

Strategic Action Plan

February 202017 Update (November 21, 2018 Update7)

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"> Shovel Ready process done. Need to update this goal to next step(s). Staff would like to add new properties, and take this process further. 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 2017-19 (pending numbers) <u>\$3.245M, 30.518.9 acres</u>
	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. Industrial goal met. May need to update this goal. Industrial goal completed. Retail goal not completed: significant discussion has occurred. 	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 RCP aiding in Market Analysis and Business Incubator Policy.

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Increase economic growth and development (continued)	4) Establish new Business Park, west of Armstrong Boulevard <u>DONE</u>	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. <u>DONE</u> 	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. <u>DONE</u>
	5) Develop and plan for key infrastructure improvements (AUAR improvements, extensions of municipal utilities, and major transportation corridors.	April 2015	December 2017 <u>2018</u>	<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"> <u>Coordinating w/ ACHD</u> <u>CIP updated annually</u> <u>Ongoing coordination with ACHD</u> <u>Completed during Sewer Study Update</u> <u>Completed on project by project basis</u>
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"> <u>Working with U of M RCP to identify grant opportunities.</u> <u>Joint pollinator project funded with USFW</u> <u>State, federal, and County Cooperation on Highway 10 projects ongoing.</u>

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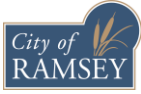
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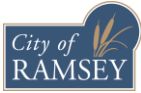
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Strategic Imperative II: A Connected Community

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"> City actively supported Anoka in successful efforts to secure funding for the Thurston/Fair Oak Interchanges.
	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"> \$1.5 million secured in State Bonding bill for preliminary design of rail grade separations.
	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"> Corridors of Commerce projects funded statewide, expected to apply to Highway 10 priority projects. City reviewing criteria.



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<u><i>Improve the safety and mobility of major road corridors (continued)</i></u>	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 landowners willing to assist in lobbying established. "Lobbying List" outlining an inventory of people the City should be communicating with (lobbying) established. <u>Completed.</u> <u>To be included in B&M work order for the updated single Ramsey Plan for Hwy 10.</u> <u>Group is in place today, completed.</u> <u>List is in place today, completed.</u> 	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. Completed
<u><i>Improve the safety and mobility of major road corridors (continued)</i></u>	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"> <u>Partial draft completed. Full draft completed by December 31, 2017</u>
	12) Conduct CSAH 5 Corridor Study (land use and traffic integrate in cooperation with the County and School District	April 2015	October 2018 <u>Pending completion of comprehensive transportation plan</u>	<ul style="list-style-type: none"> Corridor study completion in 2017<u>2018</u> 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 <u>Pending completion of comprehensive transportation plan</u>	<ul style="list-style-type: none"> Corridor study completion in 2017<u>2018</u> 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

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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. <u>A full time staff position was not approved in the 2018 general fund budget. Staffing- will return to using an intern for the 2018 recreational programming.</u>
	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"> <u>\$\$50,000 for parks plan. A portion of this project being worked on by the Resilient Communities Project (RCP) – University of Minnesota.</u>



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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	<ul style="list-style-type: none"> Officer assigned Jan. 2017 to DTF 35 new Ramsey cases YTD 9 Arrests through Q3
	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 scorecard metric. 	Ulrich	<ul style="list-style-type: none"> Response times have remained consistent.
	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"> Est. \$20,000 to \$75,000 in equipment and software costs. Not in 2018 Budget/CIP
	19) Expand and improve residential rental licensing program	April 2015	2018	<ul style="list-style-type: none"> Evaluate effectiveness after Year 1. 	Gladhill	<ul style="list-style-type: none"> First phase of implementation complete.
	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



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	21) Clean up areas of blight along Highway 10	<u>March 2018</u>		<ul style="list-style-type: none"> Highway 10 properties and public realm cleaned up. 		<ul style="list-style-type: none"> <u>SeniorCity Planner planned for hired in 2018.</u>
<u>Create a strong positive image for residential neighborhoods, business districts, and key corridors (continued)</u>	22) Clean-up areas of blight along Highway 47/Saint Francis Boulevard	<u>March 2018</u>		<ul style="list-style-type: none"> Highway 47 properties and public realm cleaned up. 		<ul style="list-style-type: none"> <u>SeniorCity Planner planned hired for 2018.</u>
	23) Clean-up areas of blight along Highway 5/Nowthen Boulevard	<u>March 2018</u>		<ul style="list-style-type: none"> Highway 5 properties and public realm cleaned up. 		<ul style="list-style-type: none"> <u>SeniorCity Planner planned hired for 2018.</u>
Enhance Community Engagement	24) 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 programing Increased citizen volunteer hours 	Ulrich	<ul style="list-style-type: none"> <u>0.5 FTE</u> <u>Possible shared position. City is working with U of M Resilient Communities Program to identify opportunities</u>

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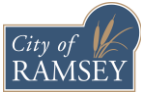
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	25) Increase engagement opportunities in future land use decisions	2015	2018	<ul style="list-style-type: none"> Adopt a citizen engagement framework for 2040 Comprehensive Plan update Determine appropriate scale of update to the City's Comprehensive 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"> Project is 50% complete. First phase of public engagement complete. Final phase in 2018. Plan complete by June, 2018.
Enhance the level of customer service	26) 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"> Implemented ProjectDox online plan review. Planned investment in SeniorHired City Planner.
Define and promote Ramsey Brand	27) 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). <u>This item is pending work from the Planning/ Engineering Departments (corridor plans).</u> Create parks/ trails marketing/ communication materials and sign templates while keeping the overall Ramsey Brand a priority. <u>Anticipated for completion in 2018.</u> Review all Ramsey events flyers/ materials, and consider updating to better reflect overall Ramsey Brand. <u>Completed.</u> 	Brama	<ul style="list-style-type: none"> Basic all-purpose marketing and comm. Tools/ guidelines completed in early 2016 This item has been completed.

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	28) Acquire a ZIP Code for Ramsey	Spring 2015	Indefinite	<ul style="list-style-type: none"> • New and unique ZIP Code assigned to Ramsey • No Update: Staff to bring case to EDA/ Council in 2018. 	Brama	<ul style="list-style-type: none"> • No additional resources. • Metric dependent upon USPS. • RCP working on a community branding project.
Ensure long-term sustainability of Public Water System	29) 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	<ul style="list-style-type: none"> • Participant in Northwest Metro Water Supply Work Group.
Ensure long-term sustainability of Public Water System (continued)	30) 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	<ul style="list-style-type: none"> • Completed September 2017 • Met Council offer to prepare Feasibility Report • City Engineer now serves on the Technical Advisory Committee to the Metropolitan Area Water Supply Advisory Committee.

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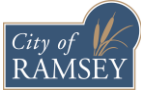
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Strategic Imperative IV: An Effective Organization

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
<i>Improve City communications with the community</i>	31) 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) To be completed by April/ May 2018.



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	32) 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. • <u>Implementation of new pro-active communication strategies.</u> • <u>Promotional materials and the communication process have been improved in a number of areas.</u> <p><u>Communication Improvements Past 3 Years:</u> <u>New city website</u> <u>Created communication guidelines for entire organization</u> <u>Created new city branding materials</u> <u>Created city base marketing and communications template materials (power point, letterhead, MEMOs, events, press releases, post cards, business cards, Ramsey Resident, etc.).</u> <u>Updated city marketing materials for events (banners, table cloth, flyers, etc.)</u> <u>Launched City Facebook Page, and City Police Department Facebook Page.</u> <u>Recently began long term planning and oversight of Ramsey Resident; along with article writing for high priority items.</u> <u>General assistance now available for department heads working on marketing materials.</u> <u>General assistance to QCTV for developing content and scheduling for various QCTV programs.</u> <u>Utilized only existing staff resources to complete this work (no additional staff added for communications to date).</u></p>	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. • <u>No update: Case to go to Council in 2018. Request was made for additional communication resources in the 2018 budget-- was not approved.</u>
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Improve and sustain high employee morale	33) 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"> New initiatives launched via the LMC
	34) 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"> New initiatives launched via the LMC, newsletter, and social media
Plan for public facilities to meet City's growth	35) Plan for a new public works campus	2015	2016 /Summer 2018 Fall 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.

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