to address those ques-
32 tions or remove or deferring an item if information was not immediately availa-
33 ble. However, Mr. Trudgeon stated that the more that could be emphasized, the
34 better, allowing staff to respond and the City Council to be better informed to
35 make a decision. If the City Council could alert him or identify any problem are-
36 as earlier in the meeting, Mr. Trudgeon noted he could release staff rather than
37 having them sit through an entire meeting without their agenda items being ad-
38 dressed. Mr. Trudgeon noted that this also involved managing agendas to make
39 sure there was not too much business anticipated for a meeting, while allowing
40 sufficient time to take care of business as needed.
41

42 Councilmember McGehee opined that she had noticed an improvement in staff
43 RCA's allowing for topics being more fleshed out, as well as allowing sufficient
44 time on the agenda for discussion and to complete the agenda.
45

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1 Mayor Roe clarified that all of the strategic priorities, KOI's and targets had been
2 developed from joint discussions by the City Council and staff at the Retreat and
3 were not just staff observations, but involved all participants in that conversation.
4

5 City Manager Trudgeon sought to clarify that staff was not intending to com-
6 municate that they were making any attempt to force decisions, but for those ac-
7 tions needing more discourse and discussion, staff recognized delays were neces-
8 sary versus those that allowed for immediate decision-making by the City Council
9 without the need for further consideration.
10

11 As an example, Councilmember Etten noted the Twin Lakes Redevelopment Area
12 discussion that involved complex and important decisions, but got delayed by a
13 variety of issues. Councilmember Etten opined that this, in part, also involved the
14 need for maintaining respectful dialogue rather than people using their positions
15 to make personal points, whether to each other, staff or commission members.
16 Councilmember Etten opined that this was the part for him that came off poorly as
17 a result of such dialogue that put people in poor positions.
18

19 Councilmember McGehee noted the positive steps staff has been taking with
20 those complex issues in breaking them into more manageable chunks versus the
21 City Council attempting to address the broader picture involving too many mov-
22 ing parts; opining that was a big improvement.
23

24 With a municipal election held every two years that may influence how a position
25 or issue is approached, Mayor Roe noted some things are entirely out of staff or
26 the public's control, a reality that needed to be acknowledged as part of this dis-
27 cussion. However, Mayor Roe agreed that it was up to each Councilmember and
28 the corporate body to manage things to get the business of the city accomplished.
29

30 Mayor Roe reiterated the comments of City Manager Trudgeon that this was the
31 first look at this draft summary, and would include public feedback prior to ap-
32 proval.
33

Civic Engagement

34 **Staff assigned: Police Chief Rick Mathwig, Assistant Parks Director Jill An-**
35 **fang, City Planner Thomas Paschke**
36

37 Chief Mathwig provided an overview of the proposed strategic initiatives.
38

39 Specific to the initiative to "establish community-oriented outreach program,"
40 City Manager Trudgeon identified an awareness of three new segments of the
41 community, with others were yet to be determined. Mr. Trudgeon noted that fur-
42 ther work would involve plugging this initiative with the Community Engagement
43 Commission's (CEC) Neighborhood Group Task Force and Renter's Notification
44 Task Force. Since this was still a work-in-progress, Mr. Trudgeon advised that
45 this was only a portion of segments needing focus and identifying other groups

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1 and how to further plug them into the process would require additional review for
2 implementation.

3
4 Specific to the initiative to “create a strategy for use of volunteers,” City Manage
5 Trudgeon noted staff’s initial review of the “Service Enterprise Program” certifi-
6 cation for improving strategies for using volunteers and coordinate ideas, even
7 above and beyond those initiatives already implemented by Volunteer Coordina-
8 tor Kelly O’Brien. Mr. Trudgeon noted the improved ways staff was pursuing a
9 more organizational approach and way of thinking about volunteers, and antici-
10 pated ability through using this program to cast a wider net and more effectively
11 engage volunteers and manage them. Mr. Trudgeon noted that this “Points of
12 Life” initiative was well-known within non-profit agencies and was just starting
13 to become incorporated in the government sector; with the next level for volunteer
14 engagement made more feasible through this certification program. Mr. Trudg-
15 eon reported that the City’s management team and Department Heads were com-
16 mitted to and all actively engaged in performing a strategic look at how to use
17 volunteers through a more systematic approach.

18
19 Specific to the initiative to “conduct regular community surveys,” Councilmem-
20 ber Etten referred to a question he’d received from a member of the CEC about
21 whether the community survey was actually related to community engagement or
22 simply a tool to measure organizational effectiveness. As related to him by the
23 CEC member, Councilmember Etten suggested the goal was actually to increase
24 the target for the number of volunteers involved in the community, seeking another
25 potential target for involving more people, not just for events and/or activities.

26
27 Specific to the decision-making process, Councilmember Etten opined that the
28 under-reported population and CEC task force addressing renters was an excellent
29 example for him in addressing new segments. However, Councilmember Etten
30 suggested changing that target some to address what was being done by other
31 communities as well for comparison purposes to improve efforts in Roseville.

32
33 At the request of Councilmember McGehee, Councilmember Etten clarified his
34 remarks about measuring or engaging through the community survey, suggesting
35 further discussion may be prudent in defining whether the survey’s goal was a
36 measurement of organizational effectiveness or how it was involving people.

37
38 Mayor Roe suggested is may be both, including a way to measure engagement as
39 well.

40
41 Councilmember McGehee expressed her appreciation for the community survey
42 and its usefulness to her, depending on what questions were asked and how they
43 were asked. While agreeing with the need for clarification, Councilmember
44 McGehee suggested the need to determine whether or not the City had been
45 communicating effectively and providing the opportunities people were seeking.

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Councilmember Etten opined that the initiative also went to the priority of “effective governance” as well.

Mayor Roe opined that it helped inform the engagement process.

Councilmember Willmus agreed with Councilmember Etten, that the community survey tool provided a metric for various issues, which could then be used as a basis to see how the organization was doing versus the organization’s effectiveness. While he could see an engagement component of the community survey, Councilmember Willmus opined that it was probably not the best tool available to facilitate what was needed in that regard.

Mayor Roe recalled previous discussions at the Retreat that the survey was intended to measure satisfaction with engagement.

City Manager Trudgeon concurred with Mayor Roe’s recollection of those discussions, noting the KOI identified at the Retreat served as a driver for that satisfaction and could be moved down to the other priority.

Mayor Roe clarified “measuring satisfaction with our engagement in the community.”

Councilmember Willmus stated that he may have additional questions and/or need clarification on some of the proposed strategic initiatives, since the City Council had yet to be involved in that portion of the summary. Even though the City Council had helped develop the KOI and Targets at the Retreat, Councilmember Willmus noted that this is their first look at the draft Strategic Initiatives.

City Manager Trudgeon duly noted that this was the first look for the City Council and intended for their feedback as well as that of the City Council.

Councilmember Etten noted the changes already being implemented to engage the community more deeply in the City Council’s decision-making, as noted in the “Effective Governance” priority. While questions remained in how to do it, Councilmember Etten questioned if it needed to be included in this priority as well or something continually looked at and systematically included in the process early on. Councilmember Etten noted this included continuing to maintain and improve the city website, printing communication in a timelier manner and getting information out in a more timely fashion by using other media options (e.g. NextDoor.com) to target specific neighborhoods. Councilmember Etten opined this involved continually looking for new ways to improve those communication and engagement efforts.

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Specific to “Civic Engagement,” Mayor Roe expressed appreciation for staff’s comments regarding involving advisory commissions, recognizing that their feedback would be helpful as they had insights to offer beyond those of the City Council and/or staff.

Councilmember McGehee suggested incorporating various templates for decision-making (e.g. next steps and timelines) to enhance communication efforts and ways to memorialize communication in the decision-making process providing fewer concerns for residents.

Housing & Redevelopment

Staff assigned: Community Development Director Paul Bilotta, Battalion Fire Chief of Operations David Brosnahan, and Deputy Fire Chief Chris Snyder

Community Development Director Bilotta summarized the strategic initiatives drafted for this priority.

Specific to the initiative to “establish a move-up housing program, Councilmember Willmus referenced the many discussion held at the Retreat regarding this KOI and Target, and questioned how to facilitate this and how it related to high density residential (HDR) and/or medium density residential (MDR) zoning designations. Councilmember Willmus questioned if MDR was the buffer between single-family residential and HDR or what specific things needed to be looked at, since he didn’t see that addressed in the strategic initiative.

As a first step, Mr. Bilotta advised that staff would be presenting this first look of the summary document to the HRA at their meeting next week, along with a list of target properties for them to consider as MDR sites as a preliminary for their consideration and discussion to address at the upcoming joint meeting of the HRA and City Council.

Councilmember Willmus questioned if the intent was to lump rezoning with move-up housing as one and the same thing.

Mr. Bilotta clarified that the main question was how to facilitate either or both beyond simply setting a goal. Mr. Bilotta opined that a first step would involve identifying MDR as an untapped need in the community and potential sites and whether they may need rezoned or other ideas on how to achieve that priority and target. Mr. Bilotta noted this may include determining the HRA’s role and that of the City Council: whether acquisition, marketing, incentives or other means and all part of the programming process.

Specific to other metrics listed under the Target category, Councilmember Willmus opined that he didn’t recall discussion at the Retreat about putting out specific numbers on the number of living-wage jobs, owner-occupied, housing

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1 value rentals and other targets identified and questioned whether those numbers
2 had come from.

3
4 Mr. Bilotta stated that staff had simply attempted to predicted what a reasonable
5 number of living-wage jobs may be in the two-year time frame for discussion
6 purposes only.

7
8 Regarding owner-occupied housing and rental value changes, Mr. Bilotta noted
9 that these estimates were for five years, through 2020, with considerable fluctua-
10 tion being seen at this time across the City, and staff's attempts to compare it with
11 inflation over that same five year period, again hard to predict and depending on
12 the numbers impacted by all units for that type of housing stock.

13
14 For clarification, Mayor Roe noted that the targets would become part of the dis-
15 cussion for anything the Council eventually adopted, making staff's suggestions
16 make more sense.

17
18 Specific to the KOI for "SE Roseville, Councilmember McGehee congratulated
19 staff and the working group on their efforts to-date in starting from the bottom-up
20 to achieve a good plan for that area rather than trying to force it in one direction
21 or another, which she found to be a new approach for Roseville. However, Coun-
22 cilmember McGehee cautioned that the efforts of the working group not become
23 so formalized as to become a rigid extension of City government.

24
25 While supporting all of the strategic targets proposed by staff, regarding the initia-
26 tive to "establish a Twin Lakes economic development program," Councilmember
27 McGehee expressed her anticipation of what was projected.

28
29 Councilmember Etten echoed the comments of Councilmember McGehee specific
30 to the SE Roseville working group, as well as questioning long-term economic
31 development plans for the Twin Lakes area. Councilmember Etten stated that his
32 questions regarding move-up housing and rezoning had been addressed by Mr.
33 Bilotta's response to Councilmember Willmus's similar concerns.

34
35 Specific to the SE Roseville working group, Mayor Roe clarified that those efforts
36 were and should remain open to general public participation as well as that of the
37 neighborhood. Mayor Roe stated that he envisioned involving feedback from
38 people living and/or doing business there as well to make sure they were part of
39 the process. Mayor Roe also noted the need to look at a long-term redevelopment
40 plan for the area as a more formalized process as well as short-term efforts.

41
42 Specific to move-up housing, Mayor Roe stated he was leery of tying that to
43 MDR zoning, since he wasn't sure the values would be \$350,000 or more; and
44 opined that multiple strategies were needed, with the MDR serving as only one
45 tool. Mayor Roe noted that single-family homes, similar to those having gone up

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1 over the last few years, could also help to accomplish that goal, such as facilitat-
2 ing that type of development in single-family designated zoning areas or pockets
3 throughout the community as long as they were not out-of-character with the rest
4 of the neighborhood.

5
6 Councilmember Willmus agreed with Mayor Roe's comments, opining they were
7 valid and well-taken, as long as the target thrown out was understood to be casu-
8 ally estimated at 50 units at \$350,000 or above.

9
10 Mr. Bilotta expressed appreciation for Mayor Roe and Councilmembers touching
11 on the "bottom up" aspect as a continuing consideration by the CEC and Neigh-
12 borhood Association endeavors in deferring some items until seeing what comes
13 out of the SE Roseville working group and then plug it in to various subgroups as
14 specific topics came forward. Mr. Bilotta noted that it was anticipated that addi-
15 tional members may come and go, but also that it was anticipated that a core
16 group would remain long-term to address this target and various initiative.

17
18 Mayor Roe suggested an inter-jurisdictional role as well to involve the communi-
19 ties of Maplewood and St. Paul.

20
21 Mr. Bilotta advised that to-date the working group had not brought those cities in,
22 but the Police Department was approaching them, and the little seed continued to
23 grow into other areas as efforts progressed.

24
25 Mayor Roe advised that he had planted some seeds with the Mayor of Maplewood
26 several months ago.

27
28 **Organizational Effectiveness**

29 **Staff assigned: Assistant to City Manager/City Clerk Kari Collins, Infor-**
30 **mation Technology Network Manager Terre Heiser, former Public Works**
31 **Director Dwayne Schwartz**

32 City Clerk Kari Collins provided an overview of the efforts for this priority.

33
34 Specific to the survey topic, Mayor Roe stated that the more he considered re-
35 source allocation, the more he found it as a tool providing a metric as to whether
36 citizens felt their priorities were being met versus how those resources were being
37 allocated.

38
39 As part of the initiative to "conduct annual review of organizational interdepend-
40 encies and collaboration opportunities," Councilmember McGehee suggested in-
41 cluding external opportunities in surrounding communities as well.

42
43 Ms. Collins assured Councilmember McGehee that would be a part of the discus-
44 sion, noting the work already underway by Volunteer Coordinator Kelly O'Brien
45 in pursuing public/private partnerships.

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Councilmember McGehee expressed appreciation for this part of the presentation, opining that she was unaware of any opportunities in the past for employees to conduct a satisfaction survey, which she found to be a good idea and providing an opportunity for employees to see if their job descriptions resemble the job they were actually doing.

Regarding collaboration opportunities, Councilmember Willmus noted in the past discussion had been held regarding looking to other local government units (e.g. Ramsey County, MnDOT, and others) on a broader basis. Councilmember Willmus expressed his concern also that, initially starting from Retreat discussions as what was desired over the next few years, had now expanded to 5-6 years, and suggested being cognizant of how to bring that all together and tie it up.

Regarding an employee satisfaction survey, Councilmember Willmus admitted he wasn't quite sold on how that tied to other items being proposed as initiatives, opining that it could take him a while to get to that.

Councilmember Etten suggested a different KOI for this priority entitled "Building Organizational Strength," and several targets, one of which could be "employee satisfaction." Councilmember Etten noted the value and importance of the City Council listening to those performing the City's work day-to-day, but not necessarily as a separate KOI, but in order to develop and nurture succession planning and develop staff skills. As an example, Councilmember Etten noted there should be more than one staff person skilled to serve as a liaison to an advisory commission, addressing development of more depth and strength for employee skills moving forward. Councilmember Etten stated that he could support including another KOI for staff development in a different format, or remove "employee satisfaction" and add his suggestion, allowing initiatives to flow from that and include additions.

Mayor Roe opined that sounded familiar to him from Retreat discussions as well.

Councilmember McGehee disagreed, opining that she found it important to have an employee satisfaction survey to find out if they had sufficient training for the jobs they were performing and if they felt they were in a safe environment to work, and there was enough flexibility for them to grow within based on the strength of the organization from their perspective. Councilmember McGehee opined that, in many ways, the City's employees were customers, and if they felt they had no advancement opportunities or no succession planning was in place, or not enough depth was available in their jobs, or if they felt unable to respond to certain situations, she thought those were important things for the City Council to be aware of. As the City Manager became aware of those issues as well, Coun-

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1 councilmember McGehee opined that it would provide a pool of information to build a
2 more effective organization.

3
4 Councilmember Etten clarified that he felt an employee survey was important, but
5 not as a KOI, but as one of the targets from building organizational strength.

6
7 Mayor Roe noted that clarification provided a level of agreement between Coun-
8 cilmembers Etten and McGehee.

9
10 Mayor Roe suggested referencing the meeting notes from the Retreat to determine
11 the discussion on this KOI and how it had evolved to this, and whether employee
12 satisfaction was originally part of organizational strength. Mayor Roe opined that
13 having a handle on the needs of the organization was a key part as well as em-
14 ployee satisfaction, and suggested moving the “employee satisfaction” KOI fur-
15 ther right on the summary.

16
17 Councilmember Willmus concurred, opining that it was currently weighted too
18 heavily.

19
20 **Infrastructure Sustainability**

21 **Staff assigned: Public Works Director Marc Culver, Public Works Director**
22 **Lonnie Brokke**

23 Public Works Director Culver provided an overview of this priority.

24
25 Councilmember McGehee questioned the status city-wide of the asset manage-
26 ment software program. Councilmember McGehee opined that when the City
27 Council agreed to initiate the program some time ago, it was her understanding
28 that all departments would be on it; however, after another two years, it was her
29 understanding that was not the case, and she questioned why it seemed to be so
30 difficult to get all city assets catalogued onto this software program.

31
32 Mr. Culver responded that the Public Works Department had embraced the pro-
33 gram and catalogued its assets and was also documenting time and maintenance
34 on spent on those assets. While the program was really borne out of the Public
35 Works Department, Mr. Culver advised that discussion was ongoing for imple-
36 mentation with other departments, with the Parks & Recreation beginning to use
37 it, and another review being done city-wide to see if there were ways for their de-
38 partments to make use of the software program.

39
40 Councilmember McGehee asked City Manager Trudgeon for clarification if it had
41 been the intent, when the City Council supported the software, that every depart-
42 ment become engaged, at least at a minimum to catalogue assets.

43
44 City Manager Trudgeon confirmed that intent, advising that it was still in process,
45 but was not there yet, and would continue to be a continual process for some time,

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1 recognizing that the Parks & Recreation Department had recently made substan-
2 tial progress, and other departments were still coming. With reorganization ef-
3 forts recently implemented, Mr. Trudgeon advised that staff was now in a better
4 position with time and resources to get everyone on board eventually.
5

6 At the request of Councilmember McGehee, City Manager Trudgeon responded
7 that it was the goal to have everyone on board and organized by the end of 2016.
8

9 Mayor Roe clarified that it was a goal, while recognizing work efforts would and
10 could shift as well.
11

12 In his previous discussions with Finance Director Miller, Mayor Roe noted one
13 challenge may be to link the Capital Improvement Program (CIP) document to the
14 infrastructure management and financial tracking documents, as well as getting
15 the park program into that CIP system allowing them to show on the same report.
16 While understanding it was just a spreadsheet that needed to be managed through
17 some expertise, Mayor Roe expressed his desire to be able to track infrastructure
18 with CIP dollars to make sure the money set aside in Enterprise Fund areas was
19 the right amount and being spent in a timely fashioned, or if it needed reallocated
20 elsewhere. If tracked well and dollars clearly identified, Mayor Roe opined that
21 the City Council may be able to look at rates and only address inflationary pieces
22 for a few years without continuing to adjust those rates. However, until known
23 for sure, Mayor Roe noted the difficulty in tracking that information.
24

Conclusion

25 City Manager Trudgeon, in conclusion noted that this was the point where staff
26 exited the process and this draft became a City Council working document. Mr.
27 Trudgeon stated the reason for tonight's presentation was to populate ideas on
28 how to achieve priorities and KOI, and various targets. While appreciating feed-
29 back so far, Mr. Trudgeon suggested the need for the City Council to determine
30 its comfort level and how to express their various components. Mr. Trudgeon
31 clarified that staff was reliant on the City Council saying what they wanted to do
32 and how to do so; and suggested if something didn't make sense or a change was
33 needed to a previously-stated KOI, they provide that additional feedback. Mr.
34 Trudgeon further clarified that the strategic initiatives on the summary plan were
35 only intended as suggestions from staff to begin discussions, and in the meantime,
36 he sought additional feedback from the City Council before bringing the docu-
37 ment back on June 8, 2015.
38

39 Councilmember Willmus noted several areas that would benefit from feedback
40 from the CEC or HRC; and questioned how City Manager Trudgeon saw that fit-
41 ting into the timeline for City Council action proposed for June 8, 2015.
42
43

44 City Manager Trudgeon stated that was entirely up to the City Council, whether
45 they wanted additional time for vetting or discussion, even though staff was eager

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1 to begin work on some of the initiatives if directed to do so. If the plan changes,
2 Mr. Trudgeon stated that staff was comfortable deferring action or taking action
3 on June 8, at the discretion of the City Council and at their lead.
4

5 Discussion ensued regarding upcoming advisory commission meeting schedules
6 and how that aligned with proposed action on June 8, 2015.
7

8 In general, Councilmember Etten suggested shrinking the timeline to only cover
9 2015-17, depending on the outcome of the next election and potential new Coun-
10 cilmembers, but to cap it at 2017. Even though some goals may be longer than
11 those two years, Councilmember Etten suggesting keeping that limit, and project
12 those necessary for a longer-term, with a review every January of each new year
13 to see progress to-date. Also, Councilmember Etten suggested staff report back
14 periodically (e.g. every six months) on these items, and expressed his preference
15 if possible that it run parallel with the annual budget calendar to determine after
16 one year whether or not this has proven helpful, whether it was working or not,
17 and providing check-ins on its overall effectiveness.
18

19 Along those lines, Mayor Roe suggested similar reports or updates on a quarterly
20 basis or even more frequently as currently done for other staff reports provided as
21 part of the Consent Agenda. Mayor Roe opined that a six month period for re-
22 porting seemed a little too long to him, but agreed that regular updates were es-
23 sential.
24

25 Councilmember Etten expressed his willingness for shorter timeframes as appli-
26 cable, as long as an overall look was provided for those items listed.
27

28 While this is a City Council document, Councilmember McGehee noted the last
29 column for “strategic initiatives” at this point was only staff input. To the extent
30 those have been discussed and additional tweaking and wording revised, Coun-
31 cilmember McGehee questioned City Manager Trudgeon’s intended schedule if
32 planning to bring this back on June 8, and how and when public and advisory
33 commission input would be heard. Councilmember McGehee expressed her in-
34 terest in a list of actual items after tonight’s discussion and a timeframe with im-
35 plementation dates, not only for 2015-2016, but also sustainable beyond that.
36

37 In response, City Manager Trudgeon explained his thought process was that at
38 some point the City Council would approve the document, and then loop the advi-
39 sory commissions in. Mr. Trudgeon cautioned doing so before the City Council
40 had provided a clear context and direction. However, if the City Council deter-
41 mined it was important to communicate this draft with advisory commissions and
42 bring them into the loop now that could be accommodated, even though Mr.
43 Trudgeon recognized that several of those commissions had already met this
44 month and may further delay the process. Mr. Trudgeon noted that a lot of work
45 was intended for the first two years, with half of this first year already gone,

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1 prompting the need to look at dates again. Mr. Trudgeon clarified that staff was
2 open to the process dictated by the City Council, but also cautioned that by bring-
3 ing more people into the loop at this point, it would create a much larger area of
4 context.

5
6 While recognizing the benefit of tonight's discussion, Councilmember Willmus
7 questioned how to bring Councilmember Laliberte into that discussion prior to
8 taking formal action.

9
10 In fairness to that desire, City Manager Trudgeon suggested perhaps another dis-
11 cussion on June 8, perhaps a summary plan not fully ratified would suffice for the
12 HRA's joint meeting with the City Council on June 15, provided the City Council
13 was comfortable with the housing and redevelopment aspect and any other priori-
14 ties involving the HRA directly that would serve to facilitate that conversation.

15
16 Councilmember Etten agreed with City Manager Trudgeon that this document in-
17 volved a lot of work for the City Council, and there would be many additional op-
18 portunities for staff to involve the community and/or advisory commissions.
19 Councilmember Etten also recognized that 2015 was half over before this docu-
20 ment was going to be adopted, and therefore, he expressed his support for a final
21 touch on June 8, followed by formal action at the next meeting to move it for-
22 ward. Councilmember Etten also noted that this was a living document and
23 should be flexible enough to allow revisions based on the six month updates – or
24 quarterly if applicable – but would still allow those changes and the process to
25 move forward sooner rather than later.

26
27 Based on his perception of discussions to-date, Mayor Roe stated he considered
28 these strategic priorities as the focus indicated by the City Council for the next
29 few years, in addition to other items that are standard operating or special circum-
30 stance issues.

31
32 Therefore, Mayor Roe opined he didn't see a need at this time to seek agreement
33 from advisory commissions with the Strategic Plan Summary, but instead to make
34 sure they have an opportunity to engage and provide additional suggestions to the
35 mix, with this document serving as a starting point. Based on that general under-
36 standing apparently shared by the body, Mayor Roe suggested coming back to the
37 June 8 meeting to incorporate Councilmember Laliberte's feedback with staff
38 providing this original draft document, and a revised red-lined copy as well incor-
39 porating tonight's discussion; with final adoption slated for adoption on June 15.

40
41 Mayor Roe further clarified that future joint meetings of advisory commissions
42 and through their feedback to staff liaisons, they would be plugged into the pro-
43 cess, starting with the first joint meeting with the HRA, and provide additional in-
44 put to the revised strategic initiatives. However, Mayor Roe supported going
45 ahead with further discussion on June 8 and adoption on June 15.

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Councilmember Willmus agreed with Mayor Roe's proposal, recognizing that the City Council was under the time constraints due to their own doing. While valuing the opinions and thoughts by advisory commissions on the issues, whether he agreed with them or not, Councilmember Willmus suggested beginning the process by June 15.

Councilmember McGehee agreed with Councilmember Etten and Mayor Roe that this was a living document, but it was important to get it going. Toward those efforts, Councilmember McGehee noted that this discussion was available to Councilmember Laliberte via various means and providing her with the ability to respond to the discussion for the benefit of the City Council and staff, not delaying the process any further.

Mayor Roe thanked staff for their participation throughout this process and for their presentations tonight, expressing appreciation from the City Council for this team effort between the body and staff.

Mayor Roe opened the meeting for public comment at this time for those in attendance at tonight's meeting.

Public Comment**Lisa McCormick, Wheeler Street**

Ms. McCormick apologized for her comments at the last meeting if she had come across as being harsh with the City Council, stating that was not her intent. Ms. McCormick opined that the City Council and her neighborhood were closer in their thinking than being farther apart. Ms. McCormick noted her frustration was in part with the process. Ms. McCormick stated that, seeing this report was a good example of that frustration.

Ms. McCormick stated her initial excitement about this Retreat and what the City Council might come up with for their community priorities moving forward. Ms. McCormick stated she was further heartened when attending the Retreat and hearing the City Council's earnestness in engaging the community, and therefore, she was eager for those results. Ms. McCormick, in watching the Retreat afterwards and reading the meeting notes and hearing City Manager Trudgeon's summary in his closing comments, stated that she found them moving, in addition to Councilmember Laliberte's comments about community building community and working together in partnership. In that way, Ms. McCormick noted she had first heard about customer intimacy; and clarified that she did not view herself as a customer, but wanted to feel she offered a contribution and wanted to participate in her community.

However, in reading this report, Ms. McCormick noted her concerns, since she had paid attention to the other aspects, and the results portrayed by staff. Initially, Ms. McCormick stated she thought this was a mistake, especially when the sum-

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1 mary says staff's desire is to move toward operational excellence, which she
2 found in direct conflict with her notes and recollection. Ms. McCormick opined
3 that clearly the move was for staff and the City Council to move toward customer
4 intimacy, not operational excellence, as was being portrayed in this report. Based
5 on the ranking in Mr. Rapp's report, and in her watching the video again to make
6 sure his summary was accurate, Ms. McCormick noted his verbal summary was
7 for the City to move toward a culture of collaboration and customer intimacy,
8 with no one contradicting him then, and obviously therefore, not in error.

9
10 Ms. McCormick noted her frustration stemmed from residents attending and lis-
11 tening because they cared, and then even though things may be delayed, when
12 they come out, such as this report, they are in direct opposition to what was heard
13 previously. Ms. McCormick expressed appreciation for the City Council's will-
14 ingness to make public information available, and thanked City Manager Trudg-
15 eon for his commitment toward those efforts and the City Council for their efforts
16 towards transparency. However, Ms. McCormick questioned if everyone was ac-
17 tually on the same page in this matter.

18
19 In his review tonight of the summary report, Mayor Roe concurred with Ms.
20 McCormick that it appeared incorrect.

21
22 City Manager Trudgeon apologized and advised he would check it out.

23
24 If it is in error, Ms. McCormick questioned how the results affected the credibility
25 of the report.

26
27 Mayor Roe expressed his hope that by fixing it, it would serve to establish that
28 credibility.

29
30 **Diane Hilgren (SP?), Bayview Drive**

31 Ms. Hilgren agreed that she was a citizen, not a customer, and having reviewed
32 the meeting notes from the Retreat, expressed her trouble in being called a cus-
33 tomer.

34
35 Along with the efforts of the CEC and HRC, Ms. Hilgren noted that everyone was
36 trying to change culture, and it could often take a long time. In the City Council
37 using verbiage to describe things, Ms. Hilgren opined that it often came across
38 that residents were customers and the City was a business, which she did not find
39 true. Ms. Hilgren opined that the City was an entity, and the CEC was trying to
40 be a proponent of having people look at becoming better and more involved citi-
41 zens, even though the road may be bumpy and some things difficult to achieve.

42
43 Ms. Hilgren encouraged the City Council to give this more time, and send this
44 document to its advisory commissions and the public, since their input also had
45 value. Ms. Hilgren opined that this was an amazing document, and she gave cred-

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1 it to the City Council for producing it, but also noted it may have many unfore-
2 seen consequences and needed the extra time. Ms. Hilgren questioned if one
3 more month would seriously impeded the document, while noting it would pro-
4 vide advisory commissions and citizens time for review, comment, and grant
5 them validity in providing that input.
6

7 Ms. Hilgren opined that taking the extra time was worth it, and expressed her en-
8 thusiastic interest in moving forward with this culture change. However, Ms.
9 Hilgren underscored that she was a citizen and found it offensive to be called a
10 customer.
11

Gary Grefenberg, 91 Mid Oaks Lane

12 Mr. Grefenberg stated he was speaking personally, but basing his comments on
13 his six years in developing civic engagement in the community. Mr. Grefenberg
14 stated dialogue needed to begin, and opined that instead of continuing to have
15 staff involved the next meeting to discuss this should include advisory commis-
16 sions. Mr. Grefenberg further opined that no staff, with the exception of Mr. Bi-
17 lotta understood the goal and perpetuated the “top down” approach to these priori-
18 ties through their proposed strategic initiatives. Mr. Grefenberg stated he too was
19 offended to be called a customer, opining that the City Council was not a Board of
20 Directors for a business; and had no desire for them to be intimate with him, but
21 wanted instead their respect and to provide him with an opportunity to participate.
22 Since the CEC was set up by the City Council for just this purpose, Mr. Grefen-
23 berg opined it seemed an end-run to adopt the strategic plan without receiving any
24 input from them.
25
26

27 Mr. Grefenberg asked two specific questions: 1) A description of what was actu-
28 ally meant in establishing a community-oriented outreach program; and 2) How
29 will this strategic plan be used and how flexible will it be?
30

31 Mayor Roe responded, as previously noted in staff’s presentation earlier in this
32 meeting, there remained a lot to flesh out in the plan at this point, and the City
33 Council still needed to figure out what that was going to be. Mayor Roe clarified
34 that the involvement of the CEC would play a key role in the future in figuring
35 that out.
36

37 Mr. Grefenberg responded that staff concentrated or focused on in-reach versus
38 outreach, opining that this caused him to see the old culture based only on those
39 staff-identified strategic initiatives versus the actual work of advisory commis-
40 sions. Since no one as yet was aware of this 2016-2018 strategic plan, Mr. Gre-
41 fenberg questioned why communication efforts could not be undertaken to pro-
42 mote that understanding before adoption.
43

44 Regarding how flexible this document would be and how it would be used, Mr.
45 Grefenberg opined that it was very disrespectful of the City Council to take action

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without first talking to the CEC, noting the commissions and general public were part of the process, not only staff.

Using Councilmember McGehee's recent issue related to garbage collection, in order to come up with ways to engage the community from the ground up versus from the top down, Mr. Grefenberg opined that the community outreach aspect needed more fleshing out and determine what was meant. Mr. Grefenberg expressed his unwillingness to be part of a commission that came in after the fact and rubber stamped what staff had put together. While it was within the City Council's authority to proceed, Mr. Grefenberg encouraged them to not only talk the talk but walk the path of civic engagement and seek more input from commissions and the public. Mr. Grefenberg further opined that another format was needed beyond that provided by this type of public comment opportunity. Mr. Grefenberg suggested that the City Council meet with advisory commissions as they had already done with staff 3-4 times; and asked that the Mayor and City Manager meet with the CEC rather than have the staff liaison to the CEC serve in that role, since he hadn't been present for any of these discussions.

Sharon Sanders, S McCarron's Blvd.

Ms. Sanders also noted her status as a citizen not a customer; and agreed with previous speakers and Councilmember Willmus on the need to push the time back and seek public feedback as well as have six month reviews moving forward.

Ms. Sanders noted her attendance at the Planning Retreat and hearing the City Council and staff state their desire for community engagement. However, Ms. Sanders opined there appeared to be confusion city-wide about the definition of civic and community engagement. Ms. Sanders advised that she had joined the CEC because she wanted to help, and thought at least they would be reviewing this strategic plan. Ms. Sanders asked for that time to allow the CEC to review the plan and offer their suggestions before adoption. Since the draft notes are public, Ms. Sanders agreed with the suggestion of Mr. Grefenberg, that citizens be given time to become aware of the discussions and in the interest of community engagement, see what feedback was forthcoming toward that cultural change.

Donna Spencer, 2267 Laurie Road

As a recent, three-year resident of Roseville, formerly living in St. Paul and Minneapolis, Ms. Spencer admitted she had not read this report in full yet, but sought the opportunity to do so. In agreement with previous speakers, Ms. Spencer opined it would be ideal to provide the CEC and Task Forces serving under the commission to review this document and provide their feedback and comments, further opining that there was already work underway in those groups that could serve to improve the document.

Ms. Spencer also agreed with the sentiment for giving the public a chance to review the strategic plan and have advisory commissions meet with the City Coun-

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1 cil as they had provided for staff to do. Ms. Spencer opined that the CEC's
2 Neighborhood Engagement Task Force would have relevant comments for this
3 document, specifically related to civic engagement and ideas for strategic initia-
4 tives, since the task force would not be concluded until mid-summer.
5

6 In response to concerns raised about being considered customers versus citizens,
7 Mayor Roe assured that this term had come up as part of Mr. Rapp's work involv-
8 ing a goal of becoming "customer intimate," and the City Council certainly didn't
9 think of its citizens as customers. Mayor Roe clarified that the point was to make
10 sure the organization was paying attention to those participation in what was hap-
11 pening and being provided an opportunity for feedback to that process, not only
12 upfront, but also afterwards, to ensure things were continuing to improve.
13

14 Mayor Roe clarified that the process had always involved advisory commissions
15 participate as well as seeking public involvement. Mayor Roe further clarified
16 that the five strategic priorities and KOI's were mostly the City Council's part in
17 the process and intended to reflect what the City Council had already heard from
18 its constituents through the election processes, the *Imagine Roseville 2025* com-
19 munity visioning process, and ongoing and constant contact with residents; and
20 was certainly intended to be reflective of the community. Mayor Roe noted that
21 the feedback from the public would serve to support whether or not the City
22 Council heard those five community priorities correctly, while recognizing they
23 were not all-inclusive; and the KOI's, when adopted, would provide direction in
24 achieving those priorities, and further feedback and adjustments would be ongo-
25 ing.
26

27 Mayor Roe reiterated that this was a living document, and agreed that, now that
28 the draft plan had been established, the idea of a Town Hall meeting made sense
29 going forward with the process. Mayor Roe noted that part of the role for the
30 CEC would be to provide that type of feedback, and therefore, opined that the
31 process was in good shape from his perspective.
32

33 Mayor Roe thanked the public for the corrections brought to the City Council's
34 attention as well, and expressed appreciation for the community support and
35 hoped it would be reflected in the feedback received going forward.
36

37 Mayor Roe encouraged this draft plan get to residents by whatever means were
38 available; and also encouraged public participation at the June 8 and June 15
39 meetings. At that time, if the City Council determined more time was needed, or
40 if it was found that the five strategic priorities were inaccurate, Mayor Roe ad-
41 vised additional time would be taken. If the five priorities were deemed accurate
42 by the community, Mayor Roe then noted that the KOI's could be fixed and/or
43 adjusted with the targets and strategic initiatives.
44

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1 From her perspective, Councilmember McGehee stated it was her understanding
2 of the process was that the City Council set up the strategic priorities and then
3 handed them off to staff, and now the next phase was to get feedback from the
4 public, providing an entirely additional column. Councilmember McGehee fur-
5 ther clarified that staff's involvement was not to change the City Council's five
6 priorities, but to look at their role in how they would address those priorities from
7 their perspective, and how they would parse out those details. Councilmember
8 McGehee stated that, now the next role was for the public and advisory commis-
9 sions to state their responses, ideas and feedback for those priorities, continuing
10 the evolution of this living document and allow their voices to be heard.

11
12 Mayor Roe concurred with that synopsis by Councilmember McGehee, agreeing
13 with the ongoing need for input. Mayor Roe noted that the strategic initiatives
14 were simply ideas proposed to achieve those priorities, and would continue to
15 change going forward, reiterating that this is only the first stab with the draft plan.

16
17 If this is ultimately identified as what was needed by the community, as it
18 evolved, Mayor Roe noted this would then go forward. However, Mayor Roe
19 noted that the City Council needed to remain true to the mission they'd estab-
20 lished for themselves, and realize that as a body of five, the majority ruled and
21 they would need to accept those consequences as well.

22
23 Councilmember Willmus expressed his agreement with much of what had been
24 stated by his colleagues. However, Councilmember Willmus also noted the value
25 in having other sets of eyes weigh in and review the draft plan, since it was also
26 their document and their feedback was important.

27
28 Mayor Roe clarified, that from his understanding that was also the consensus of
29 the body.

30
31 Councilmember Etten questioned if more time should be allowed before adopting
32 the document, suggesting additional discussion on June 15, and allowing all advi-
33 sory commissions a review.

34
35 City Manager Trudgeon cautioned that the June 15 meeting already had a full
36 agenda, including time allotted for the joint meeting with the HRA.

37
38 City Manager Trudgeon asked for specific direction from the City Council on
39 how to proceed, and the timing for getting the draft document to advisory com-
40 missions for feedback.

41
42 Councilmember Etten clarified that this was a City Council document, and he had
43 originally pushed to have the Retreat based on his meeting with representatives of
44 the Village of St. Anthony, and their retreat model to go off to a hotel by them-
45 selves with staff and create similar documents, and subsequently publishing them

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1 at a future meeting of the body and allowing for zero public input. Councilmember
2 Etten noted the lack of desire by the Roseville City Council in following that
3 model, and allowing public input. Councilmember Etten noted the question at
4 this point appeared to be how the process would now unfold. Councilmember Et-
5 ten recognized the need for feedback from staff, advisory commissions and the
6 public; and in response to concerns expressed during public comment, noted the
7 first strategic priority listed was “civic engagement,” that should serve to alleviate
8 those concerns, and had been addressed with various ideas during the Retreat it-
9 self.

10
11 Regarding “customer intimacy,” Councilmember Etten noted that this was a term
12 brought up by Mr. Rapp in his framing discussions and desired goals, and clari-
13 fied that the City Council hadn’t spoken that term at all, and certainly were not
14 looking at anyone as a widget or customer; and stated that her personally certainly
15 didn’t feel that way, and it only represented the framing of terms used by Mr.
16 Rapp at the Retreat, and subsequently in his report. Mr. Etten apologized to Ms.
17 Hilgren if this was not clear on his part, and reiterated that this was Mr. Rapp’s
18 framing, and not that of the City Council or their intent.

19
20 Councilmember McGehee agreed on the strategic initiatives proposed, and agreed
21 with the bottom up approach to reorganize and solve problems in SE Roseville.
22 But when it comes to the sustainability of the community and its infrastructure,
23 resting on the City’s finances and CIP, Councilmember McGehee opined that this
24 was part of the local government mission individual Councilmembers were as-
25 signed as elected officials. However, Councilmember McGehee agreed that there
26 was room for many lenses in reviewing whether or not the City Council had been
27 accurate in designating the five strategic priorities for the community, welcomed
28 scrutiny of those priorities going forward and as part of the process. However,
29 Councilmember McGehee opined that the City Council at a minimum needed to
30 approve its own document before having it further critiqued.

31
32 Mayor Roe observed that there appeared to be at least three voices for not seeking
33 advisory commission feedback prior to June 8 or June 15; but indicating participa-
34 tion by those advisory commissions was intended going forward.

35
36 Councilmember Willmus stated his preference for having the CEC, HRC and
37 HRA provide feedback on those areas falling under their roles and providing va-
38 lidity for proposed targets and strategic initiatives.

39
40 Mayor Roe suggested then looking at discussion on June 8 and June 22 to allow
41 for that process and in light of other agenda items.

42
43 City Manager Trudgeon sought further clarification on the actual direction being
44 given to staff from the City Council, opining that he was hearing mixed messages
45 as to involvement at this time by advisory commissions and prior to City Council

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1 adoption of the strategic plan. City Manager Trudgeon noted previous discus-
2 sions for involvement of advisory commissions at some point in the future, but
3 not for adopting the underlying strategic priorities developed by the City Council
4 at their Retreat.

5
6 Mayor Roe clarified that the intent was for involvement of advisory commissions
7 as things proceeded, but focus discussion and approval on the Strategic Priorities
8 and KOI's themselves; and revise the draft document to identify staff's proposed
9 strategic initiatives as "Preliminary Strategic Initiatives." Mayor Roe opined that
10 this should make it easy to receive feedback from anyone on those first two col-
11 umns for Strategic Priorities and Key Outcome Indicators (KOI's).

12
13 Councilmember McGehee suggested that tomorrow, every advisory commission
14 chairperson send a link with this document and any other applicable information
15 provided in tonight's agenda packet, for circulation to their members, but not nec-
16 cessarily for feedback. Councilmember McGehee further suggested providing the
17 information on the City's front page website.

18
19 Mayor Roe concurred; however, corrected the process for disseminating that in-
20 formation to advisory commissions through staff, not by chairpersons; and sug-
21 gested instructions for them to provide their feedback on or before June 8 and an-
22 ticipated adoption by the City Council. Mayor Roe noted this would allow them
23 to determine if they wanted to provide any feedback.

24
25 City Manager Trudgeon opined that a lot of context needed to be given beyond
26 just the document itself; opining that it would lead to discussion at those advisory
27 commission meetings that staff would need to address.

28
29 Mayor Roe opined that the context could be provided.

30
31 City Manager Trudgeon responded that it could be provided with substantial staff
32 time. City Manager Trudgeon apologized for his continued attempts to get clear
33 direction. However, Mr. Trudgeon noted that, while the strategic plan summary
34 was in writing, it still needed some context, and if the intent and direction was for
35 staff to be responsive to advisory commissions, the strategic plan should be an
36 agenda item for their meetings.

37
38 Mayor Roe clarified that the intent was for advisory commissions, just like for
39 any other member of the public, have this information and be given the opportuni-
40 ty as individuals to respond with their feedback, and provided the dates for those
41 opportunities. Mayor Roe further clarified that it was not intended as an advisory
42 commission agenda item, but intended for the awareness of commissions and the
43 opportunities available for their personal feedback.

44

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Councilmember McGehee concurred, opining that she did not think staff should have to spend a lot of time, since the February Retreat meetings were archived and available for advisory commissioners to review, as long as staff provided them with the links to do so. Councilmember McGehee opined that she was not asking staff to provide a summary at each advisory commission meeting.

Mayor Roe directed staff to provide those links to meeting minutes and the Retreat, the same as the public would receive, not as a commission, but as individual commissioners and residents.

Willmus moved to bring this item back to the City Council at the June 22, 2015 meeting, and in the meantime to disseminate via links and applicable electronic documents to advisory commission members or via the City's website. Councilmember Willmus opined this would provide those advisory commissions over a month to provide desired input.

The Chair declared the motion failed for lack of a second.

By consensus, the direction to staff as concluded by Mayor Roe was approved.

16. City Manager Future Agenda Review

City Manager Trudgeon briefly preliminarily reviewed future meeting agendas.

17. Councilmember-Initiated Items for Future Meetings**18. Adjourn**

Etten moved, McGehee seconded, adjournment of the meeting at approximately 9:27 p.m.

Roll Call

Ayes: Willmus, Etten, McGehee and Roe.

Nays: None.

Daniel J. Roe, Mayor

ATTEST:

Patrick J. Trudgeon, City Manager

2015-2017 Strategic Plan Summary Report

June 2015



CRAIGRAPP, LLC

IMPROVING ORGANIZATIONS AND THE PEOPLE WHO LEAD THEM

CRAIGRAPP, LLC

IMPROVING ORGANIZATIONS & THE PEOPLE WHO LEAD THEM

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

Dear Mayor Roe,

I am pleased to present this FY 2015-2017 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,

A handwritten signature in black ink, appearing to read 'Craig R. Rapp', with a stylized, cursive script.

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 2015-2017.

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 2015-17

Strategic Priority	Key Outcome Indicator (KOI)	Target	Strategic Initiatives
Civic Engagement	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
Housing and Redevelopment	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
Effective Governance	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
Organizational Effectiveness	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
Infrastructure Sustainability	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

City Council

	Current state	Desired state
Operational Excellence	29	5
Product/Service Leadership	2	7
Customer Intimacy	6	24
All things to everyone	5	10

Staff

	Current state	Desired state
Operational Excellence	46	4
Product/Service Leadership	2	7
Customer Intimacy	10	31
All things to everyone	12	24

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 **customer intimacy** is the primary value proposition. 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

[illegible]

Pat Trudgeon

From: pz@petezeller.com
Sent: Thursday, May 28, 2015 7:38 AM
To: *RVCouncil
Subject: Strategic Plan comments

To Roseville City Council:

As a citizen of Roseville, I appreciate the work which is going into the strategic plan. As a resident of Southeast Roseville, I am especially happy to see that redevelopment of our area is high on the priority list. It feels like the Southeast section of Roseville is often neglected. The gas station on the corner of Larpenteur and Rice street has been vacant for many years. Trash is strewn about, the weeds are waist high and the building is, quite frankly, an eyesore. There was a shooting death in the apartment two blocks from our home and loud vehicles roam up and down the main streets in this area.

These are just a few examples of problems which deter new, quality residents from moving to this part of Roseville. Hopefully the City can coordinate redevelopment efforts with St. Paul and Maplewood to clean up this section of town.

The intersection of Dale and University is an encouraging example of what can be done when a city decides enough is enough.

Thank you for helping make Roseville better.

Pete Zeller

Pat Trudgeon

From: Christine Welch <christineiverna@gmail.com>
Sent: Tuesday, June 02, 2015 4:32 PM
To: *RVCouncil; Susan Elkins; Vicki Lee; William Masche; Dean Maschka; Dan Wall; Paul Bilotta; Jeanne Kelsey; Pat Trudgeon
Cc: Brian Buck
Subject: Strategic Plan Document/City Council Meeting
Attachments: Strategic Plan_Old Hwy 8 Redevelopment 6-2-15.pdf

In connection with the City Council meeting scheduled for June 8th and the opportunity to provide feedback on the 2016-2018 Strategic Plan document, please see the attached letter regarding the redevelopment opportunity at 3253 and 3261 Old Highway 8.

HRA members – we would appreciate it if one of you could see that Bill Majerus receives a copy of this letter as his email address was not available on the City's website.

Thank you for your consideration.

Christine Welch
3205 Old Highway 8
Roseville, MN 55418

651-336-1690



christineiverna@gmail.com

June 2, 2015

Re: Roseville's 2016-2018 Strategic Plan / Properties at 3253 and 3261 Old Highway 8

Dear Roseville City Council, Staff and Housing Redevelopment Authority,

We have reviewed the draft Strategic Plan and respectfully request that you consider taking both of the following actions as it relates to the redevelopment opportunity on the single family residential properties (zoned high density residential) located at 3253 and 3261 Old Highway 8 (see attachment for map):

- 1) Add redevelopment of these properties to medium density housing as a priority for the Housing Redevelopment Authority ("HRA") in the 2016-2018 Strategic Plan; and
- 2) Initiate a review to consider changing the Zoning and Comprehensive Plan Land Use Designation from High Density Residential ("HDR") to Medium Density Residential ("MDR")

The properties in question (~2.7 acres) are a "classic" redevelopment opportunity as discussed in the HRA meetings on 4/21/15 and 5/19/15 and the surrounding community is generally supportive of redevelopment. However, the neighborhood has serious concerns about the potential for both parcels to independently and privately be developed HDR for numerous reasons, including the following:

- Traffic, Safety, and Access Issues. The properties are adjacent to a unique 5-way intersection that has regular school bus (borders multiple districts), bike, and pedestrian traffic, including kids traveling to the local parks and three St. Anthony schools that are located within a half mile. The intersection is already heavily congested at certain times of day and high density development in the immediate vicinity would have public safety implications.
- Size and Density / Proximity to Single-Family Residential and Townhomes. Permitting 24 units/acre, building height of 65 feet, and 85% surface coverage in the immediate proximity to single family residential housing and 2-story townhomes does not fit the community.
- Wetland and Drainage Issues. The property at 3253 abuts an identified and documented wetland on its eastern border. This property and the townhomes to the south also have shared drainage issues. High density development would negatively impact the wetland, increase storm water runoff, and create flooding/drainage issues for neighboring residents.
- Wildlife Habitat. Portions of the properties are heavily wooded and home to many wildlife species. We recognize that any development would likely have an impact but feel that protecting more "green space" or natural habitat than what would likely occur under high density development is important for the community.
- Noise and Light Pollution. The addition of ~65 units (assuming ~24 units/acre), parking spaces, and lighting could be disruptive to the community. This includes the potential for parking lot lights to be at the same level as bedrooms for the townhomes to the south of 3253. While these issues could be relevant for any development, we believe a planned or medium density development would likely have less impact.

The concerns were well-documented during the 2010 and early 2011 City Council and Planning Commission meetings when the zoning for the parcels was changed from single-family residential/LDR to HDR to align with the Comprehensive Plan. More than 50 residents were involved in efforts to oppose the zoning change to HDR. Please note that the Planning Commission at the time had recommended Medium Density Residential but the City Council ultimately did not take action prior to adopting the new zoning map, citing the long-standing Comprehensive Plan Land Use Designation and "protections" in the new City Code as key factors. The inability to move to a compromise at that time was extremely disappointing given the underlying facts and circumstances, level of civic engagement, and support for MDR from the Planning Commission along with several incoming/outgoing City Council members.

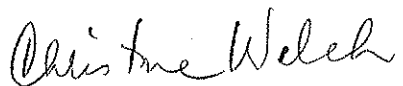
The concerns about high density development remain relevant today. Recent efforts to educate the neighborhood on a potential development project at 3253 Old Highway 8 validated that the overwhelming majority of the residents (more than 150) share the concerns about traffic, safety, environmental impacts, and/or the overall fit of high density development relative to the surrounding community (proximity to 5-way stop, the townhomes to the south, and single-family housing to the north and northeast).

The properties have not been sold (to our knowledge) or developed (yet) so there is still an opportunity for the City of Roseville to help move this to a solution that balances the economic interests of the long-standing property owners (acquired when zoned single family residential) with the broader interests of the community. At a minimum, we believe it's critical that a zoning and land use change to MDR be considered in the near future so that any proposed development at a higher density would be subject to a more thorough review than the standard permit process.

The recommended actions would foster key priorities discussed in the Strategic Plan, including: a.) paving the way for successful redevelopment, b.) addition of medium density housing stock, c.) fostering civic engagement, and d.) demonstrating sensitivity to public safety implications.

Thank you for your consideration of this request.

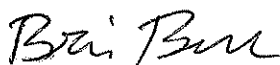
Old Highway 8 Neighborhood Group Core Committee



Christine Welch
3205 Old Highway 8, Roseville
651-336-1690



Mike and Susan McCloskey
2525 County Rd C2, Roseville
651-638-3993



Brian Buck
3609 33rd Ave NE, St. Anthony
651-587-2912

Site Map



DISCLAIMER: This map is neither a legally recorded map nor a survey and is not intended to be used as one. This map is a compilation of records, information and data located in various city, county, state and federal offices and other sources regarding the area shown, and is to be used for reference purposes only.

SOURCES: City of Roseville and Ramsey County, The Lawrence Group; August 2, 2010 for City of Roseville data and Ramsey County property records data, August 2010 for commercial and residential data, April 2009

Pat Trudgeon

From: noreply@civicplus.com
Sent: Wednesday, June 03, 2015 11:04 AM
To: *RVCouncil; Kari Collins; Pat Trudgeon
Subject: Online Form Submittal: Contact City Council

If you are having problems viewing this HTML email, click to view a [Text version](#).

Contact City Council

Please complete this online form and submit.

Subject*

priorities planning

Contact Information

Name: *

roger hess jr

Address: *

1911 rice street

City:

Roseville

State:

MN

Zip:

55113

This form goes to the Mayor, all Councilmembers and certain City Staff. Due to the volume of emails submitted, a personal reply is not always possible.

How would you prefer to be contacted? Remember to fill in the corresponding contact information.

☐ Phone

☐ Email

☐ Letter

☒ No Reply Necessary

Email Address:

rogerhessjr@aol.com

Phone Number:

651-270-6910

Please Share Your Comment, Question or Concern*

councilmember, thoughts on the priority process: 1) develop a comprehensive plan concerning building/space needs of the city. stop doing piecemeal construction. for example, the recent construction of the fire station and the new parks buildings could have also including space for other departments - you could have placed the license center in the fire station or the parks building at lexington and city rd B. before doing any other construction see if one project could solve the needs of more than one department. think outside of the box - if you build a license center, you could also provide space for the roseville visitor's association, and instead of them paying rent to a building owner, they could be paying rent to the city, and be placed in an area where

people would actually notice them, rather than hidden in an office tower. why not extend city hall to the east and place the license/passport center there, along with the visitors association, and any other office space needs the city has. there is plenty of room there, even for more parking, though i never see the east side of the parking lot full. 2) community center - this has been talked about for years, but you have never actually tried to find out what the citizens would want in a community center. set up a citizen's task force to explore this topic and then decide if something needs to move forward or not. maybe some of the desires of residents could be met with current facilities, or with a very small new facility. 3) start thinking outside of the box - it always seems like "business as usual" with the council and staff - i never see any imagination to figure out new ways to provide current services. e.g. could ramsey county handle the administration of the police dept. for a lower cost, but the same or better service, through economies of scale, the same if st. paul took over our water system? why can't the fire dept. answer 911 calls so the city doesn't need to send hundreds of thousands of dollars to ramsey county each year? 4) sit down with the police dept. administration and infuse community standards into the broad guidelines under which the department operates. the council should also be involved in the priority decisions of the police dept. right now it seems like traffic control is a much higher priority than the patrolling of neighborhoods. i understand that the police dept. makes a lot of money off of forfeited vehicles but should their priority really be generating cash or preventing crime? is stopping someone for a broken taillight really more important than possibly stopping a home burglary? the police department is one of the most expensive departments, yet you give it the least amount of oversight! many city councils develop guidelines in coordination with their police administration. a few years ago the fridley city council banned their police dept. from engaging in high speed chases. if roseville had such a ban, one of our squads would not have killed an innocent bystander a few years ago. back in the 1970's a roseville police sergeant said there was no reason to engage in high speed chases because no one could out run a radio - i assume 40 years later our squads have even better methods of communication. 5) create a task force that would develop strategies for departments and commissions to seek donations, grants, and sponsorships. i'm sure there are citizens with expertise in this area who would be a great help to parks and rec, human rights commission, etc. when they are looking for money. this task force could create a handbook that would be invaluable to the city. 6) figure out a way to remind yourselves and city staff that the "city of roseville" is not a separate entity by itself. the "city of roseville" is an extension of its residents. it is how landowners have pooled their resources in order to get things done collectively rather than individually. sure, i could do as my great grandfather did and build a road myself, but it works better if a bunch of us get together and build the road. sometimes it seems like the council and staff consider the citizens to be a nuisance rather than remembering that the residents are the reason this city exists. thanks for listening! roger roger hess jr

Unless restricted by law, all correspondence to and from Roseville City government offices, including information submitted through electronic forms such as this one, may be public data subject to the Minnesota Data Practices Act and/or may be disclosed to third parties.

The following form was submitted via your website: Contact City Council

Please complete this online form and submit.

:

Subject: priorities planning

Contact Information:

Name: roger hess jr

Address: 1911 rice street

City: Roseville

State: : MN

Zip: 55113

This form goes to the Mayor, all Councilmembers and certain City Staff. Due to the volume of emails submitted, a personal reply is not always possible.:

How would you prefer to be contacted? Remember to fill in the corresponding contact information.: No Reply Necessary

Email Address: rogerhessjr@aol.com

Phone Number: 651-270-6910

Please Share Your Comment, Question or Concern: councilmember,

thoughts on the priority process:

1) develop a comprehensive plan concerning building/space needs of the city. stop doing piecemeal construction. for example, the recent construction of the fire station and the new parks buildings could have also including space for other departments - you could have placed the license center in the fire station or the parks building at lexington and cty rd B. before doing any other construction see if one project could solve the needs of more than one department. think outside of the box - if you build a license center, you could also provide space for the roseville visitor's association, and instead of them paying rent to a building owner, they could be paying rent to the city, and be placed in an area where people would actually notice them, rather than hidden in an office tower.

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facilities, or with a very small new facility.

3) start thinking outside of the box - it always seems like "business as usual" with the council and staff - i never see any imagination to figure out new ways to provide current services. e.g. could ramsey county handle the administration of the police dept. for a lower cost, but the same or better service, through economies of scale, the same if st. paul took over our water system? why can't the fire dept. answer 911 calls so the city doesn't need to send hundreds of thousands of dollars to ramsey county each year?

4) sit down with the police dept. administration and infuse community standards into the broad guidelines under which the department operates. the council should also be involved in the priority decisions of the police dept. right now it seems like traffic control is a much higher priority than the patrolling of neighborhoods. i understand that the police dept. makes a lot of money off of forfeited vehicles but should their priority really be generating cash or preventing crime? is stopping someone for a broken taillight really more important than possibly stopping a home burglary?

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thanks for listening!

roger

roger hess jr

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Additional Information:

Form Submitted on: 6/3/2015 11:03:53 AM

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Referrer Page: <http://www.cityofroseville.com/FormCenter/Administration-5-5/Contact-City-Council-52-52>
Form Address: <http://www.cityofroseville.com/FormCenter/Administration-5/Contact-City-Council-52>

Pat Trudgeon

From: Scot Becker <sbecker@scotbecker.com>
Sent: Monday, June 08, 2015 9:43 AM
To: *RVCouncil
Subject: Public Comment - Draft Policy Priority Planning Document

Dear Mr. Mayor and Members of the Council:

Thank you for providing the opportunity for public comment on the draft policy priority planning document. I regret that I am unable to attend tonight's meeting due to a family commitment, but please consider this to be my "public comment" on the matter and feel free to include this in the minutes/packet as per policy/precedent/your desire. As a final note to this preamble, please note that I offer my comments below as a citizen of Roseville and not as any sort of spokesperson for the Community Engagement Commission, which has yet to have any significant group discussion on the draft document.

I want to start by saying that I am delighted to find Civic Engagement to be among the five selected strategic priorities. In my view, it underscores the importance you place on civic and community engagement and demonstrates follow-through on the commitment this council made to civic and community engagement upon the formation of the Community Engagement Commission.

As I had indicated previously, I have reservations with many of the specifics of this document, which I will touch upon again in the text that follows. However, upon further reflection, I think my concern is more fundamentally rooted in the implied hierarchy, reading left-to-right, of "Strategic Priority", "Key Outcome Indicator", "Target", and "Strategic Initiative".

It is with this in mind that I recommend that at this time the council take action only on the "Strategic Priority" column of this document and further refine the rest (specific initiatives, indicators, and targets) at a later date.

In my view, a Strategic Priority (what you want to achieve) should drive strategic initiatives (how you intend to achieve it) and then, and only then, can you competently define how you intend to measure success (e.g. via defining "Key Outcome Indicator" and "Target").

Perhaps this left-to-right ordering was entirely arbitrary and I'm reading too much into the implied hierarchy, but I'm skeptical when I see things such as Civic Engagement being measured by "Community Satisfaction" with a success target of "90% satisfied w/ city services". I've no issues with my sewer, I think that my road is

plowed in a timely fashion, and I have found that the police are responding to my needs. Am I engaged? Assuming the author(s) didn't intend "90% satisfied with civic engagement efforts", this is clearly a measure of operational effectiveness or something similar. To be clear, my concern here isn't the use of a survey as a measurement tool, but rather the specifics of how that tool will be used to measure the outcome.

Also, speaking as someone who forms metrics like this for much of his livelihood, I find the definitions lacking. An "Increase volunteer opportunities by 5%" is not a measure of (volunteer) engagement. It's a measure of how many volunteer opportunities can be created by the volunteer coordinator. A better measure is the number of volunteer opportunities that have actually been filled. And an even better measure is the number of volunteer opportunities that have actually been filled by different people. That, to me, better shows engagement in the community (via volunteering).

As a final example, I find it helpful to think about civic engagement separately from community engagement but such concepts appear muddled in this list. Civic engagement, in my mind, is more focused on the mechanics of the administration of government itself. So I'm curious why I then see measures of *civic* transparency included elsewhere while more *community* engagement efforts, which is how I read "Establish Community-oriented Outreach Program", is included under "civic engagement" – as is, for that matter, "Volunteer opportunities" which I also view to be community, rather than civic, engagement.

I recognize that this is a draft, but it lacks a certain level of completeness, in my view. Having participated in similar "visioning" sessions at multiple points in my professional career, I am fully aware of the genesis of such ideas via 30-minutes of brainstorming by subgroups recorded on hastily written post-it notes. This document appears to be little more than a transcription of the brainstorming activities and needs to be further refined before it can become actionable. It is certainly a decent start, but when one wants to establish policy it needs to be further vetted and detailed, and in my opinion this has clearly not been done, or at least not documented enough for the council to take action on as is.

I am not trying to be pedantic with my criticisms of the measures. The fundamental limitation of adopting key operating indicators is that you "*get what you measure*" and thus completely and thoughtfully defining those indicators is of utmost importance. You need to ensure you are *measuring what you want*. Further, you will typically want to define "counter-balancing" metrics to make sure that while optimizing a given set of programs and processes to meet specific measurement criteria is not done to the adverse effect of some other program or process that is equally important.

I had hoped that this document would be one additional campaign within a broader vision for engaging Roseville residents with other initiatives including the work of the Community Engagement Commission, the volunteer coordinator, the police department, other department projects, other city manager priorities, and, last but certainly not least, other emerging council priorities.

However, based on the discussion at the previous council meeting, I am somewhat concerned that once adopted this list will be the defacto and/or exclusive focus for the council when it comes to civic engagement over the next 2-3 years.

As you know, the council has reviewed (and subsequently added to) a handful of priority projects for the Community Engagement Commission; where do they fall into this list? Neighborhood associations or zoning notification, both being worked on by task forces as I type this, are not obviously represented in this list. Neither is the creation of learning events (one of which is in the works, incidentally, that may include outreach to under-represented groups), the civic engagement module, or ongoing input into the revised Roseville U. I would think that efforts currently underway deserve some mention and at this point I'm not even certain that even the staff liaison to the Community Engagement Commission was consulted about the Commission's activities during the formation of this list.

How will other Community Engagement Commission recommendations be received by the council should this list be adopted as written? Will any new idea be put "on hold" until 2017 and/or face a tougher criteria for council adoption prior to 2017?

Finally, I can't help but wonder who is driving this document – council or staff. Looking only at the civic engagement priority, it appears to define initiatives already underway. We have an established survey process ("Community satisfaction"), we have an active volunteer coordinator ("Volunteer opportunities"), and the Chief of Police, in my view, is making extraordinary inroads in his department's community outreach ("Engage three new segments of community"). Are we measuring the successful completion of in-flight initiatives or are we trying to drive further (culture) change? I'm hoping for the latter.

(Hopefully constructive) criticisms aside, I remain hopeful that this will bear real fruit, especially as it pertains to increasing (real) civic and community engagement of underrepresented groups. I hope that the Community Engagement Commission can take an active role in forming the strategic initiatives, key outcome indicators, and targets for the Civic Engagement Strategic Priority.

I appreciate your time and consideration.

Sincerely,

Scot Becker

1301 Willow Circle

a. Discuss Draft Policy Priority Planning Document

Due to time constraints, Mayor Roe opened this item up for public comment of those in tonight's audience wishing to address it.

Public Comment

Gary Grefenberg, 91 Mid Oaks Lane

Mr. Grefenberg referenced an e-mail from Scot Becker dated June 8, 2015 and asked that the City Council carefully review and consider it.

Speaking for himself, Mr. Grefenberg expressed concern that the City Council established the Community Engagement Commission (CEC), and had reviewed their priorities in December and added to their charge, but now was moving toward the strategic initiatives developed by staff rather than allowing the CEC to have time to review and comment on the priorities outlined by the City Council in their strategic planning exercise. Mr. Grefenberg questioned who and what was driving this document, the City Council or their staff.

Mr. Grefenberg stated that community outreach was not the same as civic engagement, but a part that follows it.

If the City Council was not interested in the CEC's participation and assistance, Mr. Grefenberg strongly urged them to stop wasting time if they had no intention of listening to the CEC, creating a situation where civic engagement meant nothing. Mr. Grefenberg asked that, if that was the case, the City Council stop using the term "civic engagement" as an empty means to show how progressive or transparent they were.

Sherry Sanders, 363 South McCarrons Blvd.

"Amen!"

Rita Mix, 3207, Old Highway 8, St. Anthony Village

Ms. Mix referenced a letter sent to the City Council earlier this week from the Old Highway 8 neighborhood and their association being established. Ms. Mix highlighted issues brought forward in that letter, and goals to involve the HRA and City Council to include their subject properties in their strategic plans going forward. Ms. Mix advised that she had made a similar presentation to the HRA at a previous meeting, and they seemed interested in this property as a potential development project.

Ms. Mix noted the controversy surrounding this property for some time, and previous proposals that would have been detrimental to the properties and adjacent townhomes, but would have been allowed under past and current code. Ms. Mix advised it was the neighborhood association's intent to prevent such occurrences in the future; and thus were requesting that it be placed within the parameters of the strategic plan. Ms. Mix asked that part of that consideration be reducing density on the two available properties, initially designated single-family land use; and both

having abatement issues. Ms. Mix noted most developers have approached the properties seeking to develop them with as much density as possible, negatively impacting adjacent properties and wetland areas, creating flowing hazards as well as additional traffic for this already-congested five-corner intersection. Ms. Mix opined it would be much better for the neighborhood if the density was reduced to MDR, and if any higher density was considered the community and neighborhood be involved in any future plan or use of those two parcels.

Brian Buck, 3609 33rd Avenue N.E., St. Anthony Village

Ms. Buck concurred with the comments of Ms. Mix and asked that the City consider the written comments referenced. As the owner of a home near the five-intersection triangle, Mr. Buck noted the importance to him in future strategic plans of the HRA and City Council and future use of these parcels. Mr. Buck opined this was a broader community issue, not just one affecting the neighborhood, and those concerns remained relevant and had been frequently reinforced over the years as high density development proposals had come forward and fortunately failed for one reason or another.

Motion to Extend Curfew

At approximately 10:03 p.m., Laliberte moved, Etten seconded extending the meeting curfew to address any public comment from those present related to the Draft Policy Priority Planning Document (Item 15.a); and the additional Item 15.c relating to including budget information in the next edition of the City newsletter.

Roll Call

Ayes: Willmus, Etten, McGehee, Laliberte and Roe.

Nays: None.

Lisa McCormick

Ms. McCormick noted that during her last public comment on this PPP issue, she had identified a mistake on the value proposition and wondered how that translated throughout the document. Ms. McCormick expressed her concern that the strategic initiatives developed by staff don't accurately reflect what she observed during attendance at or viewing tapes of the Retreat or through reading through City Council objectives at that time.

As an example, Ms. McCormick referenced page 8 of the document (concepts) and concerns raised that it lacked definition and was not cohesive or consistent in the understanding of terms. Ms. McCormick opined that she had actually heard more about engagement at that point when listening to the meeting, whether community or civic, and suggested that it had been the facilitator that had actually coined it more governance than culture.

In comparing that with the highest priorities identified in Appendix 5 for the SWOT analysis, Ms. McCormick opined that a majority of those were not included in strategic initiatives. Ms. McCormick stated that she had expected consistency for staff and City Council priorities; and wondered if that lack of definition was the

intent or City Council vision but not accurately carried through in the initiatives. Ms. McCormick opined that with culture, where was the accountability, and it should have been addressed since it goes to the heart of the matter alluded to in a lot of the initiatives.

Ms. McCormick also sought more cost analysis performed, as addressed in LMC models, since she saw the City Council as fiscal, social capital and environmental stewards of taxpayer resources. Since the City Council apparently based their priorities on public input, community surveys, the Imagine Roseville 2025 community visioning, and other documents, Ms. McCormick referenced the ongoing comments during the 2015 budget process from taxpayers talking about the strain of taxes, and potential of being taxed out of their homes. Ms. McCormick noted the information provided by Finance Director Miller in his presentations and identifying that the reinvestment period for Roseville would involve the next decade. Ms. McCormick opined that was a missing piece in the strategic planning process; further opining that there were many better initiatives than those staff had developed. As elected leaders of the community, Ms. McCormick opined something more was needed to spur everyone to be better. As an extension of Roseville resident, Ms. McCormick opined that the City Council and staff needed to represent and listen to its constituents in their stewardship role.

Ms. McCormick stated she wanted the City to be the best they could be; and while appreciating the process, thought things had gone aright; even though when observing the City Council interaction during the Retreat, found the most inspiration at the final summation and statements on the desire to be great across the board and build community with community.