

City of Ramsey
Agenda
City Council Work Session
Tuesday ,April 28, 2015
5:30 pm
Lake Itasca Room 7550 Sunwood Drive NW

- 1. Call to Order**
- 2. Topics for Discussion**
 1. Emergency Management Plan Review
 2. Review Revised Draft Strategic Planning Documents
- 3. Topics for Future Discussion**
- 4. Mayor/Council/Staff Input**
- 5. Adjournment**

Meeting Date: 04/28/2015

Information

Title:

Emergency Management Plan Review

Purpose/Background:

Purpose: To review the City's Emergency Management Plan.

Background: In recognition of severe weather awareness, Fire Chief Kapler will be at the meeting to present a verbal review of the City's Emergency Management Plan. Attached to this case are excerpts from the City's Emergency Plan. The full plan was distributed to all Council members as they took office.

Timeframe:

15 to 30 minutes

Funding Source:

Responsible Party(ies):

Fire Chief Kapler

Outcome:

To review the Emergency Management Plan and procedures with the City Council.

Attachments

[Excerpt fm Emergency Mgmt Plan](#)

Form Review

Inbox

Kurt Ulrich

Form Started By: Jo Thieling

Final Approval Date: 04/23/2015

Reviewed By

Kurt Ulrich

Date

04/23/2015 04:39 PM

Started On: 04/23/2015 04:13 PM

LOCAL EMERGENCIES

- I. Only the Mayor of a municipality or their legal successors may declare a local emergency. It shall not be continued for a period in excess of three days except by or with the consent of the governing board of the political subdivision. Any order or proclamation declaring, continuing, or terminating a local emergency shall be given prompt and general publicity and shall be filed promptly by the chief of the local records-keeping agency of the subdivision.
- II. A declaration of a local emergency shall invoke necessary portions of the response and recovery aspects of applicable local or inter-jurisdictional disaster plans, and may authorize aid and assistance there under.
- III. No jurisdictional agency or official may declare a local emergency unless expressly authorized by the agreement under which the agency functions. However, an inter-jurisdictional disaster agency shall provide aid and services in accordance with the agreement under which it functions.

EMERGENCY REGULATIONS

- I. Whenever necessary to meet a declared emergency or to prepare for such an emergency for which adequate regulations have not been adopted by the Governor or the City Council/Mayor, the Council/Mayor may, by resolution, promulgate regulations, consistent with applicable federal or state law or regulation, respecting: the conduct of persons and the use of property during emergencies; the repair, maintenance, and safeguarding of essential public services, emergency health, fire, and safety regulation, drills, or practice periods required for preliminary training, and all other matters which are required to protect public safety, health, and welfare in declared emergencies.
- II. Every resolution of emergency regulations shall be in writing; shall be dated; shall refer to the particular emergency to which it pertains, if so limited, and shall be filed in the Office of the City Administrator, which copy shall be kept posted and available for public inspection during business hours. Notice of the existence of such regulation and its availability for inspection at the Administrator's Office shall be conspicuously posted at the front of the city hall or other headquarters of the City or at such other places in the affected area as the Council/Mayor shall designate in the resolution. By like resolutions, the Council/Mayor may modify or rescind any such regulation.
- III. The City Council/Mayor may rescind any such regulation by resolution at any time. If not sooner rescinded, every such regulation shall expire at the end of 30 days after its effective date or at the end of the emergency to which it relates, whichever comes first. Any resolution, rule, or regulation inconsistent with an emergency regulation promulgated by the Council/Mayor shall be suspended during the period of time and to the extent such conflict exists.

During a declared emergency, the City is, notwithstanding any statutory or charter provision to the contrary, empowered, through its governing body, acting within or without the corporate limits of City, to enter into contracts and incur obligations necessary to combat such disaster by protecting the health and safety of persons and property and providing emergency assistance to

the victims of such disaster. The City may exercise such powers in the light of the exigencies of the disaster without compliance with the time consuming procedures and formalities prescribed by law pertaining to the performance of public work, entering rental equipment agreements, purchase of supplies and materials, limitations upon tax levies, and the appropriation and expenditure of public funds including, but not limited to, publication of resolutions, publication of call for bids, provisions of personnel laws and rules, provisions relating to low bids, and requirement for budgets.

EMERGENCY MANAGEMENT A GOVERNMENTAL FUNCTION

All functions there under and all other activities relating to emergency management are hereby declared to be governmental functions. The provisions of this section shall not affect the right of any person to receive benefits to which he/she would otherwise be entitled under this resolution or under the worker's compensation law, or under any pension law, nor the right of any such person to receive any benefits or compensation under any act of Congress.

PARTICIPATION IN LABOR DISPUTE OR POLITICS

The emergency management organization shall not participate in any form of political activity, nor shall it be employed directly or indirectly for political purposes, nor shall it be employed in a labor dispute.

EFFECTIVE DATE

This plan shall take effect upon approval by the Mayor/City Council of the City of Ramsey.

EMERGENCY OPERATIONS PLAN
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VII. OPERATION POLICIES

- A. In the event of a major disaster, the Mayor (or designee) of the City of Ramsey may declare a local emergency. Such a declaration will invoke necessary portions of this plan and will permit the city to take such action as may be necessary to protect lives and property. In addition, any or all parts of the plan may be implemented whenever it is deemed necessary in order to provide public safety.
- B. Protection of life and property and alleviation of human distress is the primary goal of City government emergency operations.
- C. In an emergency affecting more than one political jurisdiction, officials of all jurisdictions involved will coordinate their services to the maximum extent possible.
- D. The City of Ramsey Emergency Management Director will assist in providing resource coordination between government agencies and the private sector.
- E. Maximum local government resources must be utilized before state or federal assistance will be made available. Mutual aid agreements between police and fire departments within the region are on file with the respective departments. The fire department has a mutual aid agreement with the Minnesota Department of Natural Resources and the Forestry area office.
- F. Each agency, department or service of city government will provide for the maintenance of records during an emergency including those records deemed essential for continuing governmental operations. These records should include work hours, equipment hours, supplies, and materials consumed, injuries to personnel, and damage to public facilities and equipment.
- G. Management of volunteer resources, donations, and records will be coordinated by the American Red Cross.
- H. Notification of key government officials and emergency response organizations will be through Anoka County Central Communications and/or the State Duty Officer.

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VIII. STATE AND FEDERAL SUPPORT

- A. **General.** The City of Ramsey EMD will be responsible for assisting the city in obtaining any state or federal government resources that may be needed as a result of a disaster. In carrying out this responsibility, the EMD will contact the Anoka County EMD who will contact the MN HSEM regional coordinator for his/her county. The regional coordinator can provide technical information and assistance, if requested. Lastly, a summary of state and federal disaster assistance that may be available is contained in the *Disaster Response and Recovery: A Handbook for Local Government.* This document is on file with the Anoka County Emergency Management Director (EMD).
- B. **Emergency Assistance.** In the event of a major emergency/disaster which exceeds the resources and capabilities of city government and which requires immediate state and/or federal assistance, the state duty officer may be contacted.
- C. **National Guard.** When a natural disaster or other major emergency is beyond the capability of local government, support from the National Guard may be available. **Only the Governor, as Commander in Chief of the Minnesota National Guard, has the authority to activate the Guard.** The purposed is to ensure the preservation of life and property and to support civil law enforcement authorities.
1. Operational Policies
 - a. National Guard assistance will complement, and not be a substitute for city and/or county participation in emergency operations.
 - b. If made available, National Guard personnel will remain under military command at all times, but will support and assist city and/or county forces in the accomplishment of a specific task or tasks.
 2. Request Procedures
 - a. In the case of cities that are not of the first class, the *Sheriff* is the only Governmental official authorized to submit a request for National Guard assistance. Such requests are to be submitted to the state duty officer.

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IX. PLAN DEVELOPMENT/MAINTENANCE, TRAINING, AND EXERCISES

- A. With regard to this plan, the City of Ramsey EMD will serve as the planning coordinator. As such, the EMD will have overall authority and responsibility for both the development and maintenance of the plan.
- B. This plan will be reviewed and updated as necessary, but at least once annually. The City of Ramsey EMD will be responsible for ensuring that this updating occurs, and that it is in accord with the schedule and procedures established by the Minnesota HSEM. In establishing its schedule and procedures, HSEM will consult with the State Emergency Response Commission (SERC), and other appropriate agencies.
- C. This plan will be distributed to all Ramsey government departments and agencies that have emergency assignments in the event of a major disaster in the city or county. A plan distribution list will be maintained by the Ramsey EMD.
- D. The City of Ramsey will comply with HSEM, Federal Emergency Management Agency (FEMA), and Public Law 99-499 (SARA) training and exercise requirements, as published. Information about both scheduled and previously conducted training and exercises can be obtained by contacting the City of Ramsey EMD. In addition, a copy of the Director's Handbook for the State of Minnesota is on file, which includes an exercise schedule for the City of Ramsey. Exercises will be coordinated with other emergency response agencies to fulfill requirements of the participating agencies.

X. ALL HAZARD MITIGATION PLAN

The All Hazard Mitigation Plan is available in electronic format (CD) in the EOC.

XI. CONTINUITY OF GOVERNMENT

- A. The city's network/information services vendor will coordinate the disaster recovery for the city's essential city records.
- B. Appointment of interim emergency manager and department heads will be made by the City Administrator and confirmed by city council the next time they convene.
- C. In the event that City operations are unable to be conducted in the Ramsey Municipal Center, Ramsey Fire Station #1 will serve as the operations center. Coon Rapids Police Department will serve as an alternate location, if warranted.
- D. Essential Facilities include Fire Department locations and Water and Sewer facilities.

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XII. EMERGENCY ALERT ACTIVATION

- A. Activation of alerts will be the responsibility of Anoka County Central Communications.

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I. PURPOSE

To describe how the overall direction, control, and dissemination of public information by the City of Ramsey will be accomplished in the event of a major incident.

II. RESPONSIBILITIES

- A. The **EMD or designee** will be responsible for providing overall direction and control of city resources involved in a response to a disaster. The line of succession to the EMD is as follows: Deputy Director of EM and/or Chief of Police.
- B. The **Public Information Officer** (PIO) will serve as the official point of contact for the media. The only official(s) authorized to serve as the PIO for the City of Ramsey is the Director of EM or Chief of Police.
- C. The **Liaison Team** will act as liaison between the EOC, Mayor and City Council, other City of Ramsey departments, and outside agencies. The Liaison Team will be made up of the City Administrator and Division Managers.

III. AVAILABLE RESOURCES AND SUPPORTING AGENCIES

- A. **Emergency Operations Center** (EOC) is a central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level in an emergency situation, and ensuring the continuity of operation of the organization.

Direction and control of the City of Ramsey's response to a disaster will be carried out at the City of Ramsey's EOC, located within the Alexander Ramsey Room of the Municipal Center. If for some reason the EOC is not usable at the time of disaster, Fire Station #1 will serve as the alternate EOC.

- 1. Functions of the EOC
 - a. Coordinating the city government's response to the disaster.
 - b. Coordinating with any county and/or state governments affected by/or responding to the disaster.
 - c. Coordinating with any businesses/industries directly affected by/or responding to the disaster.

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- d. Generating appropriate public information.
- e. Special event logs will be maintained for EOC operations by the designated recorder.
- f. Emergency Management Incident checklists for Command, PIO, and Liaison positions are filed as attachments to this section.
- g. The EOC has the capability of communicating with other agencies, e.g., fire, police, and Sheriff by telephone and radio communications. A complete listing of city and county radio frequencies is located in the Resource Guide.

2. EOC Activation

a. Operational Readiness

The City of Ramsey EMD is responsible for maintaining the operational readiness of the primary and secondary EOC's. This involves ensuring the EOC has the necessary communications equipment, maps, displays, tables, chairs, message logs, etc.

b. Responsibility for EOC Activation

The City of Ramsey EMD will activate the EOC and staff as required to meet the emergency (See EOC Command Structure Chart C for staff organization). In the event of a major disaster, the EMD will notify staff of the activation of the EOC and they would then report to that location.

c. Criteria for Activation

The degree of the City's EOC activation will be determined by the severity of the emergency. We plan to activate the EOC within one hour of notification of an emergency at the primary or alternate EOC site, to become fully operational within four (4) hours.

- 1) The EOC may be *partially* activated due to a potential threat to life or property from severe weather (e.g. tornado, flood, blizzard); hazardous materials incident/accident (including an uncontrolled release of a (SARA Title III) reportable product that is beyond the capabilities of field operations such as a pipeline leak.

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- 2) The EOC may be *fully activated* in response to a major emergency/disaster resulting in an actual threat to life and property. This will include, but is not limited to: a tornado touchdown, flooding, or pipeline leak which causes damage to the public and private sector and requires a coordinated response effort; a hazardous materials incident/accident involving the response of several agencies (including state and federal, as well as surrounding counties and municipalities) or enemy attack.
 - d. The Primary and alternate EOC have alternate power to maintain functionality.
3. Staffing of the EOC

The staffing list for the City of Ramsey's EOC is on file with the EMD. Each department/agency that is represented in the EOC should be familiar with the duties that he/she is expected to perform at the EOC. Staff can be contacted by telephone, pager or two-way radio. If a protracted stay at the EOC is expected, staff will bring along personal use items they may need.

- a. On scene control of disaster situations will be handled per the Minnesota Incident Management System (ICS/MIMS) protocol.
- b. County, state and federal officials will check in with the EMD at the EOC before beginning any official functions.
- c. Staging areas for equipment and personnel will be set up near the disaster scene or EOC as appropriate, depending on the number of personnel and equipment expected.
- d. Normal office supplies are on hand at the EOC, as the facility is used daily.
- e. Communications equipment including radios, telephones, and fax machine is available. Primary communications will be via 800Mhz, backup to include VHF system, cellular phones, and 2-way radios.

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B. Emergency Public Information

The Director of Emergency Management, the Police Chief or designee will serve as the Public Information Officer (PIO) for the City of Ramsey.

1. City of Ramsey personnel in the field will be responsible for relaying timely information to the Command staff about the emergency so the PIO can release timely and factual information.
2. In the event of a protracted disaster/emergency, the PIO will be responsible for disseminating information and instructions to the public on a timely basis and will coordinate all city press releases.
3. If it becomes necessary to establish a news briefing room, the Council Chambers will be used for this purpose. News media will be asked to report to that area.
4. Radio/TV stations that will be used for the dissemination of public information can be found in the Resource Manual.
5. The PIO will be responsible for (handling or arranging) rumor control.
6. The PIO will coordinate with the Logistics Section to ensure a system exists for responding to the inquiries of families regarding the status and location of evacuated family members.
7. The Anoka County Public Health Administrator will be responsible for the preparation of materials that describe the health risks associated with each hazard, the appropriate self-help or first aid actions, and other appropriate survival measures. Any release of information will be done by or in coordination with the PIO.
8. The Emergency Management Director (EMD), in consultation with law enforcement and fire department personnel, will be responsible for the preparation of instructions for people who must evacuate from a high-risk area and instructions for sheltering in place. **Coordination with LOGISTICS is vital ensuring a shelter is ready to take in the evacuees.** This information will be relayed to the PIO.

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9. The EMD will be responsible for relaying instructions to the PIO that identify centrally located staging areas and pickup points for evacuees without private vehicles or other means of transportation, or designating specific routes of travel or areas that are closed to travel.

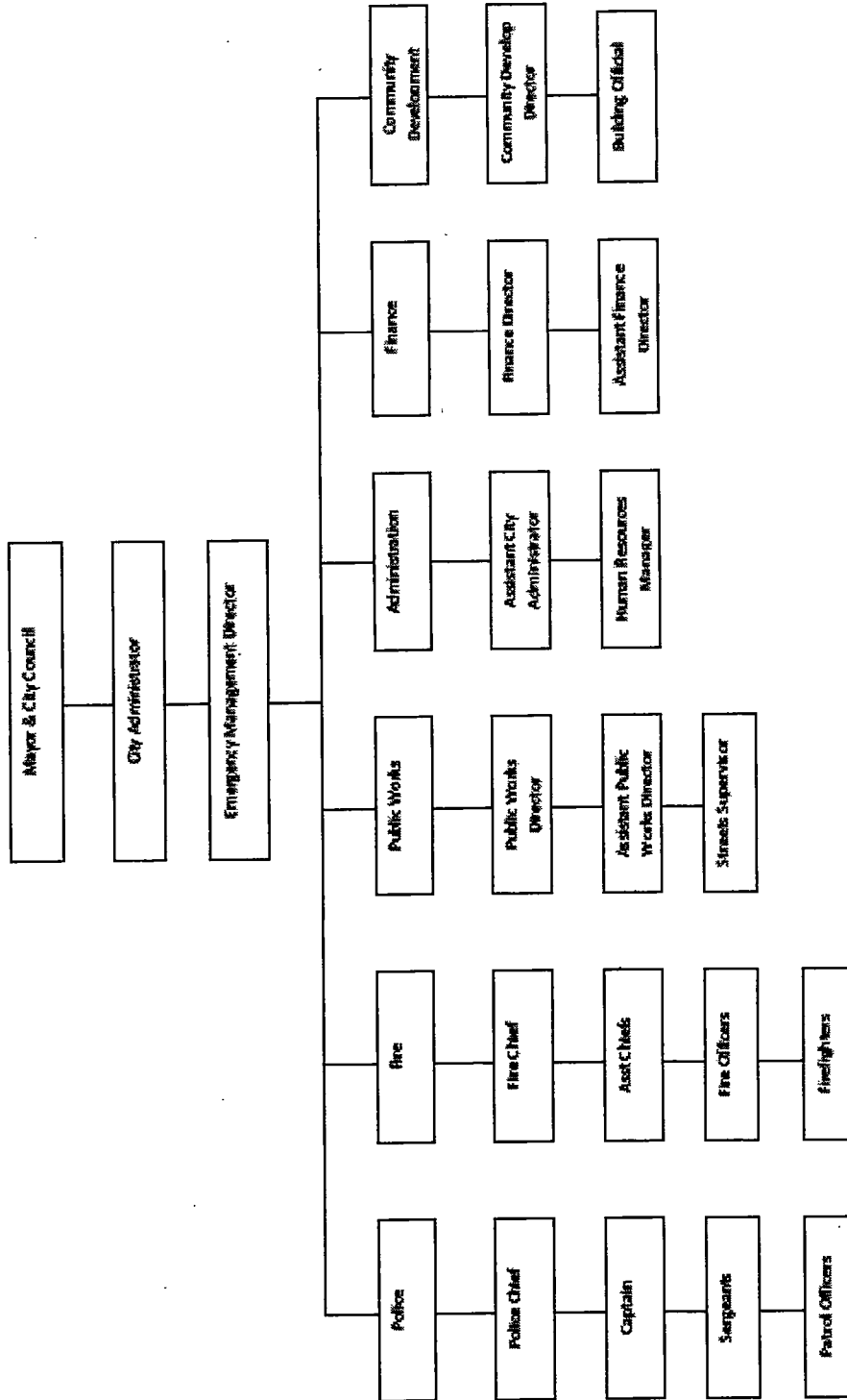
IV. POLICIES AND PROCEDURES

The different branches will be responsible for developing policies and procedures for operation under emergency conditions.

V. SUPPORTING DOCUMENTATION

- A. Organization and Interrelationship (Chart A)
- B. EOC Command Structure (Chart B)
- C. EOC Command Structure Detail (Chart C)
- D. EOC personnel data (within Resource Manual)
- E. Section Chief Acknowledgement
- F. Command Section Checklist
- G. Liaison Checklist
- H. PIO Checklist

**City of Ramsey Emergency Management
Organization and Interrelationship
Chart A**



EMERGENCY OPERATIONS PLAN
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I. PURPOSE

To describe how emergency response to a disaster/emergency will be managed in the City of Ramsey. It is the goal of the Operations Section to coordinate and manage the emergency response resources that are available to the citizens of the City of Ramsey.

II. RESPONSIBILITIES

- A. The **Operations Section** consists of a unified command structure with members of Police, Fire, EMS, and Public Works who will be responsible for coordinating the overall basic response of branches listed below. This coordination will reflect the overall goals of the EM command. The Operations Section will report directly to the EM.
- B. The **Search and Rescue** branch will be responsible for search and rescue operations and coordination within the City of Ramsey. Outside the city limits, the Anoka County Sheriff's office or responsible jurisdiction will have primary responsibility in search and rescue. The Police and/or Fire Departments will have responsibility for search and rescue.
- C. The **Evacuation and Traffic Control** branch will be responsible for the evacuation, security, and traffic control in the affected area. The Ramsey Police Department will have primary control of this branch. This branch will coordinate with the Anoka County Sheriff's office and Minnesota State Patrol as well as coordination of public and private transportation.
- D. The **Radiological/HAZMAT** branch will be responsible for responding to all radiological or hazmat events. The Ramsey Fire Department will have primary control of this branch and will coordinate with the North Metro CAT team along with the Minnesota State Duty Officer.
- E. The **Fire Protection** branch will be responsible for fire protection and suppression within the affected area. The Ramsey Fire Department will have primary control of this branch and will coordinate with mutual aid departments and Minnesota Department of Natural Resources.
- F. The **Debris Clearance** branch will be responsible for opening roads blocked by debris from a disaster and coordinating with city, county, and State of Minnesota road maintenance departments to assist in the safe and rapid opening of roads in the affected area. The City of Ramsey's Public Works Department will have primary control of this branch.

- G. The **Utilities Restoration** branch will be a coordinating position managed by the City of Ramsey Public Works Department and private sector utilities in opening roads and providing access to damaged equipment. A listing of private and municipal telephone, electric, and natural gas companies are located in the Resource Guide.
- H. **Emergency Medical Services (EMS)** branch will be responsible for triage and transportation of victims. They will work closely with search and rescue, but will not have responsibility for that function.
- I. The **Animal Rescue** branch will be coordinated through contracted services and local kennels. They will be responsible for rescuing, sheltering, and caring for stranded pets.
- J. The **At Risk Facilities** branch will be coordinating the evacuation of nursing or assisted living homes and educational facilities as applicable.

III. AVAILABLE RESOURCES AND SUPPORTING AGENCIES

A. **Search and Rescue**

1. The *Civil Air Patrol* may be available to assist in looking for missing persons.
2. The *National Guard* may be available for search and rescue if the situation is beyond the capability of the City of Ramsey's resources.
3. The following *government and/or volunteer organization(s)* within Anoka County and City of Ramsey will assist with a major search and rescue operation: Ramsey Police Reserves, Anoka County Sheriff's office and the Anoka County Park Rangers.

B. **Evacuation, Traffic Control, and Security**

1. The *City of Ramsey Emergency Management Director and the Chief of Police* will jointly prepare in advance for a potential evacuation of City of Ramsey residents. Their preparation will include a hazard analysis and vulnerability assessment of the various hazards in the City of Ramsey and a determination of appropriate evacuation routes and traffic control points (refer to Resource Manual).

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2. SARA Title III Section 302 facilities, their emergency coordinators and methods and procedures to be followed in the case of any release of such substances are listed in the Resource Manual. These listings also include pre-identified primary and secondary evacuation routes for the "population at risk", other facilities **contributing** to additional risk due to their proximity to the 302 facilities such as natural gas facilities and other facilities **subject** to additional risk due to their proximity to the 302 facilities such as hospitals, and so forth.
3. The *City of Ramsey EMD, with assistance from the Operations and Logistics Sections* will be responsible for **recommending** evacuation and/or sheltering in place.
4. The *Emergency Management Director* will be responsible for preparing instructions for people who must evacuate from a high-risk area. This is to include identification of centrally located staging areas and pick up points for evacuees without private automobiles or other means of evacuation.
5. *Ramsey Police and Ramsey Fire Department personnel* will have primary responsibility for ensuring that the affected City residents and facilities are notified of the need to evacuate.
6. *School District #11/Private Bussing Companies and Local Ambulance Services* will have primary responsibility for assisting handicapped, elderly, mobility-impaired, and other individuals unable to evacuate themselves with transportation.
7. The *Ramsey Police Department* will be responsible for establishing and staffing any traffic control points that may be necessary.
8. The *Ramsey Police Department* will be responsible for maintaining access control and security for the evacuated areas.
9. The *Ramsey Police/Public Works Departments* will be responsible for overseeing the removal of stalled vehicles, obstructions, or any other roadway impediments so that the evacuation routes can remain open.
10. In consultation with local and/or state hazardous material specialists, the *Emergency Management Director* will be responsible for determining when evacuees can safely return to their residence.

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C. **Fire Protection**

1. Fire protection in the City of Ramsey is the responsibility of the ***Ramsey Fire Department***. This is a full-time, part-time, and volunteer department. The City of Ramsey has a Fire Chief. This person is responsible for fire protection for residents of Ramsey. A map of coverage is available at the Ramsey Fire Department.
2. Supporting. In addition to their primary responsibility of providing fire protection, the ***Ramsey Fire Department*** in Ramsey will have other responsibility in the event of a disaster. This varies from department to department, but generally includes:
 - a. Assisting in the dissemination of warnings.
 - b. Coordinating or assisting with an evacuation within Ramsey.
 - c. Coordinating or assisting with a search and rescue effort within Ramsey.
 - d. Informing other local government personnel of the risks associated with a hazardous materials incident/accident that has occurred within Ramsey.
 - e. Reporting important disaster status information (casualties, damage, evacuation status, chemical releases/exposures, radiation levels, etc) to the EOC during emergency operations.
 - f. Responding to hazardous materials incidents within the limits of HAZMAT response training received.
 - g. Providing heavy and light rescue services.
 - h. Providing first responder services.
3. Mutual Aid Agreements are with members of the Anoka County Fire Protection Council and the North Suburban Mutual Aid Association.

**EMERGENCY OPERATIONS PLAN
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D. Radiological/HAZMAT

1. Radiological/Hazmat incidents are the responsibility of the Ramsey Fire Department and they will coordinate efforts with North Metro CAT team and MN State Duty Officer.
2. The North Metro Chemical Team is comprised of 15 members who are trained to Hazmat Technician level or higher.
3. Additional resources are available through other state chemical assessment teams (CAT), emergency response teams (ERT), state radiological response teams, and the Minnesota State Duty Officer.
4. Maps and Locations of Pipelines are available in the Pipeline Safety and Emergency Response manual located in the EOC.

E. Debris Clearance

1. ***Outside City Limits:*** Outside incorporated areas, the ***Anoka County Engineer*** will be responsible for debris clearance.
2. ***Inside City Limits:*** Within the City of Ramsey, the ***Public Works Department*** will normally be responsible for debris clearance.
3. Except in unusual circumstances, removal of debris from private property will be the responsibility of the property owner. Debris will be disposed of at a local site chosen by local administration in conjunction with the disaster site.
4. Clean up and disposal of spilled or leaked hazardous materials will be the responsibility of the party who had the accidental spill or leakage.
5. Temporary storage for debris will be determined based on the proximity to the area affected. Several sites have been identified and are located on maps in the EOC. Debris will be identified as household waste and brush and tree waste.

F. Utility Restoration

The ***City of Ramsey Public Works Department and private utilities companies*** are responsible for providing utility services for the City of Ramsey: A listing of utility providers, contact names, and telephone numbers is contained in the Resource Manual.

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1. Restoration of municipal water supplies and sewage facilities will be done by the operator of the facility.
2. Messages pertaining to safe drinking water, limited water supplies, non or low functioning sewer systems should be forwarded to the EOC for coordinated dissemination of this information. It may become necessary to bring in potable water to affected areas coordinated through the Logistics Officer.

IV. POLICIES AND PROCEDURES

The different branches will be responsible for developing policies and procedures for operation under emergency conditions.

V. SUPPORTING DOCUMENTATION

- A. A listing of HAZMAT clean-up contractors is located with the Ramsey Fire Department.
- B. Operations Checklist.
- C. Debris Clearance/Utility Restoration Checklists.
- D. Also see Emergency Operations Resource Manual.

**EOC Operations Fire and Police
Operations Section Checklist:
Search/Rescue, Evacuation/Traffic, Hazmat and Fire**

Immediate Concerns

- Report to the EOC or send representative when requested.
- Identify "On scene" Incident Commander(s)
- Obtain an initial briefing from Incident Command. Prepare an initial report to Emergency Manager.
- Does the incident area constitute a possible crime scene? Has the scene been protected.
- Provide road closures, hazards information to PIO for media release.
- Review Emergency Operations Plan and Standard Operating Procedures.
- Assess if a 24hr/day and/or extended operation is needed. Make staffing assessments consider mutual aid.
- Use all city resources before requesting assistance. Make requests to EM.
- Is incident contained or under control? Assess mutual aid resources.
- Is Incident Command well established and functioning properly? Remind IC that once EOC PIO is on duty, all media information releases be coordinated through EOC PIO.
- Assess scene security and traffic control needs.
- Assess need for evacuation at scene. Develop Evacuation Plan. Brief EM.
- Assess Police and Fire response capabilities for areas of city not affected by incident.
- For Hazmat incidents, have responders been made aware of the hazardous area and how to safely approach.
- Has the State Duty Officer been notified of the incident?

Ongoing Concerns

- ❑ If resources are needed beyond those available through mutual aid, such as heavy rescue and debris removal equipment, work with EOC staff to acquire.
- ❑ Are overall law enforcement activities being adequately addressed?
 - Directing and controlling traffic
 - Assisting with evacuation of people at risk, coordination of evacuation plans
 - Perimeter and scene security
- ❑ If a mass casualty incident, are resources in place to handle a large number of bodies? Is a temporary morgue needed? Has Medical Examiner's office responded with extra personnel? Should area funeral directors be alerted? Communication link established between EOC and mass care facility?
- ❑ If operations will continue over an extended period, plan on how crews will be relieved, fed, etc. Will more resources be needed to relieve exhausted personnel?
- ❑ If Incident Command is expected to transfer from fire to police or public works, plan in advance how the transition will occur so that it is done smoothly.
- ❑ If crews are working an incident that could be a crime scene, consult with law enforcement on steps to preserve evidence.
- ❑ Consider the need for a critical incident stress debriefing for responders. Coordinate with police, EMS and public works managers as appropriate.
- ❑ Will incident/crime scene need 24 hr. security for extended period of time.
- ❑ Assess food, transportation, fuel and equipment needs to sustain field operations and notify Logistics Section of needs.
- ❑ Is an ID system needed to maintain security in restricted areas?
- ❑ Will the National Guard be required? Sheriff will need to coordinate with the MN State Duty Officer.
- ❑ If Crime Scene, will Federal agencies be needed? (FBI, ATF, DHS, NTSB).

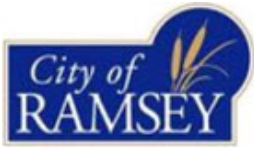
**EOC Operations Public Works
Operations Section Checklist:
Debris Clearance/Utility Restoration**

Immediate Concerns

- ❑ Report to the Emergency Operations Center or sent a representative.
- ❑ Obtain an initial briefing from Incident Command. Prepare an initial report to the Emergency Manager.
- ❑ Assess if a 24hr/day and/or extended operation is needed. Make staffing assessments consider mutual aid.
- ❑ Contact and coordinate with private sector utilities on shutdown and service restoration.
- ❑ Manage all public works resources and direct public works operations
 - Debris removal
 - Assist in search and rescue efforts if requested
 - Conduct damage assessment and documentation of damage to public infrastructure.
 - Provide emergency generators, fuel, lighting, etc., to support emergency responders at the incident scene and EOC
- ❑ Coordinate with contractors for use of private sector resources in public works response operations.
- ❑ Periodically brief EM on status of public works operations.
- ❑ Assign public works staff to the Incident Command to act as a liaison between public works operations and emergency operations.
- ❑ Identify hazardous areas that crews will not be able to pass through.
- ❑ Work with police/fire representatives to determine need for barricades at incident site and traffic signs/signal changes for re-routing traffic and safety.
- ❑ Assess need for heavy equipment support for rescue operations.
- ❑ For large-scale utility disruption, designate a liaison to the utility companies. This person should keep you and the PIO informed on time estimates for utility restoration.
- ❑ If debris is blocking streets over a widespread area, work with the "Field Incident Commander" to develop priority routes to be cleared.

Ongoing Concerns

- For large-scale debris removal, develop debris removal plan and schedule. If the removal plan includes removal from private properties inform PIO of schedule for media release for curbside pickups.
- Will natural gas utilities need assistance with relighting pilot lights?
- Are city resources adequate to handle the incident and support continued operations or will outside resources be needed?
- If the incident involves a crime scene, work with the Incident Commander for special procedures and direction.



Our Mission: To work together to responsibly grow our community, and to provide quality, cost-effective, and efficient government services.

CC Work Session

2. 2.

Meeting Date: 04/28/2015

Submitted For: Kurt Ulrich,

By:

Jo Thieling, Administrative Services

Information

Title:

Review Revised Draft Strategic Planning Documents

Purpose/Background:

Purpose: To review the revised DRAFT three-year strategic action plan with the City Council.

Background: Staff reviewed the DRAFT three-year strategic action plan with the City Council at a work session on March 24, 2015. Following discussion, comments/suggestions and direction of Council, the amended DRAFT three-year strategic action plan will again be reviewed this evening.

The updated DRAFT three-year strategic action plan is attached to this case.

Notification:

NA

Observations/Alternatives:

To review the revised DRAFT three-year strategic action plan.

Funding Source:

NA

Recommendation:

N/A

Action:

Provide feedback on the revised DRAFT strategic plan.

NEXT STEP: bring this plan back for final adoption at a regular City Council meeting.

Attachments

Draft Strategic Action Plan

Form Review

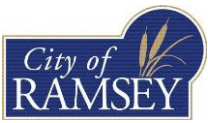
Inbox
Kurt Ulrich

Reviewed By
Kurt Ulrich

Date
04/23/2015 03:14 PM

Form Started By: Jo Thieling
Final Approval Date: 04/23/2015

Started On: 04/23/2015 11:20 AM



Strategic Action Plan 2015 – 2018

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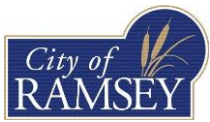
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Strategic Imperative I: Financial Stability

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
Improve budget preparation to identify operational efficiencies and cost-savings	Finance	1) An all-inclusive integrated budget document developed that will incorporate Strategic Planning items, adopted budgets, CIP, metrics, and trend information.	June 2015	December 2015	None	None	D. Lund	<ul style="list-style-type: none"> Integrated budget completed for 2016 Distinguished Budget Award received
Increase economic growth and development	Administration	2) Sale of City-Owned Parcels that are listed for sale for economic development.	Summer 2015	Summer 2018	<p>No additional in-house human resources required.</p> <p>This will cost between \$10,000 and \$35,000 per certification (six total) in third-party professional consulting fees (legal/title, environmental, engineering, etc.).</p> <p>Staff will propose use of existing dollars from TIF Account #1.</p>	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. Removed development “unknowns” for prospects and significantly improved project timelines. 100 % properties shovel-ready certified. Land sale closings above previous three year term.
Increase economic growth and development (cont.)	Administration	3) Recruit new industry and market-ready major retail businesses to Ramsey	Ongoing	Fall 2017	<p>No additional in-house human resources required. Staff will continue to market properties with CBRE; and attain shovel ready status.</p>		P. Brama	<ul style="list-style-type: none"> Secured two (2) new 30,000+ square foot retail facilities. Secured two (2) new 30,000+ square foot industrial facilities.



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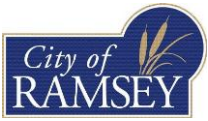
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Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
	Administration	4) Establish new Business Park, west of Armstrong Boulevard	Spring 2016	Summer 2016	<p>No additional in-house human resources required.</p> <p>This will cost between \$10,000 and \$25,000 per certification (two total) in third-party professional consulting fees (legal/title, environmental, engineering, etc.).</p> <p>Staff will propose use of existing dollars from TIF Account #1.</p>	NA	P. Brama	<ul style="list-style-type: none"> Business Park will be positioned: “as-competitive-as-possible” in today’s real estate market. Removed development “unknowns” for prospects and significantly improved project timelines. Attain State of Minnesota <i>Shovel-Ready</i> Status for Business Park land parcels.
	Engineering	5) Develop and plan for key infrastructure improvements (AUAR improvements, extensions of municipal utilities, and major transportation corridors.	April 2015	December 2017	<p>Anoka County coordination</p> <p>Consultant expenses</p> <p>Project Funding Sources – development driven tax increment funding, utility funds, grants, and funding partnerships.</p>	<p>Update traffic and turning movement volumes</p> <p>Update estimated project costs and complete feasibility analysis</p>	B. Westby	<ul style="list-style-type: none"> Meet the COR AUAR milestones Scheduled prioritized projects in CIP Revised JPA construction schedule - Meet the scheduled milestones. Reviewed extension of sewer and water to 167th and Hwy 47 area Mobility improvements made to major highway corridors (i.e. US Hwy 10, Hwy 47 and CR 5)



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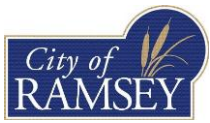
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<i>Leverage outside funding sources</i>	Administration	6) Optimize use of non-city funding through joint projects, grants and partnerships	2015	2018	TBD	None	K. Ulrich	<ul style="list-style-type: none"> • Increased grant awards • Reduced reliance on the general fund. • Effective grant administration • Increased public and private partnerships



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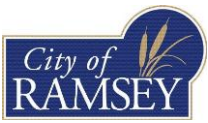
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Strategic Imperative II: A Connected Community

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.

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
Improve the safety and mobility of US Highway 10	Administration	7) Actively lobby State Legislature and Federal Congressional Delegation for \$120M to construct the identified Highway 10 corridor priorities	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 secured for high priority TH Highway 10 projects.
	Administration	8) Introduce legislation requesting state funding for highway-rail separation at Ramsey and Sunfish Lake Blvd. rail intersections.	March 2015	May 2015	State bonding and work with City legislative liaison	None	K. Ulrich	<ul style="list-style-type: none"> Allocation of up to \$10 M in state bonding for projects.
	Administration	9) Initiate a regional effort to 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.



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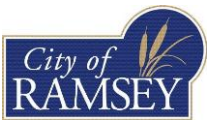
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<i>Improve the safety and mobility of US Highway 10 (Cont.)</i>	Administration	10) Develop a communications strategy in regard to Highway 10 improvements	Summer 2015	Summer 2015	No additional resources required.	This tactic will be included in the City's adopted communications plan.	P. Brama	<ul style="list-style-type: none"> • 1-2 page flyer (marketing material) summary of Highway 10 • Created 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.



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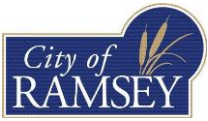
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Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
Improve the safety and mobility of County Highway 5 Corridor	Engineering	11) Conduct CASH 5 Corridor Study (land use and traffic integrate in cooperation with the County	April 2015	October 2017	Professional services - \$50,000 (PIR) Anoka County Coordination Construction funds		B. Westby	<ul style="list-style-type: none"> Corridor study completion Turn-back plan completion Coordinated Highway 10 integration plan completion At least one high priority improvement project completed
Improve the safety and mobility of MN State Hwy 47 Corridor	Engineering	12) Conduct MN State Hwy 47 Study in cooperation with MNDOT and City of Anoka	April 2015	October 2017	Anoka County & MNDOT coordination Construction Funds			<ul style="list-style-type: none"> Corridor study completion At least one high priority improvement project completed
Create a diverse and robust offering of recreational opportunities	Public Works	13) Develop a comprehensive recreation plan that inventories existing recreation programs, services, and infrastructure at the local, regional, and national level	5/2015	10/2016	Citizen Survey (2016 - \$15,000) - recreation staffing as identified -park capital costs as identified by district	None	G. Riemer	<ul style="list-style-type: none"> Present findings and recommendations in 2017 as part of budget development for 2018 implementation



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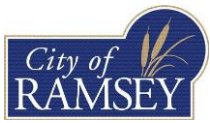
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	Community Development	14) Determine vision for future parks, trails, and open space capital improvements	2015	2016	TBD		T. Gladhill	<ul style="list-style-type: none"> • Completed Master Park and Trail Plan Update • Parks improvements scheduled • Mississippi River Trail extended • Trott Brook Greenway extended • Armstrong Trail Completed



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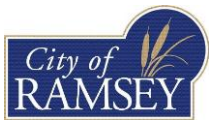
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Strategic Imperative III: Smart, Citizen-Focused Government

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

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
Improve the safety of the community	Police	15) Reduce illegal drug activity in the community	June 2015	January 2016	Request 1 FTE Police Officer in 2016 budget to allocate to Anoka Hennepin Drug Task Force (AHDTF)	Council approval of JPA with AHDTF	J Katers	<ul style="list-style-type: none"> Increased number of arrests for drug crimes Maximized collaboration of Anoka Hennepin Drug Task Force by allocating staff to task force Increased intelligence on drug activity Reduced criminal activity in community related to drug use Increased drug awareness through community engagement
	Administration	16) Develop a metric to ensure adequate public safety staffing 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



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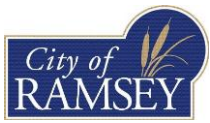
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Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
	Police	17) Consider security cameras to enhance safety and security	June 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 % Assisted in identification of criminal suspects Provided increased sense of security in public spaces.
Improve the safety of the community (cont.)	Fire	18) Expand and improve residential rental licensing program	April 2015	July 2015	None	None	D. Kapler	<ul style="list-style-type: none"> Cost Benefit analysis completed Improved property maintenance Improved landlord/tenant relationships Improved public safety response



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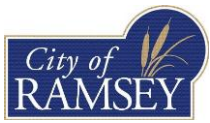
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Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
Create a strong positive image for residential neighborhoods and business districts	Community Development	19) Meet or exceed community expectations in regard to response times for code complaints	2016	2016	Add a Code Enforcement Specialist for public nuisance code enforcement	None	T. Gladhill	<ul style="list-style-type: none"> Centralized enforcement program with consistent metrics Improved communication of notices of violation Improved stability of position Response times of 14-30 days Enhanced focus on key corridors (Highway 10 and Highway 47) Eliminate duplication in data
Enhance Community Engagement	Administration	20) Create a program for citizen recognition.	June 2015	December 2015	None	None	K. Ulrich	<ul style="list-style-type: none"> Implemented citizen recognition program
	Administration	21) Identify opportunities for community volunteer work	June 2015	December 2015	Volunteer Coordinator staff position	None	K. Ulrich	<ul style="list-style-type: none"> Increased citizen volunteer hours



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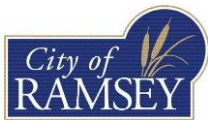
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Enhance Community Engagement (cont'd)	Community Development	22) Increase engagement opportunities in future land use decisions	2015	2018	TBD		T. Gladhill	<ul style="list-style-type: none"> • Adopt a citizen engagement framework for 2040 Comprehensive Plan update • Determine appropriate scale of update to the City's Comprehensive Plan • Complete required 2040 Comprehensive Plan update
Enhance the level of customer service in Community Development	Administration	23) Evaluate staffing deployment and process effectiveness in Community Development	2016	2016	Re-class PT to FT Position (\$ impact TBD)	None	C. Lasher	<ul style="list-style-type: none"> • 10 Business Day Building Permit Plan Review • 48 Hour Inspection Window • Centralized Permits and Licenses Division • Improved management and ensured equity of enforcement of City-Owned properties • Improved support to Environmental Policy Board (EPB)



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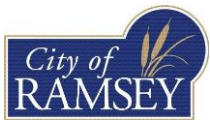
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Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Tools Required	Responsible Party	Key Outcome Indicators/Metrics
	Community Development	24) Improve Customer Experience for Community Development Applications & Increase Effectiveness of Staff Resources	2015	2016	\$25-50,000 for software improvements	\$2,000 for hardware	T. Gladhill	<ul style="list-style-type: none"> Self Service Applications, Scheduling, and Tracking 24/7 Immediate issuance of 'over the counter' permits 24 Hour Inspection Window Centralized approval of land use requests (permitting, licensing, and code enforcement) Reduced or eliminated duplication of staff resources
Define and promote Ramsey Brand	Administration	25) 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 communications 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)



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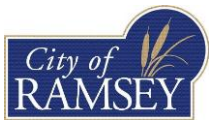
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	Community Development	26) Create a community sign plan that focuses on community gateways and focal points.	2015	2016	None	Adobe Creative Suite (\$2,000)	T. Gladhill	<ul style="list-style-type: none"> Revised zoning code Monument signage plan for the City completed Tenant panel distribution policy completed Funding and Priority Plan
Improve the image of key corridors (Highway 10, CR5, and Highway 47)	Community Development	27) Use property-owner/ citizen engagement strategies to 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	28) Proactively Implement Corridor Improvements through public investment and code compliance initiatives.	2016	2018	0.5 FTE (Covered in Code Enforcement Section)		T. Gladhill	<ul style="list-style-type: none"> 30% of targeted property clean-up per year of plan



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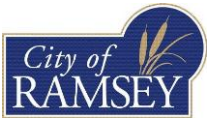
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Ensure long-term sustainability of Public Water System	Engineering	29) Work with neighboring cities and regulating agencies to identify regional solution(s) for sustainable water supply/water treatment facility	2015	2019	\$30,000 for engineering consultants (update comprehensive water supply plan, complete pilot study)	TBD	B. Westby	<ul style="list-style-type: none"> • Commitment to regional solution for long-term water supply • Updated Comprehensive Water Supply Study • Active participation of neighboring cities/regulating agencies



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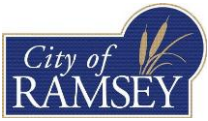
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Strategic Imperative IV: An Effective Organization

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

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Required	Tools	Responsible Party	Key Indicators/Metrics	Outcome
Develop a communications plan	Administration	29) 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.	None. (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	30) 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 communications survey.		P. Brama	<ul style="list-style-type: none"> Council adopted communications plan. The adopted plan outlines specific outcome for each specific tactic. 	



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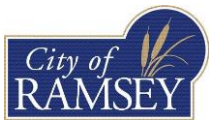
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Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Required	Tools	Responsible Party	Key Indicators/Metrics	Outcome
<i>Develop a communications plan (cont.)</i>	Administration	31) Develop 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 • Promoted teamwork and brand • Sustained or improved morale 	



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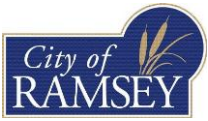
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Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Required	Tools	Responsible Party	Key Indicators/Metrics	Outcome
	Administration	32) Initiate a strategy to highlight City Employees and job duties (put a face to a name and highlight their contribution to the community)	July/Aug. 2015	Ongoing (monthly) RR Publications as scheduled	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. 	
Continue to implement process improvement initiatives	Administration	33) 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 determined 	



Strategic Action Plan 2015 – 2018

DRAFT 04/28/15

VISION

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

MISSION

To work together to responsibly grow our community, and to provide quality, cost-effective, and efficient government services

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

Strategic Initiative	Department	Tactics	Initiation Date	Completion Date	Additional Resources Required	Additional Required	Tools	Responsible Party	Key Indicators/Metrics	Outcome
<i>Plan for public facilities to meet City's growth</i>	Finance	34) Identify capital cost of PW facility based upon space needs study. Create a funding and implementation plan for a new public works campus	2015	2016	None	None		D. Lund	<ul style="list-style-type: none"> Decision by Council on timing and amount of debt for the new Public Works facility. 	