

Strategic Action Plan 2015 – 2018

VISION

Ramsey will be a leader in municipal services, a vibrant rural and suburban community with well-connected destinations.

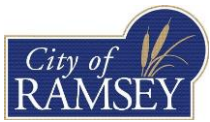
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Strategic Imperative I: Financial Stability

Ensure strategic economic development that complements the city's desired quality of life and builds a stable tax base, all while maintaining a low tax levy.

| Strategic Initiative | Department | Tactics | Initiation Date | Completion Date | Additional Resources Required | Additional Tools Required | Responsible Party | Key Outcome Indicators/Metrics |
|---|----------------|---|-----------------|-----------------|---|---------------------------|-------------------|---|
| Recruit new businesses to Ramsey | Administration | Attain State of Minnesota <i>Shovel-Ready</i> Status for all City-Owned Parcels listed for sale | Summer 2015 | Summer 2016 | No additional in-house human resources required. This will cost between \$10,000 and \$35,000 per certification (six total) in third-party professional consulting fees (legal/ title, environmental, engineering, etc.). Staff will propose use of existing dollars from TIF Account #1. | NA | P. Brama | <ul style="list-style-type: none"> City owned land will be positioned: "as-competitive-as-possible" in today's real estate market. Removes development "unknowns" for prospects and significantly improves project timelines. 100 % properties shovel-ready certified. |
| | Administration | Building permits issued for two (2) major retailers and two (2) new industrial users | Ongoing | Fall 2017 | No additional in-house human resources required. Staff will continue to market properties with CBRE; and attain shovel ready status. | | P. Brama | <ul style="list-style-type: none"> Secure two (2) new 30,000+ square foot retail facilities. Secure two (2) new 30,000+ square industrial facilities. |



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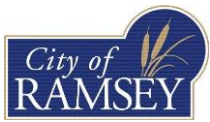
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| Recruit new businesses to Ramsey (cont.) | Administration | Attain State of Minnesota <i>Shovel-Ready</i> Status for Future Business Park | Spring 2016 | Summer 2016 | No additional in-house human resources required. This will cost between \$10,000 and \$25,000 per certification (two total) in third-party professional consulting fees (legal/ title, environmental, engineering, etc.). Staff will propose use of existing dollars from TIF Account #1. | NA | P. Brama | <ul style="list-style-type: none"> Business Park will be positioned: “as-competitive-as-possible” in today’s real estate market. Removes development “unknowns” for prospects and significantly improves project timelines. |
| Study and construct key infrastructure improvements | Engineering | Identify and prioritize TIF Infrastructure Improvements, including AUAR and other Improvements for The COR | April 2015 | December 2017 | Anoka County coordination Project Funding Sources – development driven tax increment funding – TIF #14 | Update traffic and turning movement volumes Update estimated project cost | B. Westby | <ul style="list-style-type: none"> Meet the COR AUAR milestones Schedule prioritized projects in CIP Revise JPA construction schedule - Meet the scheduled milestones. |
| | Finance | Identify cost of PW facility based upon space needs study. Create a funding and implementation plan for a new public works campus | 2015 | 2016 | | None | D. Lund | <ul style="list-style-type: none"> Decision by Council on timing and amount of debt for the new Public Works facility. |
| Study and construct key infrastructure improvements (cont.) | Police | Consider cameras around the City and parks to enhance safety and security | June 2015 | February 2016 | Data connections Software licenses. Cameras (2016 Budget) | | J. Katers | <ul style="list-style-type: none"> Visible deterrent to criminal activity Reduction of Vandalism to city owned property by 10 % Assist in identification of criminal suspects Provide increased sense of security in public spaces. |



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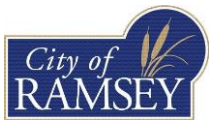
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Strategic Imperative II: A Connected Community

Ensure that the city is a connected city that is part of a comprehensive regional transportation system that enables all citizens to easily navigate the community and attracts business development.

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|--------------------------------|----------------|---|-----------------|-----------------|---|---------------------------|-------------------|--|
| Implement the Highway 10 Study | Administration | Support the Thurston Avenue Interchange and associated projects as the Top Priority | March 2015 | December 2018 | None | None | K. Ulrich | <ul style="list-style-type: none"> MNDOT TH10 Access Planning Study is implemented |
| | Administration | Initiate a regional effort to complete Preliminary Engineering for complete Preliminary Engineering and Environmental Review for all projects of the Highway 10 Study | March 2015 | December 2018 | State bonding and other outside funding. | None | K. Ulrich | <ul style="list-style-type: none"> Preliminary Design and Engineering in regard to MNDOT TH10 Access Planning Study projects are commenced. |
| | Administration | Actively lobby State Legislature and Federal Congressional Delegation for \$120M | March 2015 | December 2018 | \$30-60K annually in Legislative liaison consultant expenses, \$5-10K travel expenses | None | K. Ulrich | <ul style="list-style-type: none"> State and federal funding is secured for high priority TH Highway 10 projects. |



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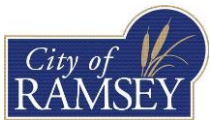
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| Implement the Highway 10 Study (Cont.) | Administration | Develop a communications strategy to outline the above Highway 10 improvement strategy | Summer 2015 | Summer 2015 | No additional resources required. | This tactic will be included in the City's adopted communication s plan. | P. Brama | <ul style="list-style-type: none"> 1-2 page flyer (marketing material) summary of Highway 10 coalition position completed. Create project webpage on City website. "Support network" of businesses and land owners willing to assist in lobbying established. "Lobbying List" outlining an inventory of people the City should be communicating with (lobbying) established. |
| Develop a comprehensive recreation plan | Public Works | Inventory existing recreation programs, services, and infrastructure at the local, regional, and national level | 5/2015 | 10/2016 | Citizen Survey (2016 - \$15,000) | None | G. Riemer | <ul style="list-style-type: none"> Present findings and recommendations in 2017 as part of budget development for 2018 implementation |
| | Community Development | Update Master Park and Trail Plan | 2015 | 2016 | | | T. Gladhill | <ul style="list-style-type: none"> Completed Master Park and Trail Plan Update |
| | Administration | Create staffing plan | 2017 | 2018 | Funding for new positions as identified - TBD | | C. Lasher | <ul style="list-style-type: none"> Staffing plan is completed. |
| Develop a plan for congestion and safety improvements along the Highway 5 corridor | Engineering | Complete CSAH 5 Corridor Study (land use and traffic integrated) | April 2015 | October 2016 | Professional services - \$50,000 (PIR) Anoka County & MNDOT coordination | | B. Westby | <ul style="list-style-type: none"> Corridor study completion Turn-back plan completion Coordinated Highway 10 integration plan completion |
| | Engineering | Complete one high priority improvement project | February 2015 | December 2017 | Construction Funds | | B. Westby | <ul style="list-style-type: none"> at least one improvement project completed |



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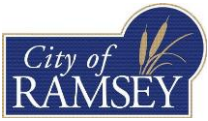
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Strategic Imperative III: Smart, Citizen-Focused Government

Continue the delivery of quality services to ensure the city will have safe and thriving neighborhoods and business districts, and a clean environment.

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| Enhance and promote Ramsey Brand | Administration | Develop strategy with Ramsey Brand as umbrella while still promoting sub-areas of the community (The COR, 167 th Avenue, Future Business Park, etc.) | Spring 2015 | Summer 2016 Final completion tied to tactic below. | None | This tactic will be included in the City's adopted communication s plan. | P. Brama | <ul style="list-style-type: none"> Unified marketing/communications with consistent use of Ramsey Brand (refreshed materials and policy). Implementation of Ramsey logo in future COR materials and signage (same for other sub-districts) Monument sign plan for the City completed (tactic below) |
| | Community Development | Create a Communitywide Sign Plan that focuses on gateways to the community and key nodes within the community | 2015 | 2016 | | Adobe Creative Suite (\$2,000) | T. Gladhill | <ul style="list-style-type: none"> Revised zoning code Revised sign plan Tenant panel distribution policy Funding and Priority Plan |
| | Administration | Initiate a strategy to highlight City Employees and job duties (put a face to a name and highlight their contribution to the community) | July/Aug. 2015 | Ongoing (monthly) Ongoing (monthly) RR Publications as scheduled | None | None None None | C. Lasher | <ul style="list-style-type: none"> Increased awareness of Dept. Functions. / increased staff recognition. Increased awareness of specific roles and specific current events / increased staff recognition. Promoted Ramsey Brand / increased staff recognition. |



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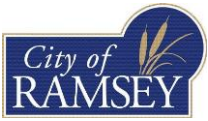
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| <i>Improve the image of key corridors (Highway 10 and Highway 47)</i> | Community Development | Establish a Corridor Improvement Statement of Goals and Policies | 2016 | 2016 | | | T. Gladhill | <ul style="list-style-type: none"> Adopted Statement of Goals |
| | Community Development | Implement Corridor Improvement Statement of Goals | 2016 | 2018 | 0.5 FTE (Covered in Code Enforcement Section) | | T. Gladhill | <ul style="list-style-type: none"> One (1) property clean up per year of plan |

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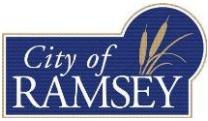
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Strategic Imperative IV: An Effective Organization

Maintain a highly functional staff, citizen volunteers, and elected officials and governance structure that meet the increasingly ever-changing needs of the organization

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| Make strategic hires and effective resource allocation | Administration | Develop a sustainable staffing plan for grant writing and grant administration | 2016 | 2016 | TBD | None | C. Lasher | <ul style="list-style-type: none"> Increased grant awards Reduced reliance on the general fund. Effective grant administration |
| | Administration | Evaluate the need for a Volunteer Coordinator | June 2015 | September 2015 | None | None | K. Ulrich | <ul style="list-style-type: none"> Status of Volunteer Coordinator (i.e., include or not) in 2016 budget will be determined |



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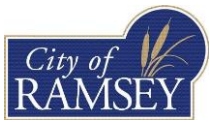
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| Make strategic hires and effective resource allocation (cont.) | Administration | Adopt Community Development Staffing Plan | 2016 | 2016 | No increase in FTE. Increased salaries for re-class. | | C. Lasher | <ul style="list-style-type: none"> • Re-Classify Building Inspection Technician to Community Development Inspector • Re-Classify Permit Technician Assistant to Permit Technician or Community Development Specialist • Eliminate one 0.5 FTE Intern • Retain key Staff resource and ensure career advancement • Increase response times to 10 Day Plan Review and 48 Hour Inspection Window • Address current service level gap in management of City-owned properties to ensure equitable enforcement of City and privately owned parcels • Assist in Code Enforcement Metrics • Centralize Licensing Efforts • Assist EPB with balanced development regulations • Ensure consistency and variety in delivery of services (three-deep) |

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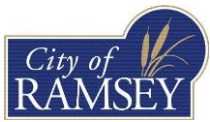
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| Make strategic hires and effective resource allocation (cont.) | Administration | Develop a metric to ensure adequate public safety levels based on quantifiable thresholds of future growth | June 2015 | September 2015 | None | None | K. Ulrich | <ul style="list-style-type: none"> Tool developed to support 2016 and future public safety staffing requests |
| | Police | Assign Police Officer to Drug Task Force | June 2015 | January 2016 | Request 1 FTE in 2016 budget to allocate 1FTE to Anoka Hennepin Drug Task Force | Council approval of JPA with AHDTF | J. Katers | <ul style="list-style-type: none"> Increase number of arrests for drug crimes Maximize collaboration of Anoka Hennepin Drug Task Force by allocating staff to task force Increase intelligence on drug activity Reduce criminal activity in community related to drug use |
| | Community Development | Add a Code Enforcement Specialist for public nuisance code enforcement | 2016 | 2016 | 1.0 FTE (0.5 FTE to maintain existing + 0.5 FTE to enhance corridor enhancement program) | N/A | T. Gladhill | <ul style="list-style-type: none"> Centralized enforcement program with consistent metrics Improved communication of notices of violation Improved stability of position Maintain response time of Public Nuisance Code Enforcement to 14 days Increase response time of Zoning Code Enforcement to 14 days Increase response time of Property Maintenance Code Enforcement (buildings) to 30 days Enhanced focus on key corridors (Highway 10 and Highway 47) Eliminate duplication in data entry |



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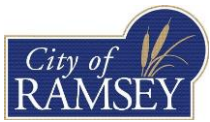
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| Develop a formal communication plan | Administration | Conduct survey of City Council, Boards, Commissions, and Staff regarding desired approach to City's communication efforts. | Summer 2015 | Fall 2015 | No additional resources required. | NA. Online survey will be targeted. | P. Brama | <ul style="list-style-type: none"> A base of information for staff and Council to utilize for developing and finalizing a formal communications plan for the City of Ramsey. Staff will develop an executive summary of results. |
| | Administration | Adopt a Formalized Communications Plan | Winter 2015 | Early 2016 | No additional resources required for creation of plan. Implementation of plan may require additional resources. The adopted plan will outline if/ when additional resources are needed, and for what. | Requires completion of communication s survey tactic. | P. Brama | <ul style="list-style-type: none"> Council adopted communications plan. The adopted plan outlines specific outcome for each specific tactic. |
| | Community Development | Implement an organization-wide software system(s) (permitting, licensing, code enforcement, new account setup, seamless forms, HRIS) | 2015 | 2016 | \$50,000 for software | \$2,000 for hardware | T. Gladhill | <ul style="list-style-type: none"> Eliminate disconnect between permitting, code enforcement, and licensing Reduce staff time in data entry and scheduling by 400 hours per year (\$10,000) Expand service hours to 24/7 Reduce duplication in financial reconciliation Enhance field inspection efficiency |



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| Develop a formal communication plan (cont.) | Administration | Develop a Staff recognition program | April 22, 2015 Kick-off | Ongoing | | | C. Lasher | <ul style="list-style-type: none"> Formal Staff Recognition Program Developed and Implemented Staff feeling recognized and valued by peers Staff promoting positive accountability to our core values by peers Promote teamwork Sustained or improved morale Promote the Ramsey Brand by putting a face to a name. |
| Continue to implement process improvement initiatives | Administration | Review existing events and consider reducing where appropriate (i.e. Spring EDA Business Expo) | June 2015 | September 2015 | None | None | K. Ulrich | <ul style="list-style-type: none"> Status of each City event (i.e., include or not) in 2016 budget will be determined |
| | Fire | Determine if the residential rental licensing program should be expanded | April 2015 | July 2015 | | | D. Kapler | <ul style="list-style-type: none"> Cost Benefit analysis must be performed as part of discussion. Where responsibilities for field work/administration would fall. Research other communities for details of programs and success rates Council decision on Licensing. |