2021-2022 Strategic Plan Update

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 while maintaining and increasing transparency and accountability.

Promote economic growth and development.

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

Improve the safety and mobility of transportation corridors.

Connect the community through Parks and Trails Capital Improvements along with Recreational Programming.

Spotlight sustainability and efficiency through public facilities and infrastructure investments.

Strengthen and enhance our identity, brand and image.

Improve City's communication.

Improve and sustain high organizational morale.

Action Plan

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
Strategy: Identify and implement operational efficiencies, cost savings and additional funding sources while maintaining and increasing transparency and accountability.				
1. Evaluate current funding source of Pavement Management Program (and history) and determine whether or not to implement a new funding source for Program.	Q3 2021 Completed	Budget Impact = High	To bring all options for road funding including those in work session stated by Mayor Kuzma and council member survey, noted on 5/18/21 strategic planning work session as a part of the 22 budget discussion in July and August of 2021. Bring to Council a resolution to end Ordinances 20-11, 20-12, 20-13 as of 12/31/2021. Include regular pavement maintenance in discussion.	Kurt Ulrich
2. Implement a Workflow Tool	2021 Unbudgeted for 2021 and 2022	Budget Impact = Low	Experienced cost savings as a result of improved workflow. Improved service.	Jason Fredrickson
3. Consider refinancing debt to capitalize on low interest rate	2021 Completed	Budget Impact = Medium	Cost savings and debt service. City Hall refinance will save $1 million over term.	Diana Lund
4. Consider better social media management platform	Q4 2021 Unbudgeted for 2021 and 2022	Existing Staff Budget Impact = Low	Simplified and streamlined social media posting process to increase breadth of messaging. Existing available resources are being utilized.	Megan Thorstad/Jason Fredrickson
5. Improve the Employee Union Contract Negotiation Process	Q3 2021 Completed	Existing Staff Budget Impact = Low	Improved communication and decision-making conduit with City Council. Negotiation process was started earlier and all union contracts were settled by year-end for 3-year terms through 2024.	Colleen Lasher
6. Consider interactive modules to enhance the customer experience to quickly find information.	Q1 2022 Incomplete	Budget Impact = Medium	Improved interaction with technology to improve customer self-service options. Website upgrade was pushed to 2022. New IT staff have been added.	Jason Fredrickson

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
Strategy: Promote economic growth and development.				
7. Continue Business Retention and Expansion efforts for retail and industrial.	Ongoing Completed: See notes under Outcomes Column	Existing Staff: Budget Impact = Low	Stable base of local employers, representing the largest opportunity for future growth of jobs and tax base. ❖ 581 business establishments with 7,084 employees. (MN Deed Data) ❖ Business Establishments up 26, Employment up 491. ❖ 30% of employees in manufacturing sector. Increase the number of business visits. ❖ 41 business visits conducted in 2021, 19 were done in 2020 ❖ Effort to visit businesses that received City Covid – Business Assistance grants Improve the quality and attendance at EDA events. ❖ Events impacted by Covid-19 ❖ Virtual Business Network on December 18, 2020 and recorded another update on January 11, 2021. ▪ Online event presented by Tim Gladhill, Sean Sullivan and Chloe McGuire Brigl ❖ Business Appreciation Day – August 17, 2021 ▪ 2020 Covid-adjusted Event at Rum River Hills (104 out of 128 participant spots) ▪ 2021 event at The Links at Northfork - Full (144 Participants) ▪ Armstrong Kennels 2021 Business of the Year ❖ Business Expo – October 16th, 2021 ▪ Did not hold Event in 2020 due to Covid-19 ▪ 2021 event held at Adrenaline Sports Center ▪ 51 booths out of 59 occupied ▪ 64% of participants were Ramsey Businesses 5,000 square feet of new retail space per year on average. ❖ 16,000 SF of Retail under construction in 2021 (Gigi's Salon and Spa- 9,000 SF, O'Reilly Auto Parts – 7,000 SF) ❖ 15,000 SF completed in 2020 (West Armstrong Retail) 50,000 square feet of new industrial per year on average. ❖ 132,000 SF completed or under construction in 2021 (Anderson-Dahlen, BLIP 3) ❖ 405,000 SF approved for Oppidan – TIF (2 buildings – 258,000 SF in 2022, 1 building 147,000 SF – 2023) ❖ 297,000 SF of industrial completed in 2020 (Delta ModTech (TIF), BLIP 3, Ace Solid Waste)	Sean Sullivan/EDA

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
8. Consider strategic infrastructure investments to prepare more shovel ready parcels.	Q2 2022 Completed: See notes under Outcomes Column	Budget Impact = Medium	Primary Effort = West Armstrong Retail/West Armstrong Industrial Redevelopment Area. ❖ Running out of industrial land (20 acres left). Area West of Armstrong West of Ferret St Ideal location for additional industrial ❖ City Council approval Resolution 21-147 direct staff to obtain quotes for design of West Armstrong Infrastructure improvements (Sewer, Water, Road Design /Reconstruction) ❖ City Council approval Resolution 21-349 authorizing funding and ordering Design and Engineering services for West Armstrong Project ($50,000) ❖ Potential for 2022 project construction	Sean Sullivan/EDA
9. Complete a Comprehensive City Code Audit and Update	Q1 2022 City reviewed development fee and made some process improvements to the code.	Budget Impact Medium	Reduce redundant regulations and regulations that conflict with City's vision or otherwise detract from City's economic development goals.	Chloe McGuire/Planning Commission

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
Strategy: Create a positive image for residential neighborhoods, business districts and key corridors.				
10. Consider a Proactive Multifamily Property Management Program and Crime Free Multifamily Housing Program	2021 Status: see notes under Outcomes column	Existing Staff Budget Impact = High RCP Report	Ensure that multifamily properties maintain high quality and free of nuisance. Consider a Crime Prevention Multifamily Program. Consider a coalition of multifamily property managers to ensure property managers hold each other accountable and provide adequate long-term maintenance. This has been initiated, and research has been done with other cities that have a similar program. The recommendation is that city ordinances be changed requiring participation in a Crime Free Multi-Housing Program. No permit for a rental license should issue without meeting CFMH requirements. Feedback from other cities has been this program will not work voluntarily. The city of Ramsey had a voluntary program in the mid-2000's when the city had fewer multi-family properties. Ramsey PD can assign officers to work on this program. Is the council willing to change ordinances and require participation in this program? If not, staff should not spend additional time with it. Note - there have been some legal challenges by advocacy groups to this program. The Crime Free Multi-Housing Program is approved by the MN Crime Prevention Association. Nearby cities with CFMH programs: https://www.coonrapidsmn.gov/262/Crime-Free-Multi-Housing https://www.anokaminnesota.com/278/Crime-Free-Multi-Housing-Program	Jeff Katers Chloe McGuire
11. Create a Volunteer Program to partner with local community members that create opportunities for the community to own cleanup projects and spotlight in communications.	2022 Incomplete	Budget Impact = Medium	Better community ownership of community events and community cleanup efforts. Spotlight existing community cleanup efforts on social media.	Joint Venture between Public Works and Community Development

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
Strategy: Improve the safety and mobility of transportation corridors.				
12. Complete County Road 5 Corridor Study.	Q4 2022 In process and will be completed by June 2022	Budget Impact = Medium Budget impact to City is low due to Anoka County involvement.	Unified long term vision for Nowthen Boulevard. Improved safety and reduced congestion. Ensure adequate capacity for planned development.	Bruce Westby/Public Works Committee
13. Advance the Ramsey Gateway Plan.	Ongoing Completed. Project to commence in 2023.	Existing Staff/Resources Budget Impact = High RCP Report	Unified vision for Highway 10. Improved safety and reduced congestion. Secured final funding for the Highway 10/169 Plan (currently at $92M of $138M)	Bruce Westby/Public Works Committee
14. Update Priority Street Light Program and Pedestrian Safety Plan.	Q1 2022 This project has now been initiated.	Existing Staff/Resources Budget Impact = Medium	Improved pedestrian and vehicle safety at critical intersections.	Bruce Westby/Public Works Committee
Strategy: Connect the community through Parks and Trails Capital Improvements along with Recreational Programming.				
15. Establish a Funding Plan to Complete Parks Capital Replacement Improvements.	Q2 2022 Completed and implemented local park improvement plan.	Existing Staff/Resources Budget Impact = Medium RCP Report	Adequate parks, trails and public spaces, both future and existing. Unique recreation destinations.	Mark Riverblood/Park and Recreation Commission
16. Implement and Spotlight the Recreation Programming Plan	Q3 2021 Ongoing Will restart effort following staffing vacancy and transition to 30Hrs per week in June 2022.	Existing Staff/Resources Budget Impact = Low	Increased awareness of recreational opportunities.	Mark Riverblood/Park and Recreation Commission

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
Strategy: Spotlight sustainability and efficiency through public facilities and infrastructure investments.				
17. Develop Implementation Plan for Water Supply Treatment.	Q4 2021 Initiated with completion expected in October 2023.	Budget Impact = High	Reduce levels of iron and manganese in municipal water supply.	Bruce Westby/Public Works Committee
18. Consider Local Open Space Preservation Funding, if initiated by Ballot Referendum.	2022 To be considered prior to 2022 General Election.	Budget Impact = High	Preservation of many Exceptional Quality Ecological Areas (as defined by Natural Resources Inventory).	Chris Anderson/EPB
Strategy: Strengthen and enhance our identity, brand and image.				
19. Provide quarterly updates to USPS to secure new Ramsey ZIP Code.	Ongoing Update sent to USPS Jan. 2022	Existing Staff Budget Impact = Low RCP Report (community identity)	ZIP Code will identify itself as Ramsey. Provide regular updates. Detailed Update in 2026.	Kurt Ulrich
20. Consider Creating and Promoting a Holiday Light Challenge	Q4 2021 Completed. Hosted first annual event with improvements to be made in 2022 based on experience and staffing capacity that has been added.	Existing Staff Budget Impact = Low	Create additional awareness of community and create additional social connections.	Megan Thorstad/Recreation Specialist
Strategy: Improve City's communication.				
21. Improve proactive and time-relevant communication.	Ongoing Completed	Existing Staff Budget Impact = Low RCP Report	Explore new avenues to tell the story of Ramsey and market the community to prospective residents and businesses. Stay relevant by harnessing new technologies and social media platforms to evolve with the ever-changing media landscape. Regular communications report added to council work sessions.	Megan Thorstad

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
Improve and sustain high organizational morale.				
22. Update Telecommuting Policy	Q3 2021 To be initiated Q2 2022	Existing Staff Budget Impact = Low	Recruitment and retention tool for existing and future employees. Pending City Council WS discussion / add clarity around PT employee participation. Suggested new timeframe of Q2 2022	Colleen Lasher
23. Consider additional Employee Events to strengthen relationships.	Q2 2022 To be initiated Q3 2022	Existing Staff Budget Impact = Low	Improved organizational morale. ☑ Revised Annual Staff Party with separate event for other community volunteers. ☑ Added ice cream social with the City Administrator ❖ Consider wellness related programs – staff resources permitting ❖ Consider bringing back the employee "Ramsey Communicator" (monthly vs. weekly. ❖ Consider a monthly birthday event	Colleen Lasher
24. Complete an Employee Survey	Q4 2021 To be initiated Q3 2022	Existing Staff Budget Impact = Low	Establish baseline metric of existing organizational morale. Not started / reschedule for Q3 2022	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.

Parking Lot List/Future Projects

Action	Strategy
Improve background data provided in conjunction with establishing Rates and Charges, especially for Development Impact Fees. .	Identify and implement operational efficiencies, cost savings and additional funding sources.
Complete Organization Staffing Plan.	Improve and sustain high organizational morale.
Complete Streetscape Plan for Key Corridors.	Create a positive image for residential neighborhoods, business districts and key corridors.
Complete a Highway 47 Plan *(after current Bunker/47 intersection improvements)*	Improve the safety and mobility of transportation corridors.

The above are important topics, but are not the highest priority of the Council and will only be worked on if not interfering with approved Action Items and as time/resources allow.

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.
- Enhance Community Engagement in policy decision-making processes.
- Enhance customer service through process improvement.
- Strive to reflect the demographics of the community.