





# Strategic Action Plan February 2017 Update

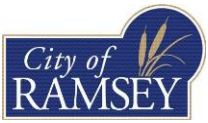
## MISSION

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

### 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	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
			<b>Key</b>  Red: On hold/stopped   Yellow: Needs Discussion   Green: on track   Completed			Uses adopted 2017 Budget as benchmark. Assumed to hold constant for 2018 to determine additional resources needed to accomplish initiative.
<b>Improve budget preparation to identify operational efficiencies and cost-savings</b>	1) Develop an all-inclusive integrated budget document that will incorporate Strategic Planning items, adopted budgets, CIP, metrics, and trend information.	June 2015	December 2018	<ul style="list-style-type: none"> <li>Integrated budget completed for 2016 - complete</li> <li>Distinguished Budget Award received in 2018</li> </ul>	Lund	<ul style="list-style-type: none"> <li>Need direction on alternative budget document format.</li> </ul>
<b>Increase economic growth and development</b>	2) Sale of City-Owned Parcels that are listed for sale for economic development.	Summer 2015	Summer 2018	<ul style="list-style-type: none"> <li>City owned land will be positioned: "as-competitive-as-possible" in today's real estate market.</li> <li>Removed development "unknowns" for prospects and significantly improved project timelines.</li> <li>100 % properties shovel-ready certified.</li> <li>Land sale closings above previous three year term.</li> </ul>	Brama	<ul style="list-style-type: none"> <li>Several land sales</li> <li>Shovel-ready analysis being completed</li> <li>Broker relationship &amp; service options under review</li> </ul>



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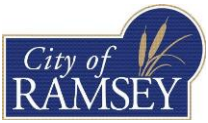
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<b>Increase economic growth and development (cont.)</b>	3) Recruit new industry and market-ready major retail businesses to Ramsey	Ongoing	Fall 2017	<ul style="list-style-type: none"> <li>Secured two (2) new 30,000+ square foot retail facilities.</li> <li>Secured two (2) new 30,000+ square foot industrial facilities.</li> </ul>	Brama	<ul style="list-style-type: none"> <li>No additional resources requested</li> <li>Metric based on market factors outside of City control</li> </ul>
	4) Establish new Business Park, west of Armstrong Boulevard	Spring 2016	Summer 2016	<ul style="list-style-type: none"> <li>Business Park will be positioned: "as-competitive-as-possible" in today's real estate market.</li> <li>Removed development "unknowns" for prospects and significantly improved project timelines.</li> <li>Attain State of Minnesota <i>Shovel-Ready</i> Status for Business Park land parcels.</li> </ul>	Brama	<ul style="list-style-type: none"> <li>Business park under development working with private land owners</li> </ul>
	5) Develop and plan for key infrastructure improvements (AUAR improvements, extensions of municipal utilities, and major transportation corridors.	April 2015	December 2017	<ul style="list-style-type: none"> <li>Meet the COR AUAR milestones</li> <li>Scheduled prioritized projects in CIP</li> <li>Revised JPA construction schedule - Meet the scheduled milestones.</li> <li>Reviewed possible extension of sewer and water to 167<sup>th</sup> and Hwy 47 area</li> <li>Mobility improvements made to major highway corridors (i.e. US Hwy 10, Hwy 47 and CR 5)</li> </ul>	Westby	<ul style="list-style-type: none"> <li>Comprehensive planning in process</li> </ul>
<b>Leverage outside funding sources</b>	6) Optimize use of non-city funding through joint projects, grants and partnerships	2015	2018	<ul style="list-style-type: none"> <li>Increased grant awards</li> <li>Reduced reliance on the general fund.</li> <li>Effective grant administration</li> <li>Increased public and private partnerships</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>Grants applied for with active support of private business interests</li> </ul>



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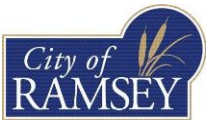
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### Strategic Imperative II: A Connected Community

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	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
<b>Improve the safety and mobility of major road corridors</b>	7) Actively lobby State Legislature and Federal Congressional Delegation for \$170M to construct the identified Highway 10 corridor priorities	March 2015	December 2018	<ul style="list-style-type: none"> <li>State and federal funding secured for high priority TH Highway 10 projects.</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>Work in process</li> </ul>
	8) Introduce legislation requesting state funding for highway-rail separation at Ramsey and Sunfish Lake Blvd. rail intersections.	March 2015	May 2018	<ul style="list-style-type: none"> <li>Allocation of up to \$10 M in state bonding for projects.</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>Work in process</li> </ul>
	9) Initiate a regional effort to complete Preliminary Engineering and Environmental Review for all projects of the Highway 10 Study	March 2015	December 2018	<ul style="list-style-type: none"> <li>Preliminary Design and Engineering in regard to MNDOT TH10 Access Planning Study projects are commenced.</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>Work in process</li> </ul>
	10) Develop a communications strategy in regard to Highway 10 improvements	Summer 2015	Summer 2016	<ul style="list-style-type: none"> <li>1-2 page flyer (marketing material) summary of Highway 10</li> <li>Created project webpage on City website.</li> <li>“Support network” of businesses and land owners willing to assist in lobbying established.</li> <li>“Lobbying List” outlining an inventory of people the City should be communicating with (lobbying) established.</li> </ul>	Brama	<ul style="list-style-type: none"> <li>No additional resources requested.</li> <li>Outline/framework complete.</li> <li>To be completed in 2017</li> </ul>



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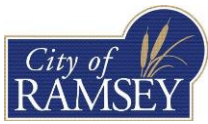
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Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
<b>Improve the safety and mobility of major road corridors</b> (continued)	11) Conduct CASH 5 Corridor Study (land use and traffic integrate in cooperation with the County)	April 2015	October 2018	<ul style="list-style-type: none"> <li>Corridor study completion in 2017</li> <li>At least one high priority improvement project commenced by 2018</li> </ul>	Westby	<ul style="list-style-type: none"> <li>\$50,000 in professional services</li> </ul>
	12) Conduct MN State Hwy 47 Study in cooperation with MNDOT and City of Anoka	April 2015	October 2018	<ul style="list-style-type: none"> <li>Corridor study completion in 2017</li> <li>At least one high priority improvement project commenced by 2018</li> </ul>	Westby	<ul style="list-style-type: none"> <li>\$50,000 in professional services</li> </ul>
	13) Conduct Armstrong Blvd traffic study in cooperation with the County	July 2015	October 2018	<ul style="list-style-type: none"> <li>Corridor study completion in 2017</li> <li>At least one high priority improvement project commenced by 2018</li> </ul>	Westby	<ul style="list-style-type: none"> <li>\$50,000 in professional services</li> </ul>
<b>Create a diverse and robust offering of recreational opportunities</b>	14) Develop a comprehensive recreation plan that inventories existing recreation programs, services, and infrastructure at the local, regional, and national level	5/2015	10/2017	<ul style="list-style-type: none"> <li>Present findings and recommendations in 2017 as part of budget development for 2018 implementation</li> </ul>	Riemer/Riverblood	<ul style="list-style-type: none"> <li>Comprehensive planning in process</li> </ul>
	15) Develop Plan for future parks, trails, and open space capital improvements	2015	2017	<ul style="list-style-type: none"> <li>Completed Master Park and Trail Plan Update</li> <li>CIP Aligned with Parks Plan</li> </ul>	Gladhill/Riverblood	<ul style="list-style-type: none"> <li>Comprehensive planning in process</li> </ul>



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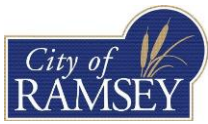
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### Strategic Imperative III: Smart, Citizen-Focused Government

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	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
<b>Improve and maintain the safety of the community</b>	16) Reduce illegal drug activity in the community	June 2015	January 2017	<ul style="list-style-type: none"> <li>Increased number of arrests for drug crimes</li> <li>Maximized collaboration of Anoka Hennepin Drug Task Force by allocating staff to task force</li> <li>Increased intelligence on drug activity</li> <li>Reduced criminal activity in community related to drug use</li> <li>Increased community awareness of illegal drug activity</li> </ul>	Katers	<ul style="list-style-type: none"> <li>Drug Task Force Officer assigned, programs and educational components to be developed</li> </ul>
	17) Provide adequate public safety staffing based on City's growth factors	June 2015	September 2016	<ul style="list-style-type: none"> <li>Metrics developed to support 2016 and future public safety staffing requests</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>Staffing levels support current activity, coverage levels, and population.</li> </ul>
	18) Consider security cameras to enhance safety and security	June 2015	June 2016	<ul style="list-style-type: none"> <li>Visible deterrent to criminal activity</li> <li>Reduction of Vandalism to city owned property by 10 %</li> <li>Assisted in identification of criminal suspects</li> <li>Provided increased sense of security in public spaces.</li> </ul>	Katers	<ul style="list-style-type: none"> <li>\$20,000 in equipment and software</li> </ul>
	19) Expand and improve residential rental licensing program	April 2015	Dec. 2016	<ul style="list-style-type: none"> <li>Cost Benefit analysis completed</li> <li>Improved property maintenance</li> <li>Improved landlord/tenant relationships</li> <li>Improved public safety response</li> </ul>	Gladhill	<ul style="list-style-type: none"> <li>Rental license ordinance amended to expand program</li> </ul>
<b>Create a strong positive image for residential neighborhoods and business districts</b>	20) Meet or exceed community expectations in regard to response times for code complaints	2016	2017	<ul style="list-style-type: none"> <li>Centralized enforcement program with consistent metrics</li> <li>Improved communication of notices of violation</li> <li>Response times of 14-30 days</li> <li>Enhanced focus on key corridors (Highway 10 and Highway 47)</li> <li>Eliminate duplication in data</li> </ul>	Gladhill	<ul style="list-style-type: none"> <li>0.5 FTE</li> </ul>
<b>Enhance Community Engagement</b>	21) Create a program for citizen recognition.	June 2015	December 2016	<ul style="list-style-type: none"> <li>Implemented citizen recognition program</li> <li>Incorporate recognition contests into recreation programming (e.g., best butterfly garden, best holiday lights)</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>Council meetings and social media used for recognition.</li> <li>Current rec intern, future 0.5 FTE</li> </ul>



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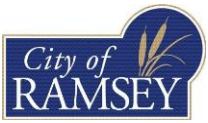
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Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
<b>Enhance Community Engagement (cont.)</b>	22) Identify opportunities for community volunteer work	June 2015	December 2016	<ul style="list-style-type: none"> <li>Increased citizen volunteer hours</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>Current rec intern, future 0.5 FTE for volunteer coordination and recognition</li> </ul>
	23) Increase engagement opportunities in future land use decisions	2015	2018	<ul style="list-style-type: none"> <li>Adopt a citizen engagement framework for 2040 Comprehensive Plan update</li> <li>Determine appropriate scale of update to the City's Comprehensive Plan</li> <li>Complete required 2040 Comprehensive Plan update</li> <li>Clarified vision for the COR</li> </ul>	Gladhill	<ul style="list-style-type: none"> <li>Comprehensive planning in process</li> </ul>
<b>Enhance the level of customer service</b>	24) Evaluate staffing deployment and process effectiveness	2015	2017	<ul style="list-style-type: none"> <li>10 Business Day Building Permit Plan Review</li> <li>48 Hour Inspection Window</li> <li>Centralized Permits and Licenses Division</li> <li>Improved management and ensured equity of enforcement of City-Owned properties</li> <li>Improved support to Environmental Policy Board (EPB)</li> </ul>	Gladhill	<ul style="list-style-type: none"> <li>Enhance technology and staffing has been implemented</li> </ul>
<b>Define and promote Ramsey Brand</b>	25) Develop strategy with Ramsey Brand as umbrella while still promoting sub-areas of the community (The COR, 167 <sup>th</sup> Avenue, Future Business Park, etc.)	Spring 2015	Summer 2016  Final completion tied to tactic below.	<ul style="list-style-type: none"> <li>Unified marketing/ communications with consistent use of Ramsey Brand (refreshed materials and policy).</li> <li>Implementation of Ramsey logo in future COR materials and signage (same for other sub-districts)</li> </ul>	Brama	<ul style="list-style-type: none"> <li>Timeline adjusted to 2017 completion for The COR Development Plan Update/Vision</li> </ul>
	26) Acquire a ZIP Code for Ramsey	Spring 2015	December 2017	<ul style="list-style-type: none"> <li>New and unique ZIP Code assigned to Ramsey</li> </ul>	Brama	<ul style="list-style-type: none"> <li>No additional resources.</li> <li>Metric dependent upon USPS.</li> </ul>



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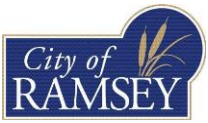
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<b>Define and promote Ramsey Brand (cont.)</b>	27) Create a community sign plan that focuses on community gateways and focal points.	2015	2016	<ul style="list-style-type: none"> <li>Revised zoning code</li> <li>Monument signage plan for the City completed</li> <li>Tenant panel distribution policy completed</li> <li>Funding and Priority Plan</li> </ul>	Brama	<ul style="list-style-type: none"> <li>Timeline adjusted for The COR Development Plan Update/Vision = 2017</li> </ul>
<b>Improve the image of key corridors (Highway 10, CR5, and Highway 47)</b>	28) Use property-owner/ citizen engagement strategies	2016	2016	<ul style="list-style-type: none"> <li>Adopted Statement of Goals</li> </ul>	Gladhill	<ul style="list-style-type: none"> <li>2017 Budget now has appropriate resources for this step.</li> </ul>
	29) Proactively Implement Corridor Improvements through public investment and code compliance initiatives	2016	2018	<ul style="list-style-type: none"> <li>30% of targeted property clean-up per year of plan</li> </ul>	Gladhill	<ul style="list-style-type: none"> <li>Current program is complaint-based</li> <li>Proactive compliance on main corridors add 0.5 FTE</li> </ul>
<b>Ensure long-term sustainability of Public Water System</b>	30) Work with neighboring cities and regulating agencies to identify regional solution(s) for sustainable water supply/water treatment facility	2015	2018	<ul style="list-style-type: none"> <li>Commitment to regional solution for long-term water supply</li> <li>Active participation of neighboring cities/regulating agencies</li> </ul>	Westby	<ul style="list-style-type: none"> <li>Comprehensive planning in process</li> </ul>



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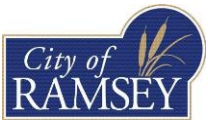
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<b>Ensure long-term sustainability of Public Water System (cont.)</b>	31) Develop a Comprehensive Plan for City long-term water supply	2015	2016	<ul style="list-style-type: none"> <li>Updated Comprehensive Water Supply Study</li> </ul>	Westby	<ul style="list-style-type: none"> <li>Comprehensive planning in process</li> </ul>



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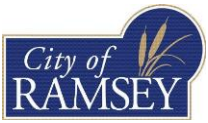
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### Strategic Imperative IV: An Effective Organization

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	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
<b>Improve City communications with the community</b>	32) Adopt a Formalized Communications Plan	Winter 2015	Early 2016	<ul style="list-style-type: none"> <li>Council adopted communications plan.</li> <li>The adopted plan outlines specific outcome for each specific tactic.</li> </ul>	Brama	<ul style="list-style-type: none"> <li>Reviewed by CC on 2/14</li> </ul>
<b>Improve and sustain high employee morale</b>	33) Develop a Staff recognition program	April 22, 2015 Kick-off	Ongoing	<ul style="list-style-type: none"> <li>Formal Staff Recognition Program Developed and Implemented</li> <li>Staff feeling recognized and valued by peers</li> <li>Staff promoting positive accountability to our core values by peers</li> <li>Promoted teamwork and brand</li> <li>Sustained or improved morale</li> </ul>	Lasher	<ul style="list-style-type: none"> <li>Labor Management Committee has worked on communication efforts</li> </ul>
	34) 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	<ul style="list-style-type: none"> <li>Increased awareness of Dept. Functions. / increased staff recognition</li> <li>Increased awareness of specific roles and specific current events / increased staff recognition.</li> <li>Promoted Ramsey Brand / increased staff recognition.</li> </ul>	Lasher	<ul style="list-style-type: none"> <li>Labor Management Committee has worked on communication efforts</li> <li>Safety Committee now in place</li> </ul>
<b>Continue to implement process improvement initiatives</b>	35) Review existing events and consider the value to the City	June 2015	September 2018	<ul style="list-style-type: none"> <li>Status of each City event (i.e., include or not) in 2016 budget determined</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>Programs reviewed with annual budget</li> </ul>



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<b><i>Plan for public facilities to meet City's growth</i></b>	36) Identify capital cost of PW facility based upon space needs study. Create funding and implementation plan for a new public works campus	2015	2016	<ul style="list-style-type: none"> <li>Decision by Council on timing and amount of debt for the new Public Works facility</li> <li>Completed design [new]</li> </ul>	Lund	<ul style="list-style-type: none"> <li>Need direction on design process.</li> </ul>