

# Strategic Plan Update

2019 Update – March 28 Version

## ABOUT RAMSEY

Ramsey is a suburban city located in the northwestern part of Anoka County, with a population of approximately 26,500. Two rivers dominate its borders, the Rum River and the Mississippi River.

The first settlement in Ramsey began because of trading along the banks of the Mississippi. Many settlers came here on a steamboat called *The Governor Ramsey* named after our first territorial governor, from which the City reportedly acquired the name.

Only a few of the first houses and structures built in Ramsey remain today. The most notable structure of historic significance is on the National Register of Historic Places, the Old Ramsey Town Hall, located west of Highway 47 (Saint Francis Boulevard) just north of County Road 116 (Bunker Lake Boulevard). This 19th century structure was originally used as a schoolhouse. The building is a community landmark and the City is working on a long term plan for the structure.

Two school districts now serve Ramsey - Elk River #728, and Anoka-Hennepin #11. Students from both districts regularly exceed the state average on the Minnesota Basic Standards in math, reading, and writing, and score well above the national average on college entrance exams.

Many people have chosen to live in Ramsey because of its rural character, wetlands, wildlife, parks, recreation and the housing choices. Ramsey is a mixture of farms, large-lot single family, urban single-family, and multi-family with a range of prices that appeals to a wide variety of families and individuals. The City is expected to grow by approximately 10,000 people over the next 20 years. Economic Development continues to be a priority for our City. With nearly 7,000 employees working in Ramsey everyday, new industrial and retail growth may add an additional 5,000 employees over the next 20 years. We are proud of our commitment to attract economically and environmentally sound commercial development.

Ramsey is committed to manage future growth to provide a high quality of life, enhanced employment opportunities and a stable tax base. Looking ahead, our city is working toward retail and commercial growth that includes restaurants, shopping, entertainment and additional employment opportunities.

*Please note: this document is a work in progress. Staff is still working on final formatting. Please focus on content over formatting at this stage.*

## VALUES

Ethics and Integrity

Fiscal Responsibility

Cooperation and Teamwork

Open and Honest Communications

Excellence and Quality in the Delivery of Service

Treating People with Respect and Fairness

Adaptability and Continuous Learning

## VISION

Ramsey will be a secure, citizen-driven, collaborative community that respects the balance and connectivity between its unique urban, rural and natural environments.

## MISSION

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

## OBJECTIVES

Financial Stability

A Balance of Rural Character and Urban Growth

An Active and Connected Community

Smart, Citizen-Focused Government

An Effective Organization

## STRATEGIES

Identify and implement operational efficiencies, cost savings and additional funding sources.

Promote economic growth and development.

Create a positive image for residential neighborhoods, business districts and key corridors.

Enhance Community Engagement in policy decision-making processes.

Strengthen and enhance our identity and brand.

Improve the safety and mobility of transportation corridors.

Connect the community both physically and socially to destinations, services and activities.

Enhance customer service through process improvements.

Enhance sustainability and efficiency through public facilities and infrastructure investments.

Improve City's communication.

Improve and sustain high organizational morale.

Strive to reflect the demographics of the community.

# ACTION PLAN

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party	Notes
<b>Strategy: Identify and implement operational efficiencies, cost savings and additional funding sources.</b>					
1. Complete a Development Fee Impact Study.	Q1 2020	Financial Advisor Budget Impact = Low RCP Report	Updated Rates and Charges that balance our long-range vision with market realities.	Tim Gladhill	
2. Complete a Road Maintenance Funding Study and Public Engagement Process.	Q3 2019	Existing Staff WSB Contact Budget Impact = Medium	Updated policy on appropriate funding for long term maintenance of local roads.  Results will influence future decision on road funding.	Bruce Westby	
3. Implement a Road Maintenance Funding Program.	Q2 2020	Budget Impact = Medium	Retain existing program or choose a new program.	Diana Lund	
4. Identify and improve one organizational workflow process.	2019	Budget Impact = Low	Experienced cost savings as a result of improved workflow.	Kurt Ulrich	
5. Create an Alternative Funding Toolkit.	2019	Budget Impact = Low	List of potential funding sources for capital improvements.  Improved funding partnership and successful capital projects.	Diana Lund	
6. Evaluate Asset Management Options for Public Infrastructure.	2019	Budget Impact = Low RCP Report	Improved tracking of roads, utilities, etc.  More efficient utilization of personnel resources.	Bruce Westby	
<b>Strategy: Promote economic growth and development.</b>					
7. Expand Business Retention and Expansion efforts.	2019	Existing Staff: Budget Impact = Low	Stable base of local employers, representing the largest opportunity for future growth of jobs and tax base.  Increase the number of business visits.  Improve the quality and attendance at EDA events.	Sean Sullivan	

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party	Notes
8. Expand recruitment process to secure new commercial and industrial users.	2019	Existing Staff: Real estate broker Budget Impact = Low RCP Report	Continued growth of jobs, tax base, and services.  50,000 square feet of new industrial space.  5,000 square feet of new retail space.	Sean Sullivan	
9. Complete Comprehensive Housing Study and recruit new residential neighborhoods.	Q3 2019	Existing Staff: Budget Impact = Medium RCP Report	Plan for market relevant housing to jobs ratio (1 job per 1.5 household).	Tim Gladhill	
<b>Strategy: Create a positive image for residential neighborhoods, business districts and key corridors.</b>					
10. Create baseline metrics to evaluate effectiveness of changes to Code Enforcement Program.	Q4 2019	Existing Staff: Budget Impact = Low	Reduced blight and public nuisance.  Improved responsiveness of neighborhood concerns.  Improved empathy to private property rights and complex regulations.	Tim Gladhill	
11. Complete Streetscape and Greenway Manual for Highway 47.	Q3 2019	Budget Impact = Medium RCP Report	Unified vision for boulevard street plantings and other streetscape elements.	Chloe McGuire Brigl	
12. Complete Neighborhood Plans for Pearson Properties and Makowsky Farms.	Q1 2020	Budget Impact = Medium	Unified vision of developable area.	Tim Gladhill	
13. Create a coalition of local multifamily property managers.	2019	Budget Impact = Low RCP Report	Ensure that multifamily properties maintain high quality.	Chloe McGuire Brigl	
<b>Strategy: Enhance Community Engagement in policy decision-making processes.</b>					
14. Create Public Engagement Toolkit/Manual.	Q1 2020	Existing Staff: Budget Impact = Low RCP Report	New and improved engagement with the community on all key policy topics.	Tim Gladhill	
15. Remodel 2 <sup>nd</sup> Floor of City Hall for additional collaboration and meeting space.	2020	Budget Impact = High	Additional space for medium sized meetings and collaboration.	Kurt Ulrich	
<b>Strategy: Strengthen and enhance our identity and brand.</b>					
16. Complete a feasibility study for a future Postal Facility to obtain a Ramsey ZIP Code.	2020	Existing Staff Budget Impact = Medium RCP Report (community identity)	ZIP Code will identify itself as Ramsey.  Take a step forward in achieving a Ramsey ZIP Code.	Kurt Ulrich	

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party	Notes
17. Install and/or replace signs at Highway 10/Ramsey Boulevard, Highway 10/Rail Station, and Highway 47/Bunker Lake Boulevard.	Q3 2019	Budget Impact = High RCP Report	Unified community brand for key nodes.	Chloe McGuire Brigl	
18. Develop a plan for Historic Town Hall.	Q3 2019	Budget Impact = Low RCP Report	Adaptive reuse and tax base generation of historic town hall.	Kurt Ulrich	
<b>Strategy: Improve the safety and mobility of transportation corridors.</b>					
19. Complete County Road 5 Corridor Study.	2020	Budget Impact = Medium	Unified vision for Nowthen Boulevard.  Improved safety and reduced congestion.	Bruce Westby	
20. Complete State Highway 47 Study Update.	2020	Existing Staff: Budget Impact = Medium	Unified vision for Highway 47.  Improved safety and reduced congestion.	Bruce Westby	
21. Complete the Ramsey Gateway Study.	Q4 2019	Existing Staff/Resources Budget Impact = High RCP Report	Unified vision for Highway 10.  Improved safety and reduced congestion.	Tim Gladhill	
<b>Strategy: Connect the community both physically and socially to destinations, services, and activities.</b>					
22. Complete the Master Parks and Trail Plan/Capital Improvement Program Update.	2019	Existing Staff/Resources Budget Impact = Medium RCP Report	Adequate parks, trails and public spaces.  Unique recreation destinations.	Mark Riverblood	
23. Update Recreation Programming Work Plan	2019	Budget Impact = Low	Deliver a diversity of programs that finds a balance of revenue and access.	Mark Riverblood	
<b>Strategy: Enhance customer service through process improvements.</b>					
24. Complete snow removal study and alternatives analysis.	2019	Budget Impact = Low	Ensure process and staffing for snow removal meets community expectations.	Grant Riemer	
25. Complete a Fire Department Duty Crew Analysis.	2019	Budget Impact = Low	Ensure process and staffing for emergency response meets community expectations.	Matt Kohner	
<b>Strategy: Enhance sustainability and efficiency through public facilities and infrastructure investments.</b>					
26. Complete Regional Surface Water Supply Feasibility Study.	Q1 2020	Study funded by Metropolitan Council. Budget Impact = Low	Adequate supply of water to supply community's future vision.	Bruce Westby	

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party	Notes
27. Complete Plans and Specifications for Future Public Works Campus.	2019	Budget Impact = Medium	Adequate space to effectively maintain public infrastructure.	Grant Riemer	
<b>Strategy: Improve City's communication.</b>					
28. Update Communications Plan.	2019	Existing Staff Budget Impact = Low RCP Report	Provide more information of interest to residents in multiple formats.  New and more effective ways to reach the community.  Talking Points for Key Projects.  Policy, process, and timing for communicating key topics.  Improved administration of Ramsey Resident Newsletter.	Megan Thorstad	
29. Enhance Employee Intranet.	Q4 2019	Budget Impact - Low	Enhanced access for personnel policies and resources for existing and future Councilmembers, Employees, and Commissioners.  Improved internal communication.	Colleen Lasher	
<b>Strategy: Improve and sustain high organizational morale.</b>					
30. Complete Organization Staffing Plan	2020	Professional Services Budget Impact = Medium RCP Report	Satisfaction Survey of City Council, Boards, Commissions and Staff.  Review of best management practices and metrics.  City Council, Boards, Commissions and Staff trained to maximize efficiency and achieve our vision and mission.	Colleen Lasher	
<b>Strategy: Strive to reflect the demographics of the community.</b>					
31. Create a Community Background for all Commissioner and Staff Recruitment processes.	2019	Existing Staff/Resources Budget Impact = Low RCP Report	See recruitment of Boards, Commissions, and Staff through a lens of current demographics (age, housing, commuting patterns, family size, etc.).  Appeal to underrepresented groups during recruitment of Commissions, Boards and Staff.	Colleen Lasher	

*Budget Impact Key; Low = Existing Staff/thousands of dollars; Medium = Additional Staff/Consultants/tens of thousands of dollars; High = capital improvement/hundreds of thousands of dollars.*

*RCP Report = Partnership with the University of Minnesota completed in 2018. This partnership created a library of resources and policy alternatives. A full list of completed reports can be found online at [rcp.umn.edu/ramsey-projects](http://rcp.umn.edu/ramsey-projects).*

## CULTURE

- Utilize Strategic Plan to prioritize budget requests.
- Leverage additional funding sources.
- Seek grants to do high priority projects.
- Seek public and private partnerships.
- Improve Park and Recreation revenue through user fees and sponsorships.
- Provide adequate public safety staffing based upon common metrics (i.e., calls for service, time of day caseload, land use and population, citizen expectations).
- Continue Staff Recognition Programs.
- Increase awareness of various employee resources.