

Strategic Action Plan 2017 Update (April 25, 2017)

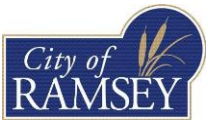
MISSION

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
						Uses adopted 2017 Budget as benchmark. Assumed to hold constant for 2018 to determine additional resources needed to accomplish initiative.
Improve budget preparation to identify operational efficiencies and cost-savings	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"> Increased citizen involvement and communication of budget process 	Lund	<ul style="list-style-type: none"> Software for internet-based citizen engagement for budgeting
Increase economic growth and development	2) Sale of City-Owned Parcels that are listed for sale for economic development.	2017	2019	<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. Land sale closings above previous three year term. 	Brama	<ul style="list-style-type: none"> 2011-13 \$750K, 3.02 acres 2014-16 \$4.2M, 25.1 acres
	3) Recruit new industry and market-ready major retail businesses to Ramsey	Ongoing	Fall 2019	<ul style="list-style-type: none"> Secured additional retail facilities. Secured two (2) new 30,000+ square foot industrial facilities. 	Brama	<ul style="list-style-type: none"> No additional resources requested Industrial goal completed. Retail goal not completed: outside of City control City currently re-visioning The COR, and considering hiring a master developer



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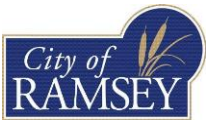
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Increase economic growth and development (continued)	4) Establish new Business Park, west of Armstrong Boulevard	Spring 2016	Fall 2017	<ul style="list-style-type: none"> Arterial Infrastructure cost-share agreements in-place. Policy for selling Hageman Holdings owned land established. Property officially rezoned appropriately to allow for a business park. 	Brama	<ul style="list-style-type: none"> No additional resources requested Goal not completed yet. All action items are in place, and in motion. Expected to be completed in the next six months. Project was delayed due to major change in land use by a major property owner.
	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"> Meet the COR AUAR milestones Scheduled prioritized projects in CIP Revised JPA construction schedule - Meet the scheduled milestones. Reviewed possible 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) 	Westby	<ul style="list-style-type: none">
Leverage outside funding sources	6) Optimize use of non-city funding through joint projects, grants and partnerships	2015	2018	<ul style="list-style-type: none"> Increased grant awards Reduced reliance on the general fund. Effective grant administration Increased public and private partnerships Partner with other agencies regarding future parking ramp. Secure partner(s) for community center. Historic Town Hall Space in Municipal Center MnDOT Facility RALF Water supply Transportation 	Ulrich	<ul style="list-style-type: none">



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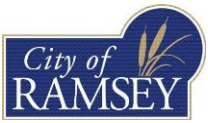
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Strategic Imperative II: A Connected Community

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
Improve the safety and mobility of major road corridors	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"> State and federal funding secured for high priority TH Highway 10 projects. Preliminary design for Highway 10. Policy Packet for next Highway 10 projects in Ramsey. 	Ulrich	<ul style="list-style-type: none">
	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"> Allocation of up to \$10 M in state bonding for projects. 	Ulrich	<ul style="list-style-type: none">
	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"> Preliminary Design and Engineering in regard to MnDOT/Anoka County US Highway 10 Access Planning Study projects are commenced. 	Ulrich	<ul style="list-style-type: none">
	10) Develop a communications strategy in regard to Highway 10 improvements	Summer 2015	2017	<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. 	Brama	<ul style="list-style-type: none"> No additional resources requested. All steps completed except flyer. Draft flyer has been completed, finalized in next 60 days.



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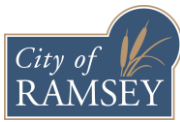
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Improve the safety and mobility of major road corridors (continued)	11) Complete a Comprehensive Plan for Transportation	January 2017	December 2017	<ul style="list-style-type: none"> Vision and plan for complete transportation 	Westby/Gladhill	<ul style="list-style-type: none"> Already budget for.
	12) Conduct CSAH 5 Corridor Study (land use and traffic integrate in cooperation with the County and School District	April 2015	October 2018	<ul style="list-style-type: none"> Corridor study completion in 2017 At least one high priority improvement project commenced by 2018 	Westby	<ul style="list-style-type: none"> \$50,000 in professional services Commence after completion of Comprehensive Transportation Plan
	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"> Corridor study completion in 2017 At least one high priority improvement project commenced by 2018 	Westby	<ul style="list-style-type: none"> \$50,000 in professional services Commence after completion of Comprehensive Transportation Plan
Create a diverse and robust offering of recreational opportunities	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"> Present findings and recommendations in 2017 as part of budget development for 2018 implementation Art in the Park and other recreation opportunities for all ages. Review City funding of community events as part of annual budget 	Riemer/Riverblood	<ul style="list-style-type: none"> Funds provided in 2017 budget for pilot program
	15) Develop Plan for future parks, trails, and open space capital improvements	2015	2017	<ul style="list-style-type: none"> Completed Master Park and Trail Plan Update CIP Aligned with Parks Plan Complete Needs Assessment for Community Center 	Gladhill/Riverblood	<ul style="list-style-type: none"> \$25,000 for professional services for Community Center needs assessment/feasibility study.



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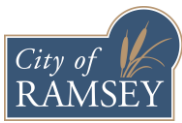
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Strategic Imperative III: Smart, Citizen-Focused Government

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
Improve and maintain the safety of the community	16) Reduce illegal drug activity in the community	June 2015	January 2017	<ul style="list-style-type: none"> Increased number of arrests for drug crimes Increased intelligence on drug activity Reduced criminal activity in community related to drug use Increased community awareness of illegal drug activity Evaluate effectiveness of Drug Task Force Officer after Year 1 through Year 3. 	Katers	•
	17) Provide adequate public safety staffing based on City's growth factors	June 2015	Ongoing	<ul style="list-style-type: none"> Maintain response time for police and fire per balanced score card metric. 	Ulrich	•
	18) Consider security cameras to enhance safety and security	June 2015	2018	<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. Investigate Mobile camera system or other alternative approaches. 	Katers	<ul style="list-style-type: none"> \$20,000 to \$75,000 in equipment and software
	19) Expand and improve residential rental licensing program	April 2015	2018	<ul style="list-style-type: none"> Evaluate effectiveness after Year 1. 	Gladhill	•
Create a strong positive image for residential neighborhoods, business districts, and key corridors	20) Improve the image of residential neighborhoods, business districts, and key corridors.	2016	2018	<ul style="list-style-type: none"> Enhanced focus on key corridors (Highway 10, Highway 47, and Nowthen Boulevard). Improved image of residential neighborhoods and business districts. Better resources for residents, neighborhoods, and districts. Tools such as licensing to add value to neighborhoods and districts. Proactive enforcement in key nodes. 	Gladhill	<ul style="list-style-type: none"> 1.0 FTE \$50,000 in professional services for corridor plans



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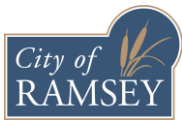
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Enhance Community Engagement	21) Identify opportunities for community volunteer work and citizen recognition	June 2015	2018	<ul style="list-style-type: none"> Implemented citizen recognition program Incorporate recognition contests into recreation programming Increased citizen volunteer hours 	Ulrich	<ul style="list-style-type: none"> 0.5 FTE Possible shared position.
	22) Increase engagement opportunities in future land use decisions	2015	2018	<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 Clarified vision for the COR Comprehensive land use plan for new elementary school and surrounding area. Create a comprehensive education plan in conjunction with the school district. Utilize social media and pop up meetings. 	Gladhill	<ul style="list-style-type: none">
Enhance the level of customer service	23) Evaluate staffing deployment and process effectiveness	2015	2017	<ul style="list-style-type: none"> Evaluate areas of customer service effectiveness and services. Update and enhance the Balanced Scorecard Metrics. 	Gladhill	<ul style="list-style-type: none">
Define and promote Ramsey Brand	24) Develop strategy with Ramsey Brand as umbrella while still promoting sub-areas of the community	2018	2018	<ul style="list-style-type: none"> 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). Create parks/ trails marketing/ communication materials and sign templates while keeping the overall Ramsey Brand a priority. Review all Ramsey events flyers/ materials, and consider updating to better reflect overall Ramsey Brand. 	Brama	<ul style="list-style-type: none"> Basic all-purpose marketing and comm. Tools/ guidelines completed in early 2016
	25) Acquire a ZIP Code for Ramsey	Spring 2015	Indefinite	<ul style="list-style-type: none"> New and unique ZIP Code assigned to Ramsey 	Brama	<ul style="list-style-type: none"> No additional resources. Metric dependent upon USPS.



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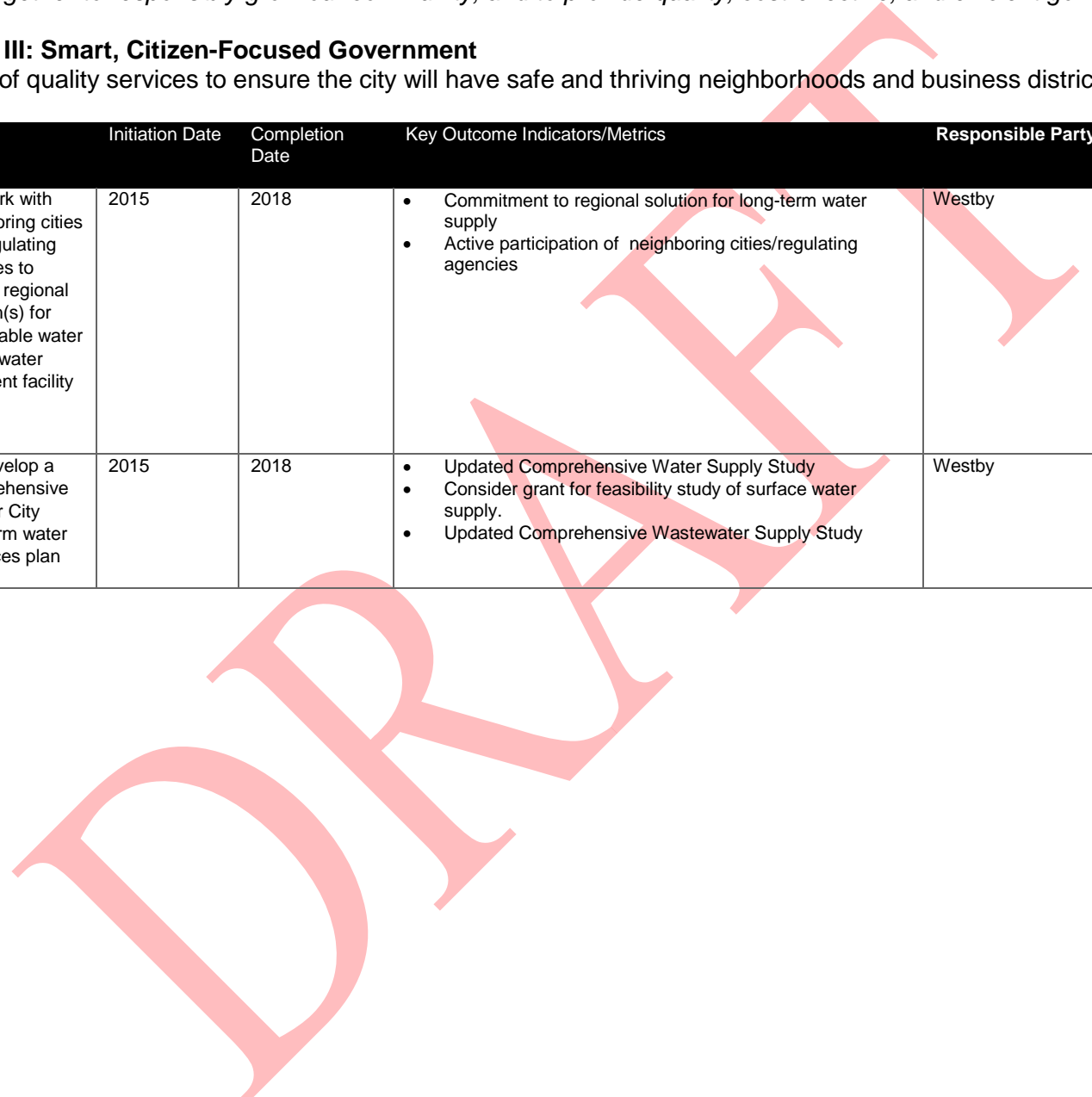
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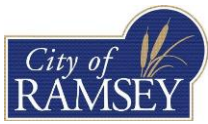
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Ensure long-term sustainability of Public Water System	26) Work with neighboring cities and regulating agencies to identify regional solution(s) for sustainable water supply/water treatment facility	2015	2018	<ul style="list-style-type: none"> Commitment to regional solution for long-term water supply Active participation of neighboring cities/regulating agencies 	Westby	•
	27) Develop a Comprehensive Plan for City long-term water resources plan	2015	2018	<ul style="list-style-type: none"> Updated Comprehensive Water Supply Study Consider grant for feasibility study of surface water supply. Updated Comprehensive Wastewater Supply Study 	Westby	•





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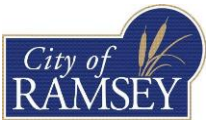
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Strategic Imperative IV: An Effective Organization

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
Improve City communications with the community	28) Establish new and improved website	2017	2018	<ul style="list-style-type: none"> More user friendly and technologically advanced website completed. Important attributes: <ol style="list-style-type: none"> 100% mobile friendly website ability to process online payments clear formatting/ categorizing for ease of use by different customer groups online registration for events and room rental ability to easily add/ drop modules as needed 	Brama/ Fredrickson	<ul style="list-style-type: none"> Increase IT Technician to Full Time (0.25 FTE)
	29) Pro-Active, Progressive, and Robust Communication	2017	2018	<ul style="list-style-type: none"> Define what pro-active and progressive communication means for Ramsey (what does success look like for this goal). Identify resources needed to accomplish goal. Implementation of new pro-active communication strategies. 	Brama/ Wenberg	<ul style="list-style-type: none"> Potentially new staff resources, and/or redeploy existing administration department resources/ responsibilities. Need to define scope in order to define resources.
Improve and sustain high employee morale	30) Develop a Staff recognition program	April 22, 2015 Kick-off	Ongoing	<ul style="list-style-type: none"> Consider a refresh of program for variety and relevance. Discuss with Labor Management Committee. 	Lasher	<ul style="list-style-type: none">
	31) Continue 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"> 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. 	Lasher	<ul style="list-style-type: none">



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Plan for public facilities to meet City's growth	33) Plan for a new public works campus	2015	2016 (summer 2018)	<ul style="list-style-type: none"> 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). Review financial analysis pro-forma. Completed design for new campus (i.e. preliminary and final design) Project is in the CIP and budget documents for spring 2019 construction 	Riemer	<ul style="list-style-type: none"> 2016 goal of obtaining a space needs analysis, feasibility report, and discuss effect of project on future city budget completed. Complete financial analysis component before additional design This tactic has been updated for next step in the process.

DRAFT