



# Strategic Plan + Objectives

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# 2019 Strategic Planning Team

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## Moorhead City Council

<b>Johnathan Judd</b>	Mayor
<b>Shelly Dahlquist</b>	City Council – Ward 1
<b>Sara Watson Curry</b>	City Council – Ward 1
<b>Heidi Durand</b>	City Council – Ward 2
<b>Shelly Carlson</b>	City Council – Ward 2
<b>Deb White</b>	City Council – Ward 3
<b>Joel Paulsen</b>	City Council – Ward 3
<b>Chuck Hendrickson</b>	City Council – Ward 4
<b>Steve Gehrtz</b>	City Council – Ward 4

## Moorhead City Staff

<b>Chris Volkers</b>	City Manager
<b>Dan Mahli</b>	Assistant City Manager
<b>Lisa Bode</b>	Governmental Affairs Director
<b>Rich Duysen</b>	Fire Chief
<b>Holly Heitkamp</b>	Parks and Recreations Director
<b>Kristie Leshovsky</b>	Community Development Director
<b>Karla McCall</b>	Finance Director
<b>Shannon Monroe</b>	Police Chief
<b>Steve Moore</b>	Public Works Director
<b>Chris Radi</b>	Information Technology Director
<b>Bob Zimmerman</b>	Engineering Director / City Engineer

# How to Use the Strategic Plan

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Within each Strategic Initiative, there are Goals, Objectives, and Tasks that are developed by staff based on direction from the City Council and input from subject-matter experts. A planning committee and technical committee helped to ensure the recommendations are feasible and integrated across City departments.

The purpose of the Objectives and Tasks (operational plans) is to promote the accomplishment of the Strategic Initiatives and Goals (strategic plan), and ultimately the City's mission and vision. Each Task contributes to the performance of an Objective. Each Objective promotes the effectiveness of a Goal, and ultimately the Strategic Initiatives, which enhances the City's ability to serve the public and promote the achievement of the Strategic Plan.

Taken collectively, Moorhead has a strong Strategic Plan with goals that can be measured to rate performance. We call it a living plan because it establishes a common vision and provides a primary direction for decision makers. The living plan will continue to evolve through a periodic review process as the needs of the community grow and change. This is an ambitious process intended to boost the area's economy, improve quality of life, and foster the advancement and prosperity for generations to come.

In order to accomplish the goals and deliver results, we believe this endeavor should be energizing and fun, while also organized and rigorous for ourselves, our team, and our mission. This effort is contingent on one thing – individual behavior. Moorhead has multiple individuals, from multiple sectors, working on a shared vision, and willing to get up and lead from where they sit. It is already happening – all this so we can be a more courageous, kind, smart, and loyal community.

# Introduction

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Moorhead is a river city in northwestern Minnesota, incorporated in 1881. We are located in the heart of the Red River Valley on the Minnesota-North Dakota border. We are the county seat of Clay County. Moorhead is a regional center for culture, commerce, and higher education. Our good neighbor to the west across the Red River is Fargo, North Dakota. Our good neighbor to the immediate east is Dilworth.

Moorhead is a vibrant member of a growing metropolitan community. We are distinct because of our quality educational system, plentiful parks and strong, diverse neighborhoods. Our City footprint is 22 square miles with a population of approximately 43,000 residents. We have operated under the council-manager form of government since 1985. Policy-making and legislative authority are vested in our City Council, with the Mayor and eight Council Members representing four wards.

## Why Plan?

The strategic planning process to establish a vision, define values and adopt goals created the foundation for our living plan for the City of Moorhead. In conjunction with department directors, the Mayor and City Council underwent a seven-month process, starting in November 2017, to build consensus on the mission, vision, values, strategic initiatives and goals for our community.

Cities are living, ever-changing entities that continually evolve. In recognition of this, the City Manager, Honorable Mayor, City Council and Staff addressed these questions:

What makes Moorhead unique?

- What are current and future priorities for the city?
- How does the city encourage citizen, business and institutional involvement?
- How can the City support innovation, collaboration and inclusivity?

## This Strategic Plan:

- Establishes the mission, vision and values of Moorhead
- Outlines seven strategic initiatives that are the foundation of the strategic plan:
  1. Identity
  2. Governance and Teamwork
  3. Infrastructure
  4. Economy
  5. Community Safety and Wellbeing
  6. Communication
  7. Partnerships
- Documents the goals jointly developed by the Council and staff
- Guides the development of the Operations Plan by the City staff
- Will provide the framework for future budgeting processes
- Will include our community through honest and responsive governance, management and citizenship

# Mission, Vision, Values

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## Mission

To secure the benefits of local self-government and promote honest, accountable governance, provide for appropriate municipal services, encourage citizen participation, and foster a sense of community.

## Vision

To develop a clear direction for our future, a living plan driven by a compelling sense of purpose, a deep pride, and commitment to our community.

## Values

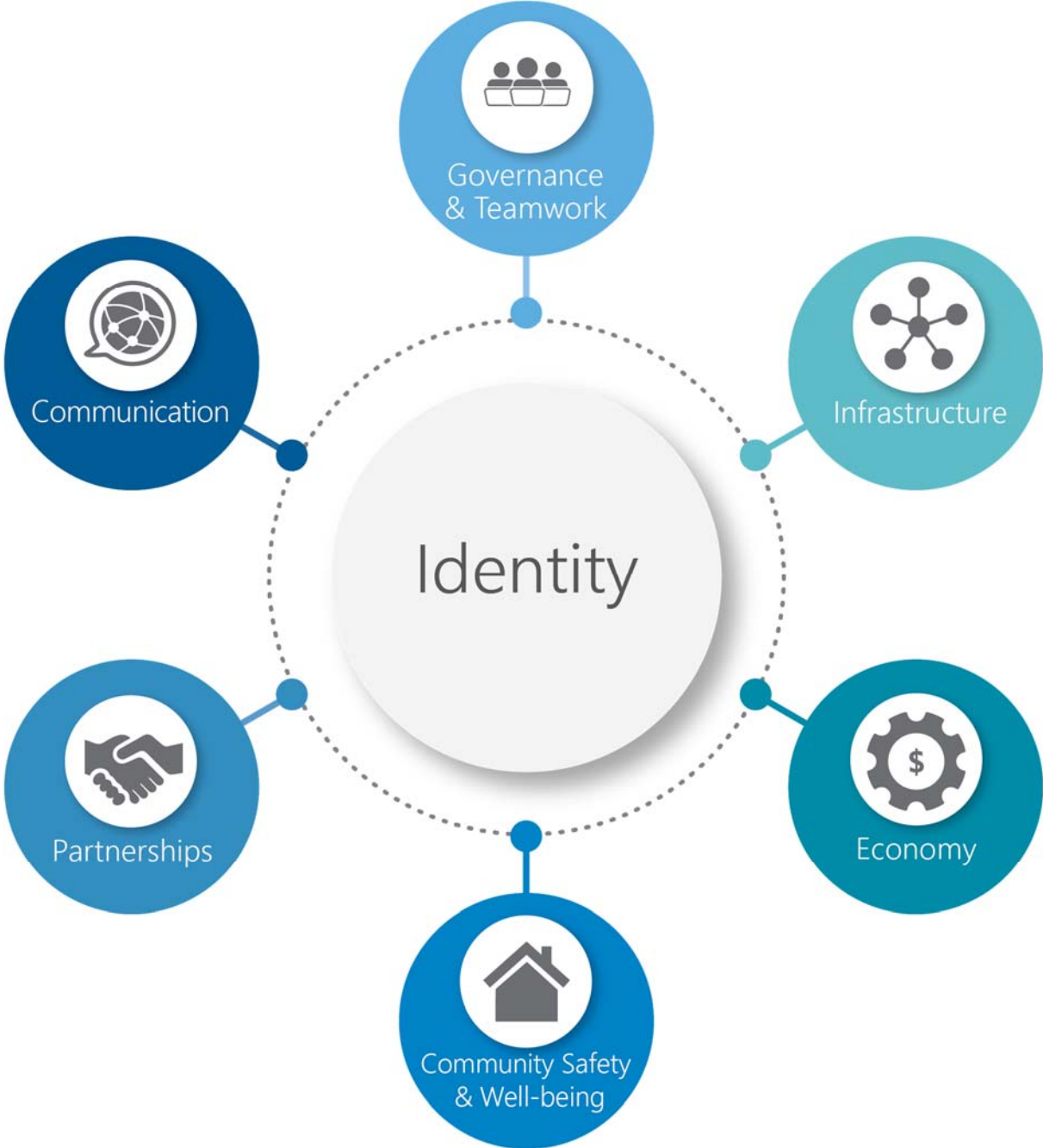
**Integrity** – Our foundation for service and effective governance is built upon honesty, responsibility, accountability, openness, and humility.

**Service** - We strive to be servant leaders in our community and build a team that puts the needs of our community first.

**Commitment** - We require a personal commitment from each staff member and elected official to work together and develop efficient, enduring processes to achieve common goals.

# Strategic Initiatives

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# Strategic Initiatives

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## 1. IDENTITY

Work together to build a community that is engaged, energized, optimistic, and looks out for one another. Clearly define who we are at our core – our unique, enduring, and differentiating attributes – and develop our competitive strategies and brand presence from those foundational realities.

## 2. GOVERNANCE & TEAMWORK

Through the development of bold leadership, best practices and a collaborative and responsive team of professionals, govern with professional excellence (mayor & city council) and manage city operations with professional excellence (city manager and staff).

## 3. INFRASTRUCTURE

Ensure well-maintained, functional, and sustainable infrastructure (streets, utilities, housing, facilities, transportation and parks,) to support our existing community and to support growth and development.

## 4. ECONOMY

Expand economic opportunity by creating a climate which enables our community to thrive.

## 5. COMMUNITY SAFETY & WELL-BEING

Protect and promote well-being and safety to create a strong community.

## 6. COMMUNICATION

Develop proactive conversation to strengthen our connection with the community and to create a compelling sense of purpose, deep pride, and commitment.

## 7. PARTNERSHIPS

Leverage partnerships to enhance public services and quality of life in the most sound and responsible manner.

## Identity

Work together to build a community that is engaged, energized, optimistic, and looks out for one another. Clearly define who we are at our core – our unique, enduring, and differentiating attributes – and develop our competitive strategies and brand presence from those foundational realities.

### Goal – Envision Moorhead

#### Objectives



Identify, Understand and Leverage Moorhead's Distinctive Characteristics

### Goal – Strengthen Connections & Create Places Where People Want to Gather

#### Objectives



Seek Opportunities and Funding to incorporate unique and memorable features in development throughout the city

Through the development of bold leadership, best practices and a collaborative and responsive team of professionals, govern with professional excellence (mayor & city council) and manage city operations with professional excellence (city manager and staff).

### **Goal** – Develop Internal Infrastructure to Support the Execution of the Strategic Plan and Operations Plan

#### Objectives

- Ensure the Strategic Plan and Operational Plans are Living, Enduring Strategies
- Align Department Goals and Activities with Staff and Operational Plan Development
- Develop Guiding Documents That Provide Community Input and Lead City Efforts

### **Goal** – Allocate Resources to Maintain Service Levels Commensurate to Community Needs and Growth

#### Objectives

- Ensure City Staffing, Facilities, and Programs are Effective, Efficient, and Sustainable to Meet the Needs of a Growing Community and Uphold a Commitment to Fiscal Health
- Analyze City-Wide Information Technology Needs
- Maintain Appropriate Staffing Levels Commensurate with Community Growth

Ensure well-maintained, functional, and sustainable infrastructure (streets, utilities, housing, facilities, transportation and parks,) to support our existing community and to support growth and development.

### **Goal** – Provide Comprehensive and Effective City Facilities and Land Management

#### Objectives

- Develop a 5-year facilities Capital Improvement Plan (CIP) by the End of 2018
- Evaluate Facility Space and Use Commensurate with the Needs of our Community
- Reduce Operations and Maintenance Costs for City Facilities
- Develop Planning Documents for Sustainable Extension of Utility Service Area
- Plan, Design, and Construct Development and Infrastructure to Support Community Growth

### **Goal** – Provide Safe, Well-Maintained, and Sustainable Transportation Systems and Infrastructure to Support Our Existing Community and to Support Smart Growth

#### Objectives

- Complete Annual Update to the 5-year Transportation Capital Improvement Plan (CIP)
- Ensure Safe and Maintained Bridge Infrastructure

- Evaluate and Implement Maintenance Plans to Achieve 80 Pavement Condition Index (PCI)
- Improve and Sustain Traffic Safety and Operations
- Optimize and Enhance Snow / Ice Control Operations
- Mitigate Railroad Impacts
- Optimize and Enhance Mass Transit and Mobility Options Available to the Public, Including Fixed Route and Paratransit Service Accessibility
  
- Increase Multi-Modal Opportunities While Improving and Maintaining Existing Sidewalks, Bike Paths, and Trails
- Sustain and Optimize Street Lighting
- Promote Growth and Development of the Moorhead Airport Along with Ensuring a Safe and Well-Maintained General Aviation Airport

## Goal – Support Environmental Sustainability to Benefit Our Economy and Our Community

### Objectives

- Reduce City of Moorhead Energy Consumption by 25% From 2018 Baseline by 2025
- Achieve Green Step City Level 3
- Increase Land Fill Diversion Rate by 5% From 2017 Baseline by 2022
- Sustain and Increase our Urban Forest
- Prepare for Emerald Ash Borer (EAB) Impacts

# Goal – Provide Safe, Well-Maintained, and Sustainable Wastewater, Stormwater, and Utility Systems

## Objectives

- Effectively Manage Use of Public Right of Way
- Municipal State Aid Street (MSAS) System Management
- Wastewater Programs and Regulatory Compliance
- Stormwater Programs and Regulatory Compliance
- Wastewater Operations and Maintenance
- Stormwater Operations and Maintenance
- Wastewater Asset Management & Master Planning
- Wastewater Partnerships
- Stormwater Partnerships

## Goal – Develop and Implement a Vision for Parks and Public Spaces to Improve Quality of Life, Ensure a Healthy Environment and Attract Residents

### Objectives

- Develop a Comprehensive Parks Plan That is Affordable, Executable, and Sustainable
- Enhance Our Parks Systems and Provide Safe and Well-Maintained Parks
- Develop a Comprehensive Recreational Program Plan
- Optimize Operations and Maintenance of Park and Right-of-Way Areas to Reduce Costs While Improving the Appearance of the Community
- Support the Long-Term Community Vision and Goals Outlined in the Moorhead River Corridor Master Plan to Create an Attractive River Corridor
- Develop Requests for Proposals and Scoring Criteria for Third Party Vendors
- Optimize Levee Maintenance Plan
- Expand GIS Hub and Open Data Capabilities for Support of Community Development and Economic Development

Expand economic opportunity by creating a climate which enables our community to thrive

### **Goal** – Ensure State and Local Policy Address Border City Disparities

#### Objectives

- Preserve & Expand State Border City Legislation – Disparity Reduction Credit, Border City Development Zone, and Border City Enterprise Zone Programs
- Pursue State and Federal Grant Programs and Initiatives

### **Goal** – Target Public Investments and Policies That Promote Private Investments to Create a Vibrant and Dense Downtown

#### Objectives

- Provide Competitive but Responsible Economic Development Incentives Targeted for Downtown Development
- Set the Stage for Downtown Redevelopment



**Goal** – Ensure That the Quality of Life in Moorhead is Attractive and Remains Competitive in the Fargo-Moorhead Metro Area

## Objectives

- Review and Evaluate Cost of Living Initiatives
- Create an Environment Conducive to Business Growth

**Goal** – Promote an Environment for Businesses to Prosper

## Objectives

- Develop Initiatives that Support Business Retention and Expansion
- Create an Environment Conducive to Business Growth

**Goal** – Develop Sustainable and Economic Methods for Retention or Sale of City Properties

## Objectives

- Develop Plans, Initiatives and Marketing efforts for City Properties That Have the Potential for Development

## Community Safety & Well-Being

Protect and promote well-being and safety to create a strong community

**Goal** – Ensure That the Public Safety Programs of the City – Police and Fire Protection – Stay in Tune with the Community’s Needs and Growth Through Proactive Planning and Support

### Objectives

- Determine Best Practices for Assessing and Improving Service Delivery Utilizing Center for Public Safety Excellence Accreditation Model
- Analyze ways to Maintain and Improve Our Community’s Fire Service Rating to Reduce Insurance Costs for All Buildings in the City
- Develop Tools and Strategies to Analyze Future Emergency Response Needs for the Community

**Goal** – Improve the Effectiveness of the Police and Fire Departments Through Innovative Development, Intelligent Use and Comprehensive Analysis of All Data Resources

### Objectives

- Utilize Available Data to Analyze Moorhead Fire Department’s Delivery of Services and Assignment of Staff
- Improve the Use of Data and Intelligence in the Moorhead Police Department’s Response to Crime and Assignment of Staff

## Goal – Ensure Development of Best Practices in Governance by the Council and Management by Staff

### Objectives

- Provide Effective and Prudent Leadership and Staff Training
- Take a Long-Term View on Investment, Focusing on the Total Financial Picture of the City Rather of the City Rather Than Single-Issue Areas
- Identify and Eliminate Any Silos Between Departments and Integrate all Elements of City Operations and Staff to Improve Communication, Effectiveness and Results

## Goal – Ensure Proactive Emergency Preparedness in All Facets of the City

### Objectives

- Support Emergency Management in Disaster Preparedness, Mitigation, Response and Recovery
- Integrate Community Partners in Emergency Preparations Efforts

## Goal – Promote Outreach and Involvement in a Growing and Diverse Community

### Objectives

- Maintain, Enhance and Expand Public Safety Education Initiatives and Community Partnerships

## Goal – Sustain Existing and Continue Flood Mitigation to Protect the Community

### Objectives

- Continue Initiatives for Flood Protection and Infrastructure Accreditations, Including Maintenance
- Pursue Fargo-Moorhead Metropolitan Area Flood Mitigation Initiatives

## Goal – Embrace and Support Distinctive and Cohesive Neighborhoods to Foster Community Connections

### Objectives

- Safeguard the Community by Ensuring Compliance with Health and Safety Standards
- Support, Develop and Promote Strong and Active Neighborhoods, Empower Residents, and Increase Community Access

Develop proactive conversation to strengthen our connection with the community and to create a compelling sense of purpose, deep pride, and commitment

### **Goal** – Develop and Execute a Comprehensive Communications Plan

#### Objectives

- Prepare and Implement a Comprehensive Communication Plan Leveraging the Brand Messages Identified in the Identity Study
- Implement Innovative Tools and Expand Opportunities for Community Engagement

Leverage partnerships to enhance public services and quality of life in the most sound and responsible manner.

### Goal – Strengthen Existing Partnerships

#### Objectives

- Encourage and Maintain Community Partnerships with Local Business and Industry Stakeholders
- Encourage and Maintain Partnerships with Institutions and Government Stakeholders
- Maintain and Expand Partnerships with Local Organizations
- Coordinate Strategic and Long Range Planning Efforts with Agency Partners

### Goal – Develop New Partnerships

#### Objectives

- Develop Recreational and Educational Opportunities that Support and Meet the Desires of the Community
- Develop Short and Long Range Strategies to Leverage Partnership and grant Funds to Support Community Parks, Trails, River Corridor Enhancement and Art and Culture Opportunities

# Ensuring a Living Plan

Our vision clearly points to the future we choose to create with **a living plan**:

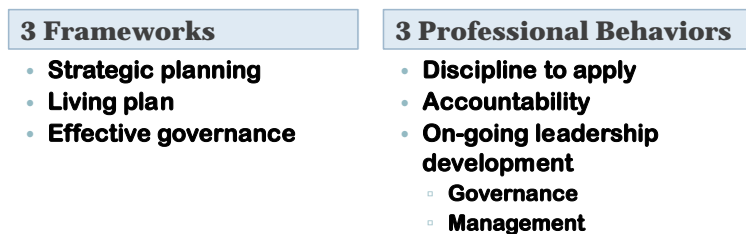
*To develop a clear direction for our future, a living plan driven by a compelling sense of purpose, a deep pride, and commitment to our community.*

What can we do to ensure that we indeed have a living plan? These three frameworks will help to ensure that this is a living plan:

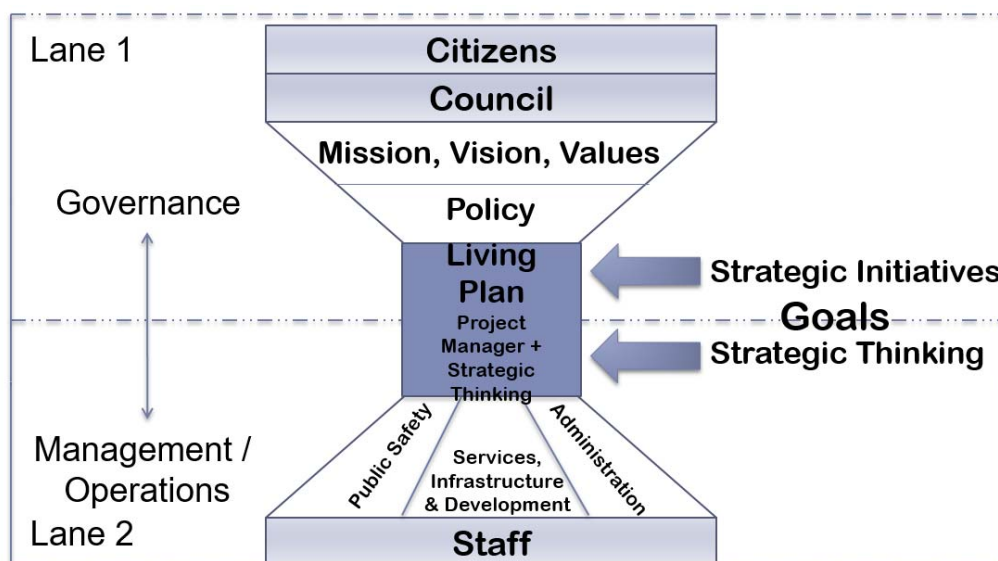
1. Defining and understanding the strategic planning process;
2. Understanding and differentiating our roles between council and staff; and
3. Understanding and consistently apply effective governance principles.

We have identified three professional behaviors:

1. Self-discipline to consistently applying these principles;
2. Holding each other accountable; and
3. On-going leadership development for both council (governance best practices) and staff (management best practices).



The following graphic / model spells out the two lanes of the living plan – the strategic plan (mission, vision, values and strategic initiatives) to be developed and approved by the council; and the operational plan (objectives and tasks) to be developed and implemented by staff to achieve the strategic plan. This graphic also points out the strategic thinking role of staff and the shared responsibility between staff and council for the development of the goals in the strategic plan.



This table further clarifies two elements of a living plan:

1. Role clarity; and
2. Gate keepers.

Role Clarity	Gate Keepers
<ul style="list-style-type: none"><li>• <b>Define linkage between:</b><ul style="list-style-type: none"><li>▫ <b>Governance</b></li><li>▫ <b>Management</b></li></ul></li><li>• <b>Understand linkage between:</b><ul style="list-style-type: none"><li>▫ <b>Strategic Initiatives</b></li><li>▫ <b>Goals</b></li><li>▫ <b>Strategic Thinking</b></li></ul></li><li>• <b>The Council's one ops employee (City Manager) is:</b><ul style="list-style-type: none"><li>▫ <b>The one link</b></li><li>▫ <b>The one project manager</b></li></ul></li></ul>	<ul style="list-style-type: none"><li>• <b>Vetting Criteria:</b><ul style="list-style-type: none"><li>▫ <b>Is it in the strategic plan?</b></li><li>▫ <b>Do we have the funds for it?</b></li><li>▫ <b>Is it sustainable?</b></li></ul></li><li>• <b>The City Manager as Project Manager</b><ul style="list-style-type: none"><li>▫ <b>Discipline</b></li><li>▫ <b>Plan</b></li><li>▫ <b>Stay in our lanes</b></li><li>▫ <b>Vetted projects</b></li><li>▫ <b>No red flags</b></li></ul></li></ul>

Lastly, the eight key governance principles identified below point the way to effective governance to help ensure a living plan:

- *Lead: As goes the Council...so goes the City*
- *Avoid: Avoid mission drift*
- *Focus: The Council functions as ownership one level down...not as management one level up*
- *Control: Control everything you must...not everything you can*
- *Speak: Speak with one voice...the voice of conclusion...and put it in writing*
- *Courage: "Here is our stand based on mixed inputs..."*
- *Live: Live your core values...hold each other accountable*
- *Invest: Invest in yourselves – Council development*