



COMMITTEE OF THE WHOLE AGENDA
April 02, 2012 - 5:30 PM
City Hall Council Chambers

Committee of the Whole Meeting

1. Strategic Planning Discussion _____

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Mayor and Council Communication

April 02, 2012

Page 1 of 2

SUBJECT: Strategic Planning Discussion

RECOMMENDATION: The Mayor and City Council will meet in a Special Committee of the Whole session to review a *Draft Strategic Plan Framework* (hereafter the *Framework*) that captures short-, mid-, and long-range planning goals discussed by the Mayor & City Council at previous City Council Retreat Sessions in January and March 2012.

BACKGROUND / KEY POINTS: The Mayor & City Council previously held City Council Retreat Sessions on the following dates:

- City Council Retreat Session #1: January 20-21, 2012
- City Council Retreat Session #2: March 20, 2012

City Council Retreat Session #3 will focus on framing a potential future strategic planning process. The Mayor and City Council will be asked to review the attached *Framework*, which consists of preliminary short-, mid-, and long-range planning goals discussed by the Mayor and City Council in January and March 2012. The *Framework* is not a strategic plan or “end” document, but rather a starting point for future planning discussions among the Mayor & City Council, staff, and the Community. It should be noted that several of the strategies and objectives identified earlier this year and listed in the matrix are underway, soon to be underway, or currently under consideration for later discussion and action.

After the Mayor & City Council review the topics contained in the matrix on Monday evening, staff requests direction on the following “Next Step” questions:

“Next Step” Questions:

- What is the appropriate timing of a future strategic planning process for the City of Moorhead?
- If the Mayor & City Council elect to move forward with a strategic planning process, should an outside facilitator be used? If not, who should lead the planning process?
- Would the future strategic planning process be a City Council-directed effort, or a broader Community-directed effort with City Council participation?
 - What is the role of citizen participation in a City Council-directed process? In a Community-directed process?
- What is the “finish line” or outcome for this preliminary planning exercise?
- Further discussion and direction on the proposed April 30th Town Hall meeting

FINANCIAL CONSIDERATIONS: The *Draft Strategic Plan Framework* has been developed internally by the City Manager and City Clerk. Should the Mayor & City Council elect to move forward with a facilitated strategic planning process, proposals would be solicited and considered by the elected body in the future.

VOTING REQUIREMENTS: Not Applicable

Disclaimer: Voting requirements may be subject to changes in the law, parliamentary procedural matters, or other unforeseen issues. The City Attorney provides opinion on questions of voting requirements in accordance with the Moorhead City Code, Minnesota State Statutes, and parliamentary procedure.

Respectfully Submitted:



Michael J. Redlinger
City Manager

Department: City Manager
Prepared by: Michael Redlinger, City Manager
Attachments: *Draft Strategic Plan Framework*

Draft Strategic Plan Framework

Mayor & City Council Retreat – Session #3

Revised: 3/30/12

| STRATEGIC GOAL / OBJECTIVE | Strategies | Resources | Department |
|--|--|--|---|
| <p>GOAL 1: Improve the City of Moorhead customer service experience for residents, prospective residents, business owners, and the development community.</p> | <ol style="list-style-type: none"> 1. Development Team Training Program with Flint Communications and City Manager 2. “City University” Training Program for all City employees <ol style="list-style-type: none"> a. Moorhead Public Service inclusion 3. Written evaluation and accountability standards for all City employees <ol style="list-style-type: none"> a. Benchmarks b. Dashboards 4. Deploy a citizen survey instrument (e.g. NCS) 5. Foster a culture of care, consideration, and partnership with all sectors <ol style="list-style-type: none"> a. City Manager brown bag seminars/workshops 6. Invest in technology infrastructure to allow for easier citizen business transactions | <p><i>Leads:</i> City Manager & Human Resources Director</p> <p><i>Project Principals:</i> Community Services Director & City Engineer</p> <p>Staff time</p> <p>Modest training budget expenditures</p> <p>Future website redesign cost</p> <p>National Citizen Survey</p> | <p>All Departments</p> <p>Moorhead Public Service</p> |

| STRATEGIC GOAL / OBJECTIVE | Strategies | Resources | Department |
|--|--|---|---|
| <p>AL 2: Promote the long-term, sustainable growth and development of City of Moorhead’s residential, commercial, industrial, and educational sectors. Foster a healthy, positive Moorhead environment.</p> | <ol style="list-style-type: none"> 1. Enhance business outreach efforts through regular, dedicated staff visits and informal discussions 2. Evaluate EDA business outreach contractor to ensure City objectives are being achieved 3. Create regular venues for positive, trust-building interactions with the development community <ol style="list-style-type: none"> a. Annual Builder Summit b. Quarterly coffee meetings / status updates c. FM Realtors 4. Implement HBA infrastructure recommendations 5. Continue strong City-State partnership to protect and enhance Border Cities program 6. Continue City-K-12 marketing partnerships and activities | <p><i>Lead:</i> Community Services Department</p> <p>Staff time</p> <p>Website redesign fees estimated at approximately \$90,000 - \$125,000</p> <p>Additional marketing, advertising, and neighborhood study funds</p> | <p>Community Services Department</p> <p>Development Services Division</p> <p>Neighborhood Services Division</p> <p>Parks & Recreation Division</p> <p>Information Technology Division</p> |

| STRATEGIC GOAL / OBJECTIVE | Strategies | Resources | Department |
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| <p>GOAL 2: (continued)</p> | <p>7. Invest in future neighborhood studies and programs</p> <p>8. Commit to regular updates of the Marketing & Communications Plan</p> <ul style="list-style-type: none"> a. Customer service programs b. Investing in City performance culture <p>9. Streamline development process</p> <p>10. Comprehensive City website update</p> <p>11. Promote Moorhead identity, uniqueness, and attributes that set Moorhead apart from other metropolitan communities</p> <p>12. Invite new business owners to City Council meetings and provide them with a “Key to the City”</p> | | |

| STRATEGIC GOAL / OBJECTIVE | Strategies | Resources | Department |
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| <p>STRATEGIC GOAL 3: Maintain and invest in the infrastructure, public assets, and appearance of the City of Moorhead.</p> | <ol style="list-style-type: none"> 1. Increase ROW maintenance activities <ol style="list-style-type: none"> a. Potholes and sealcoating b. Plantings c. Business partnerships to enhance beautifications 2. Restore and invest in preventative street maintenance 3. Maintain and enhance welcome signage and key corridors 4. Improve downtown appearance and welcoming issues 5. Evaluate enhancements to the Rental Registration program 6. Evaluate enhancements to the property maintenance code <ol style="list-style-type: none"> a. Pursue more compliance education 7. Residential revitalization and reinvestment incentives | <p>Staff time</p> <p>Future funds to improve ROW maintenance activities</p> <p>Potential future legislative work</p> | <p>Neighborhood Services Division</p> <p>Operations Department</p> <p>Stormwater Division</p> |

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| <p>GOAL 4: Enhance and expand opportunities for citizens to engage with, and volunteer for, the City of Moorhead.</p> | <ol style="list-style-type: none"> 1. Engage college students and higher education institutions to participate more fully in City business 2. Identify and reach out to new residents to serve on City committees and boards 3. Rebuild the volunteer ranks of the Moorhead Police Volunteer Program 4. Identify additional citizen volunteer opportunities to assist with special projects, tasks, etc. 5. Create the “Moorhead narrative” and allow citizens to contribute to it 6. Town Hall forums 7. Technology and social media investment 8. Citizen Education / “Civic U” Program | <p>Staff time</p> <p>Website redesign</p> | <p>Parks & Recreation Division</p> <p>Neighborhood Services Division</p> <p>Police Department</p> <p>City Clerk</p> <p>Moorhead Community Education</p> |

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| <p>GOAL 5: Prepare the City of Moorhead organization, City Council policy agenda, and the Community (<i>capital C</i>) for “Life After Floods.”</p> | <ol style="list-style-type: none"> 1. Complete remaining flood mitigation acquisitions and projects 2. Continue neighborhood outreach and public information efforts <ol style="list-style-type: none"> a. Project information website b. Neighborhood meetings c. Dedicated City technical liaison 3. Participate in Metro COG River Corridor Study and consider recommended projects <ol style="list-style-type: none"> a. Recreation and open space b. Community connectedness c. Bike and pedestrian trails 4. Flood marketing distance | <p>Staff time</p> <p>Future bond sale proceeds</p> <p>DNR Flood Damage Reduction funds</p> <p>Future Capital Improvement Funds for bike/pedestrian improvements</p> | <p>Engineering Department</p> <p>Stormwater Division</p> <p>Operations Department</p> <p>Community Services Department</p> <p>Neighborhood Services Division</p> |

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| <p>GOAL 6: Transform City of Moorhead governance into a highly efficient, productive, and cohesive Policy Team focused on outcomes and progress for the Community.</p> | <ol style="list-style-type: none"> 1. Encourage respectful, courteous dialogue that is focused on policy outcomes 2. Citizen testimony time limits 3. Commit to regular governance training (NLC/LMC) and check-in points 4. Plan for the short-, mid-, and long-range future of the City of Moorhead <ol style="list-style-type: none"> a. Be ready to seize on opportunities to grow and expand the tax base b. Create a governance environment that positions Moorhead for success in the marketplace 5. Plan for long-range capital priorities, facilities, and equipment <ol style="list-style-type: none"> a. Future City facilities 6. Effective Council-Manager partnership | <p>City Council efforts/planning</p> <p>Staff time</p> | <p>City Council</p> <p>City Manager</p> |

