





# Strategic Action Plan February 2017 Update

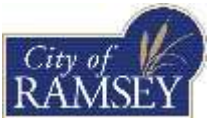
## MISSION

*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> <li><u>Increased in budget process and communication.</u></li> </ul>	Lund	<ul style="list-style-type: none"> <li><u>Need direction on alternative budget document format. Software for internet-based citizen engagement for budgeting</u></li> </ul>
<b>Increase economic growth and development</b>	2) Sale of City-Owned Parcels that are listed for sale for economic development.	2017 Summer 2015	Summer 2018-2019	<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>2011-13 <u>\$750K, 3.02 acres</u></li> <li>2014-16 <u>\$4.2M, 25.1 acres</u></li> </ul>



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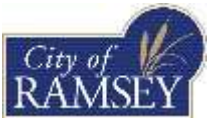
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<b>Increase economic growth and development (cont.)</b>	3) Recruit new industry and market-ready major retail businesses to Ramsey	Ongoing	Fall 2017 (Fall 2019 proposed)	<ul style="list-style-type: none"> <li>Secured <del>two (2) new 30,000+ square foot</del> <b>additional</b> 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><u>Industrial goal completed.</u></li> <li><u>Retail goal not completed; outside of City control</u></li> <li><u>City currently re-visioning The COR, and considering hiring a master developer</u></li> </ul>
	4) Establish new Business Park, west of Armstrong Boulevard	Spring 2016	Summer 2016 (Fall 2017 proposed)	<ul style="list-style-type: none"> <li><u>Business Park will be positioned: "as competitive as possible" in today's real estate market.</u></li> <li><u>Removed development "unknowns" for prospects and significantly improved project timelines.</u></li> <li><u>Attain State of Minnesota Shovel-Ready Status for Business Park land parcels.</u></li> <li><u>Arterial Infrastructure cost-share agreements in place.</u></li> <li><u>Policy for selling Hageman Holdings owned land established.</u></li> <li><u>Property officially rezoned appropriately to allow for a business park.</u></li> </ul>	Brama	<ul style="list-style-type: none"> <li>No additional resources requested</li> <li><u>Goal not completed yet.</u></li> <li><u>All action items are in place, and in motion. Expected to be completed in the next six months.</u></li> <li><u>Project was delayed due to major change in land use by a major property owner.</u></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></li> </ul>



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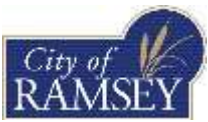
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<b>Leverage outside funding sources</b>	6) Optimize use of non-city funding through joint projects, grants and <del>partneships</del> <u>partnerships</u>	2015	2018	<ul style="list-style-type: none"> <li>• Increased grant awards</li> <li>• Reduced reliance on the general fund.</li> <li>• Effective grant administration</li> <li>• Increased public and private partnerships</li> <li>• <u>Partner with other agencies regarding future parking ramp.</u></li> <li>• <u>Secure partner(s) for community center.</u></li> <li>• <u>Historic Town Hall</u></li> <li>• <u>Space in Municipal Center</u></li> <li>• <u>MnDOT Facility</u></li> <li>• <u>RALF</u></li> <li>• <u>Water supply</u></li> <li>• <u>Transportation</u></li> </ul>	Ulrich	•

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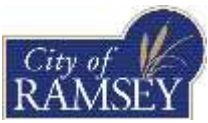
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### Strategic Imperative II: A Connected Community

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> <li><a href="#">Preliminary design for Highway 10.</a></li> <li><a href="#">Policy Packet for next Highway 10 projects in Ramsey.</a></li> </ul>	Ulrich	<ul style="list-style-type: none"> <li></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></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 <a href="#">MNDOT TH10/MnDOT/Anoka County US Highway 10</a> Access Planning Study projects are commenced.</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li></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><a href="#">All steps completed except flyer.</a></li> <li><a href="#">Draft flyer has been completed, finalized in next 60 days.</a></li> </ul>



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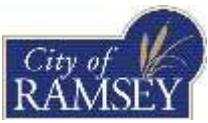
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<b>Improve the safety and mobility of major road corridors</b> (continued)	11) <a href="#">Complete a Comprehensive Plan for Transportation</a>	<a href="#">January 2017</a>	<a href="#">December 2017</a>	<ul style="list-style-type: none"> <li><a href="#">Vision and plan for complete transportation</a></li> </ul>	<a href="#">Westby/Gladhill</a>	<ul style="list-style-type: none"> <li><a href="#">Already budget for.</a></li> </ul>
	12) <a href="#">Conduct CSAH 5 Corridor Study (land use and traffic integrate in cooperation with the County)</a>	<a href="#">April 2015</a>	<a href="#">October 2018</a>	<ul style="list-style-type: none"> <li><a href="#">Corridor study completion in 2017</a></li> <li><a href="#">At least one high priority improvement project commenced by 2018</a></li> </ul>	<a href="#">Westby</a>	<ul style="list-style-type: none"> <li><a href="#">\$50,000 in professional services</a></li> <li><a href="#">Commence after completion of Comprehensive Transportation Plan</a></li> </ul>
	13) 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><a href="#">\$50,000 in professional services</a></li> <li><a href="#">Commence after completion of Comprehensive Transportation Plan</a></li> </ul>
	13) <a href="#">Conduct Armstrong Blvd traffic study in cooperation with the County</a>	<a href="#">July 2015</a>	<a href="#">October 2018</a>	<ul style="list-style-type: none"> <li><a href="#">Corridor study completion in 2017</a></li> <li><a href="#">At least one high priority improvement project commenced by 2018</a></li> </ul>	<a href="#">Westby</a>	<ul style="list-style-type: none"> <li><a href="#">\$50,000 in professional services</a></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><a href="#">Present findings and recommendations in 2017 as part of budget development for 2018 implementation</a></li> <li><a href="#">Art in the Park and other recreation opportunities for all ages.</a></li> </ul>	Riemer/Riverblood	<ul style="list-style-type: none"> <li><a href="#">Funds provided in 2017 budget for pilot program</a></li> </ul>



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	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> <li><a href="#">Complete Needs Assessment for Community Center</a></li> </ul>	Gladhill/Riverblood	<ul style="list-style-type: none"> <li><a href="#">\$25,000 for professional services for Community Center programming.</a></li> </ul>

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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> <li>• <u>Evaluate effectiveness of Drug Task Force Officer after Year 1 through Year 3.</u></li> </ul>	Katers	•
	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> <li>• <u>Maintain response time for police and fire per balanced score card metric.</u></li> </ul>	Ulrich	•
	18) Consider security cameras to enhance safety and security	June 2015	June 2016/2018	<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> <li>• <u>Investigate Mobile camera system or other alternative approaches.</u></li> </ul>	Katers	• \$20,000 to \$75,000 in equipment and software
	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> <li>• <u>Evaluate effectiveness after Year 1.</u></li> </ul>	Gladhill	•



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<b>Create a strong positive image for residential neighborhoods, and business districts, and key corridors</b>	20) Meet or exceed community expectations in regard to response times for code complaints. <u>Improve the image of residential neighborhoods, business districts, and key corridors.</u>	2016	<u>2017-2018</u>	<ul style="list-style-type: none"> <li>• <u>Centralized enforcement program with consistent metrics</u></li> <li>• <u>Improved communication of notices of violation</u></li> <li>• <u>Response times of 14-30 days</u></li> <li>• <u>Enhanced focus on key corridors (Highway 10, and Highway 47, and Nowthen Boulevard).</u></li> <li>• <u>Eliminate duplication in data. <u>Improved image of residential neighborhoods.</u></u></li> <li>• <u>Better resources for residents and neighborhoods.</u></li> <li>• <u>Tools such as licensing to add value to neighborhoods and districts.</u></li> <li>• <u>Proactive enforcement in key nodes.</u></li> </ul>	Gladhill	<ul style="list-style-type: none"> <li>• <u>0.5-1.0 FTE</u></li> <li>• <u>\$50,000 in professional services for corridor plans</u></li> </ul>
<b>Enhance Community Engagement</b>	21) <u>Create a program for citizen recognition. Identify opportunities for community volunteer work and citizen recognition</u>	June 2015	<u>December 2016-2018</u>	<ul style="list-style-type: none"> <li>• <u>Implemented citizen recognition program</u></li> <li>• <u>Incorporate recognition contests into recreation programming</u></li> <li>• <u>Increased citizen volunteer hours</u></li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>• <u>0.5 FTE</u></li> <li>• <u>Possible shared position.</u></li> </ul>
	22) <u>Identify opportunities for community volunteer work. Combined with above tactic.</u>	June 2015	<u>December 2016</u>	<ul style="list-style-type: none"> <li>• <u>Increased citizen volunteer hours</u></li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>• <u>0.5 FTE</u></li> </ul>



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<b>Enhance Community Engagement (cont.)</b>	22) 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> <li><u>Comprehensive land use plan for new elementary school and surrounding area.</u></li> <li><u>Create a comprehensive education plan in conjunction with the school district.</u></li> <li><u>Utilize social media and pop up meetings.</u></li> </ul>	Gladhill	<ul style="list-style-type: none"> <li></li> </ul>
<b>Enhance the level of customer service</b>	23) 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> <li><u>Evaluate areas of customer service effectiveness and services.</u></li> <li><u>Update and enhance the Balanced Scorecard Metrics.</u></li> </ul>	Gladhill	<ul style="list-style-type: none"> <li></li> </ul>
<b>Define and promote Ramsey Brand</b>	24) 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.)	2018 Spring 2015	Summer 2016 (Summer 2019 proposed) 2018	<ul style="list-style-type: none"> <li><u>Unified marketing/communications with consistent use of Ramsey Brand (refreshed materials and policy).</u></li> <li><u>Implementation of Ramsey logo in future COR materials and signage (same for other sub-districts)</u></li> <li><u>Create sub-district base marketing/communication materials and sign templates, while keeping the overall Ramsey Brand a priority (167/47, COR, Bunker/47, business parks).</u></li> <li><u>Create parks/ trails marketing/ communication materials and sign templates while keeping the overall Ramsey Brand a priority.</u></li> <li><u>Review all Ramsey events flyers/ materials, and consider updating to better reflect overall Ramsey Brand.</u></li> </ul>	Brama	<ul style="list-style-type: none"> <li><u>Basic all-purpose marketing and comm. Tools/ guidelines completed in early 2016.</u></li> <li><u>Need to develop sub-district logos/comm. (i.e. 167<sup>th</sup>, The COR, etc.)</u></li> </ul>



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	25) Acquire a ZIP Code for Ramsey	Spring 2015	December 2017 <u>(indefinite timeframe proposed)</u>	<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>
	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>Folded into the corridor improvement plans tactics, and The COR system planning</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> <li>Improved image of key corridors through completion of Corridor Plans</li> </ul>	Gladhill	<ul style="list-style-type: none"> <li>2017 Budget now has appropriate resources for this step.</li> <li>\$20,000 for streetscape design</li> <li>Combined with tactic to improve the image of residential neighborhoods, business districts, and key corridors.</li> </ul>



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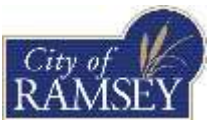
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	29) Proactively Implement Corridor Improvements through public investment and code compliance initiatives	2016	2018	<ul style="list-style-type: none"> <li>30% of targeted property clean-up per year of plan</li> </ul>	Gladhill	<ul style="list-style-type: none"> <li>0.5 FTE</li> <li>Combined with tactic to improve the image of residential neighborhoods, business districts, and key corridors.</li> </ul>
<b>Ensure long-term sustainability of Public Water System</b>	26) 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></li> </ul>
	27) Develop a Comprehensive Plan for City long-term water resources plans supply	2015	2016/2018	<ul style="list-style-type: none"> <li>Updated Comprehensive Water Supply Study</li> <li>Consider grant for feasibility study of surface water supply.</li> <li>Updated Comprehensive Wastewater Supply Study</li> </ul>	Westby	<ul style="list-style-type: none"> <li></li> </ul>



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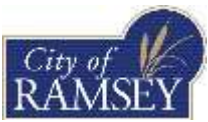
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### Strategic Imperative IV: An Effective Organization

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 <a href="#">Improve City Communications</a>	Winter 2015	Early 2016 2018	<ul style="list-style-type: none"> <li><a href="#">Council adopted communications plan.</a></li> <li><a href="#">The adopted plan outlines specific outcome for each specific tactic.</a></li> </ul>	Brama	<ul style="list-style-type: none"> <li><a href="#">Reviewed by CC on 2/14</a></li> </ul>
	28) <a href="#">Establish new and improved website</a>	2017	2018	<ul style="list-style-type: none"> <li><a href="#">More user friendly and technologically advanced website completed. Important attributes:</a> <ol style="list-style-type: none"> <li>100% mobile friendly website</li> <li>ability to process online payments</li> <li>clear formatting/ categorizing for ease of use by different customer groups</li> <li>online registration for events and room rental</li> <li>ability to easily add/ drop modules as needed</li> </ol> </li> </ul>	Brama/ Fredrickson	<ul style="list-style-type: none"> <li><a href="#">Increase IT Technician to Full Time (0.25 FTE)</a></li> </ul>
	29) <a href="#">Pro-Active, &amp; Progressive, and Robust Communication</a>	2017	2018	<ul style="list-style-type: none"> <li><a href="#">Define what pro-active and progressive communication means for Ramsey (what does success look like for this goal).</a></li> <li><a href="#">Identify resources needed to accomplish goal.</a></li> <li><a href="#">Implementation of new pro-active communication strategies.</a></li> </ul>	Brama/ Wenberg	<ul style="list-style-type: none"> <li><a href="#">Potentially new staff resources, and/or redeploy existing administration department resources/ responsibilities.</a></li> <li><a href="#">Need to define scope in order to define resources.</a></li> </ul>



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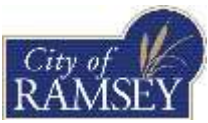
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Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
<b>Improve and sustain high employee morale</b>	30) Develop a Staff recognition program	April 22, 2015 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> <li>Consider a refresh of program for variety and relevance. Discuss with Labor Management Committee.</li> </ul>	Lasher	•
	31) 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	•
<b>Continue to implement process improvement initiatives</b>	32) Review existing events and consider the value to the City operational efficiencies	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> <li>Can this one be taken off all together?</li> <li>Seek technology enhancements.</li> <li>Performance measurement data.</li> <li>Consolidate operations for efficiencies.</li> </ul>	Ulrich	•



# 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 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>Plan for public facilities to meet City's growth</b>	33) Plan for a new public works campus	2015	2016 (summer 2018)	<ul style="list-style-type: none"> <li><u>Decision by Council on how project planning process should be administered (i.e. standard route with staff only and a GC or hire a project manager/ construction manager).</u></li> <li><u>Completed design for new campus (i.e. preliminary and final design)</u></li> <li><u>Staff is placing this project in the CIP and budget documents for spring 2019 construction</u></li> </ul>	Riemer	<ul style="list-style-type: none"> <li><u>2016 goal of obtaining a space needs analysis, feasibility report, and discuss effect of project on future city budget completed.</u></li> <li><u>This tactic has been updated for next step in the process.</u></li> </ul>

### Items to Add:

- EPB discussion on Natural Resources
- Add results of the SWOT Analysis