

# Strategic Action Plan

## February 20, 2018 Update

### MISSION

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

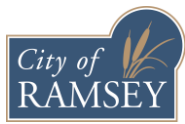
### Strategic Imperative I: Financial Stability

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.

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Strategic Initiative	Tactics	Initiation Date	Completion Date	Key Outcome Indicators/Metrics	Responsible Party	Additional Resources/Progress Notes
<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>Increased citizen involvement and communication of budget process</li> </ul>	Lund	<ul style="list-style-type: none"> <li>Software for internet-based citizen engagement for budgeting</li> </ul>
<b>Increase economic growth and development</b>	2) Sale of City-Owned Parcels that are listed for sale for economic development.	2017	2019	<ul style="list-style-type: none"> <li>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.</li> </ul>	Brama	<ul style="list-style-type: none"> <li>2011-13 \$750K, 3.02 acres</li> <li>2014-16 \$4.2M, 25.1 acres</li> <li>2017-19 (pending numbers) \$3.2M, 30.5 acres</li> </ul>
	3) Recruit new industry and market-ready major retail businesses to Ramsey	Ongoing	Fall 2019	<ul style="list-style-type: none"> <li>Secured additional retail facilities.</li> <li>Secured two (2) new 30,000+ square foot industrial facilities.</li> <li>Industrial goal completed.</li> <li>Retail goal not completed: significant discussion has occurred.</li> </ul>	Brama	<ul style="list-style-type: none"> <li>No additional resources requested</li> <li>City currently re-visioning The COR</li> <li>RCP aiding in Market Analysis and Business Incubator Policy.</li> </ul>



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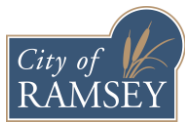
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<b>Increase economic growth and development (continued)</b>	4) Establish new Business Park, west of Armstrong Boulevard  - COMPLETED	Spring 2016	Fall 2017	<ul style="list-style-type: none"> <li>Arterial Infrastructure cost-share agreements in-place. - COMPLETED</li> <li>Policy for selling Hageman Holdings owned land established. - COMPLETED</li> <li>Property officially rezoned appropriately to allow for a business park. - COMPLETED</li> </ul>	Brama	<ul style="list-style-type: none"> <li>DONE – No additional resources requested</li> </ul>
	5) Develop and plan for key infrastructure improvements (AUAR improvements, extensions of municipal utilities, and major transportation corridors.	April 2015	December 2017-2018	<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>Coordinating w/ ACHD</li> <li>CIP updated annually</li> <li>Ongoing coordination with ACHD</li> <li>Completed during Sewer Study Update</li> <li>Completed on project-by-project basis</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> <li>Partner with other agencies regarding future parking ramp.</li> <li>Secure partner(s) for community center.</li> <li>Historic Town Hall</li> <li>Space in Municipal Center</li> <li>MnDOT Facility</li> <li>RALF</li> <li>Water supply</li> <li>Transportation</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>Working with U of M RCP to identify grant opportunities.</li> <li>Joint pollinator project funded with USFW</li> <li>State, federal, and County Cooperation on Highway 10 projects ongoing.</li> </ul>



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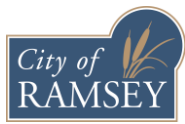
### Strategic Imperative II: A Connected Community

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.

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<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>Preliminary design for Highway 10.</li> <li>Policy Packet for next Highway 10 projects in Ramsey.</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>City actively supported Anoka in successful efforts to secure funding for the Thurston/Fair Oak Interchanges.</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>\$1.5 million secured in State Bonding bill for preliminary design of rail grade separations.</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/Anoka County US Highway 10 Access Planning Study projects are commenced.</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>Corridors of Commerce projects funded statewide, expected to apply to Highway 10 priority projects. City reviewing criteria.</li> </ul>



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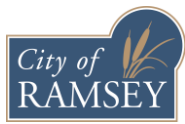
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<b>Improve the safety and mobility of major road corridors (continued)</b>	10) Develop a communications strategy in regard to Highway 10 improvements	Summer 2015	2018	<ul style="list-style-type: none"> <li>1-2 page flyer (marketing material) summary of Highway 10 - COMPLETED</li> <li>Created project webpage on City website. - COMPLETED</li> <li>“Support network” of businesses and landowners willing to assist in lobbying established. - COMPLETED</li> <li>“Lobbying List” outlining an inventory of people the City should be communicating with (lobbying) established. – COMPLETED</li> <li>Highway 10 communication to be included in B&amp;M work order for the updated single Ramsey Plan for Hwy 10.</li> </ul>	Brama	<ul style="list-style-type: none"> <li>Consultant (B&amp;M) work order for the updated single Ramsey Plan for Hwy 10.</li> </ul>
	11) Complete a Comprehensive Plan for Transportation	January 2017	December 2017	<ul style="list-style-type: none"> <li>Vision and plan for complete transportation</li> </ul>	Westby/Gladhill	<ul style="list-style-type: none"> <li>Partial draft completed. Full draft completed by December 31, 2017</li> </ul>
	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"> <li>Corridor study completion in 2017-2018</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> <li>Commence after completion of Comprehensive Transportation Plan</li> </ul>
	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"> <li>Corridor study completion in 2017-2018</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> <li>Commence after completion of Comprehensive Transportation Plan</li> </ul>



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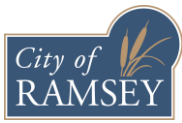
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<b><i>Create a diverse and robust offering of recreational opportunities</i></b>	14) Develop a comprehensive recreation plan that inventories existing recreation programs, services, and infrastructure at the local, regional, and national level	5/2015	10/2017	<ul style="list-style-type: none"> <li>Present findings and recommendations in 2017 as part of budget development for 2018 implementation</li> <li>Art in the Park and other recreation opportunities for all ages.</li> <li>Review City funding of community events as part of annual budget</li> </ul>	Riemer/Riverblood	<ul style="list-style-type: none"> <li>Funds provided in 2017 budget for pilot program.</li> <li>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.</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> <li>Complete Needs Assessment for Community Center</li> </ul>	Gladhill/Riverblood	<ul style="list-style-type: none"> <li>\$50,000 for parks plan. A portion of this project being worked on by the Resilient Communities Project (RCP) – University of Minnesota.</li> </ul>



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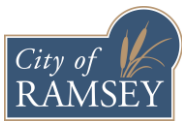
### Strategic Imperative III: Smart, Citizen-Focused Government

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

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<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>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>Evaluate effectiveness of Drug Task Force Officer after Year 1 through Year 3.</li> </ul>	Katers	<ul style="list-style-type: none"> <li>Officer assigned Jan. 2017 to DTF</li> <li>35 new Ramsey cases YTD</li> <li>9 Arrests through Q3</li> </ul>
	17) Provide adequate public safety staffing based on City's growth factors	June 2015	Ongoing	<ul style="list-style-type: none"> <li>Maintain response time for police and fire per balanced scorecard metric.</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>Response times have remained consistent or improved.</li> </ul>
	18) Consider security cameras to enhance safety and security	June 2015	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>Investigate Mobile camera system or other alternative approaches.</li> </ul>	Katers	<ul style="list-style-type: none"> <li>Est. \$20,000 to \$75,000 in equipment and software costs.</li> <li>Not in 2018 Budget/CIP</li> </ul>
	19) Expand and improve residential rental licensing program	April 2015	2018	<ul style="list-style-type: none"> <li>Evaluate effectiveness after Year 1.</li> </ul>	Gladhill	<ul style="list-style-type: none"> <li>First phase of implementation complete.</li> </ul>
	<b>Create a strong positive image for residential neighborhoods, business districts, and key corridors</b>	20) Improve the image of residential neighborhoods, business districts, and key corridors.	2016	2018	<ul style="list-style-type: none"> <li>Enhanced focus on key corridors (Highway 10, Highway 47, and Nowthen Boulevard).</li> <li>Improved image of residential neighborhoods and business districts.</li> <li>Better resources for residents, neighborhoods, and districts.</li> <li>Tools such as licensing to add value to neighborhoods and districts.</li> <li>Proactive enforcement in key nodes.</li> </ul>	Gladhill



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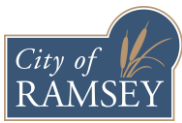
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<b>Create a strong positive image for residential neighborhoods, business districts, and key corridors (continued)</b>	21) Clean up areas of blight along Highway 10	<u>March 2018</u>	2018	<ul style="list-style-type: none"> <li>Highway 10 properties and public realm cleaned up.</li> </ul>		<ul style="list-style-type: none"> <li>City Planner hired in 2018.</li> </ul>
	22) Clean-up areas of blight along Highway 47/Saint Francis Boulevard	<u>March 2018</u>	2018	<ul style="list-style-type: none"> <li>Highway 47 properties and public realm cleaned up.</li> </ul>		<ul style="list-style-type: none"> <li>City Planner hired for 2018.</li> </ul>
	23) Clean-up areas of blight along Highway 5/Nowthen Boulevard	<u>March 2018</u>	2018	<ul style="list-style-type: none"> <li>Highway 5 properties and public realm cleaned up.</li> </ul>		<ul style="list-style-type: none"> <li>City Planner hired for 2018.</li> </ul>
<b>Enhance Community Engagement</b>	24) Identify opportunities for community volunteer work and citizen recognition	June 2015	2018	<ul style="list-style-type: none"> <li>Implemented citizen recognition program</li> <li>Incorporate recognition contests into recreation programming</li> <li>Increased citizen volunteer hours</li> </ul>	Ulrich	<ul style="list-style-type: none"> <li>City is working with U of M Resilient Communities Program to identify opportunities</li> </ul>



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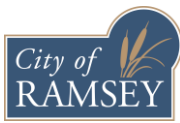
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<b>Enhance Community Engagement (Continued)</b>	25) Increase engagement opportunities in future land use decisions	2015	2018	<ul style="list-style-type: none"> <li>Adopt a citizen engagement framework for 2040 Comprehensive Plan update</li> <li>Determine 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>Comprehensive land use plan for new elementary school and surrounding area.</li> <li>Create a comprehensive education plan in conjunction with the school district.</li> <li>Utilize social media and pop up meetings.</li> </ul>	Gladhill	<ul style="list-style-type: none"> <li>Project is 50% complete.</li> <li>First phase of public engagement complete. Final phase in 2018.</li> <li>Plan complete by June, 2018.</li> </ul>
<b>Enhance the level of customer service</b>	26) Evaluate staffing deployment and process effectiveness	2015	2017	<ul style="list-style-type: none"> <li>Evaluate areas of customer service effectiveness and services.</li> <li>Update and enhance the Balanced Scorecard Metrics.</li> </ul>	Gladhill	<ul style="list-style-type: none"> <li>Implemented ProjectDox, online plan review.</li> <li>Hired City Planner.</li> </ul>
<b>Define and promote Ramsey Brand</b>	27) Develop strategy with Ramsey Brand as umbrella while still promoting sub-areas of the community	2018	2018	<ul style="list-style-type: none"> <li>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). This item is pending work from the Planning/ Engineering Departments (corridor plans).</li> <li>Create parks/ trails marketing/ communication materials and sign templates while keeping the overall Ramsey Brand a priority. Anticipated for completion in 2018.</li> <li>Review all Ramsey events flyers/ materials, and consider updating to better reflect overall Ramsey Brand. -- Completed.</li> </ul>	Brama	<ul style="list-style-type: none"> <li>Basic all-purpose marketing and comm. Tools/ guidelines completed in early 2016</li> <li>This item has been completed. Ongoing effort required, but no additional resources requested at this time.</li> <li>RCP class project completed May 2018</li> </ul>



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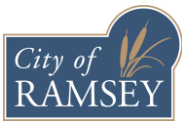
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<b>Define and promote Ramsey Brand (Continued)</b>	28) Acquire a ZIP Code for Ramsey	Spring 2015	Indefinite	<ul style="list-style-type: none"> <li>New and unique ZIP Code assigned to Ramsey</li> <li>No Update: Staff to bring case to EDA/ Council in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



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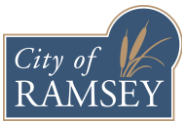
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Maintain a highly functional staff, citizen volunteers, and elected officials and governance structure that meet the increasingly ever-changing needs of the organization.

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<b>Improve City communications with the community</b>	31) Establish new and improved website	2017	2018	<ul style="list-style-type: none"> <li>More user friendly and technologically advanced website completed. Important attributes:               <ol style="list-style-type: none"> <li>(1) 100% mobile friendly website</li> <li>(2) ability to process online payments</li> <li>(3) clear formatting/ categorizing for ease of use by different customer groups</li> <li>(4) online registration for events and room rental</li> <li>(5) ability to easily add/ drop modules as needed</li> </ol> </li> </ul>	Brama/ Fredrickson	<ul style="list-style-type: none"> <li>Increase IT Technician to Full Time (0.25 FTE)</li> <li>To be completed by April/ May 2018.</li> </ul>
	32) Pro-Active, Progressive, and Robust Communication	2017	2018	<ul style="list-style-type: none"> <li>Define what pro-active and progressive communication means for Ramsey (what does success look like for this goal).</li> <li>Identify resources needed to accomplish goal.</li> <li>Implementation of new pro-active communication strategies.</li> <li>Promotional materials and the communication process have been improved in a number of areas.</li> </ul>	Brama/ Wenberg	<ul style="list-style-type: none"> <li>Potentially new staff resources, and/or redeploy existing administration department resources/ responsibilities. Need to define scope in order to define resources.</li> <li>No update: Case to go to Council in 2018. Request was made for additional communication resources in the 2018 budget-- was not approved.</li> </ul>



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<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>Consider a refresh of program for variety and relevance. Discuss with Labor Management Committee.</li> </ul>	Lasher	<ul style="list-style-type: none"> <li>New initiatives launched via the LMC</li> </ul>
	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"> <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>New initiatives launched via the LMC, newsletter, and social media</li> </ul>
<b>Plan for public facilities to meet City's growth</b>	35) Plan for a new public works campus	2015	2016 <u>Fall 2018</u>	<ul style="list-style-type: none"> <li>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).</li> <li>Review financial analysis pro-forma.</li> <li>Completed design for new campus (i.e. preliminary and final design)</li> <li>Project is in the CIP and budget documents for spring 2019 construction</li> </ul>	Riemer	<ul style="list-style-type: none"> <li>2016 goal of obtaining a space needs analysis, feasibility report, and discuss effect of project on future city budget completed.</li> <li>Complete financial analysis component before additional design</li> <li>This tactic has been updated for next step in the process.</li> </ul>