

# 2023 Strategic Plan

## VALUES

- Ethics and Integrity
- Fiscal Responsibility
- Cooperation and Teamwork
- Open and Honest Communications
- Excellence and Quality in the Delivery of Service
- ~~Treating~~ Serving 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 suburban, rural, and natural environments.

## MISSION

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

## OBJECTIVES

- Citizen Focused Government
- Financial Stability
- A Balance of Rural Character and Suburban Growth
- An Active, ~~and~~ Connected and Engaged Community
- ~~Smart, Citizen-Focused Government~~
- An Effective and Efficient Organization
- High Quality Services

## STRATEGIES

- Address infrastructure needs.
  - 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~~ and Recreational Programming.
- ~~Spotlight sustainability and efficiency through public facilities and infrastructure investments.~~
- Strengthen and enhance our identity, brand and image.
  - ~~Improve~~ Enhance City's communication through transparency and accountability.
  - Strive for high organizational morale and employee retention.

# ACTION PLAN

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
<b>Strategy: Address infrastructure needs.</b>				
1. Identify infrastructure maintenance needs	Ongoing	Budget Impact – High	<p>Identify needs in the Capital Improvement Plan to maintain or improve ratings quality</p> <ul style="list-style-type: none"> <li>• Adjust plan accordingly based on pavement conditions</li> </ul> <p>A. Determine short term annual pavement maintenance needs</p> <ul style="list-style-type: none"> <li>• Pothole patching</li> <li>• Spray patching</li> <li>• Review cost/benefit of contracted services</li> </ul> <p>Conduct necessary routine pavement maintenance</p> <ul style="list-style-type: none"> <li>• Crack sealing and pavement rejuvenator</li> </ul> <p>B. Water, sanitary sewer and stormwater infrastructure</p> <ul style="list-style-type: none"> <li>• Conduct routine maintenance</li> <li>• Inspect prior to major projects to determine need for replacement</li> </ul> <p>C. Parks and Trails</p> <ul style="list-style-type: none"> <li>• Follow playground replacement policy</li> <li>• Maintain and replace trail system</li> <li>• Monitor Funding Sources</li> </ul>	<p>Streets, Parks &amp; Engineering</p> <ul style="list-style-type: none"> <li>• Bruce Westby</li> <li>• Mark Riverblood</li> </ul>
<b>Strategy: Identify and implement operational efficiencies, cost savings and additional funding sources.</b>				
2. Analyze ground maintenance on City owned properties.	Ongoing	Budget Impact - Low	<p>Determine return on investment by changing turf improvements</p> <ul style="list-style-type: none"> <li>• Mowed turf grass with regular maintenance versus native plantings with minimal annual maintenance.</li> </ul> <p>Significantly reduced time and expense of maintaining City turf.</p> <ul style="list-style-type: none"> <li>• Additional opportunities (2023-24) exist for removing more park acreage from unnecessary mowing.</li> </ul>	<p>Parks</p> <ul style="list-style-type: none"> <li>• Mark Riverblood</li> </ul>

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
3. Review and Solicit options for Future Happy Days	Q3 2023	Budget Impact – Low	Determine best use of funds of planning the event in house versus hiring a third-party event planning consultant.  Identify additional funding opportunities to reduce general tax levy obligations.	Parks • Mark Riverblood
4. Review efficiency and effectiveness of advisory boards.	Q4 2023	Budget Impact – Low to Medium	Includes existing or potential new ones	Administration • Brian Hagen
5. Analyze operations.	Q1 2024	Budget Impact – Medium to High, depending on use of third-party consultant.	Identifying and create strategy to: <ul style="list-style-type: none"> <li>• Eliminate inefficiencies</li> <li>• Streamline processes and procedures for improved customer service and use of staff time</li> <li>• Find best pricing for equipment and materials</li> <li>• Organizational staffing growth needs</li> </ul>	Administration • Brian Hagen
<b>Strategy: Promote economic growth and development.</b>				
6. Continue Business Retention and Expansion efforts for retail and industrial.	Ongoing	Budget Impact - Low	Stable base of local employers, representing the largest opportunity for future growth of jobs and tax base. <ul style="list-style-type: none"> <li>• Conduct business retention visits <ul style="list-style-type: none"> <li>○ 30 in person business visits in 2022</li> <li>○ many informal visits in 2022</li> </ul> </li> <li>• Improve the quality and attendance at EDA events such as the Business Network, Business Appreciation Day, and the Business Expo. <ul style="list-style-type: none"> <li>○ Full registration at Business Appreciation Event (144 Golfers)</li> <li>○ Increase Ramsey Business attendance at Biz Expo <ul style="list-style-type: none"> <li>▪ 2021 66% Ramsey Biz</li> <li>▪ 2022 65% Ramsey Biz</li> <li>▪ 2023 80% Ramsey Biz</li> </ul> </li> <li>○ Consistent or increased Business Network Meeting attendance <ul style="list-style-type: none"> <li>▪ 2022 127 registered</li> <li>▪ 2023 119 registered</li> </ul> </li> </ul> </li> <li>• 5,000 square feet of new retail space per year on average.</li> <li>• 50,000 square feet of new industrial per year on average.</li> </ul>	Economic Dev. • Sean Sullivan • EDA

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
7. Consider strategic infrastructure investments to prepare more shovel ready parcels.	Q4 2023	Budget Impact - High	<p>West Armstrong Retail and Industrial Redevelopment Area.</p> <ul style="list-style-type: none"> <li>Construct improvements in area West of Armstrong 2023.</li> </ul> <p>COR – City owned parcels</p> <ul style="list-style-type: none"> <li>Complete 2023 improvement projects <ul style="list-style-type: none"> <li>Clear/grub trees on parcels 46 &amp; 48</li> <li>Excavate/construct Waterfront Stormwater Pond</li> <li>Place/compact fill on parcels 46 &amp; 48</li> <li>Design future roadways/utilities <ul style="list-style-type: none"> <li>Center St., Zeolite St., West Ramsey Parkway</li> </ul> </li> </ul> </li> </ul> <p>2024 Improvements</p> <ul style="list-style-type: none"> <li>Determine funding feasibility</li> <li>Construct roadways designed in 2023</li> </ul>	<p>Engineering</p> <ul style="list-style-type: none"> <li>Bruce Westby</li> <li>Joe Feriancek</li> </ul> <p>Comm. Dev.</p> <ul style="list-style-type: none"> <li>Stephanie Hanson</li> <li>Sean Sullivan</li> </ul> <p>Finance</p> <ul style="list-style-type: none"> <li>Diana Lund</li> </ul>
8. Complete a Comprehensive City Code Audit and Update	Q4 2024	Budget Impact - Low	<p>Reduce redundant regulations and regulations that conflict with City's vision or otherwise detract from City's economic development goals.</p> <p>Continue to address code sections.</p> <ul style="list-style-type: none"> <li>Zoning Code</li> <li>COR Framework</li> <li>Subdivision Regulation</li> <li>Sign Ordinance</li> <li>Nuisance Code</li> </ul>	<p>Comm. Dev.</p> <ul style="list-style-type: none"> <li>Todd Larson</li> <li>Stephanie Hanson</li> </ul>
9. Implement QR Codes	Q3 2023	Budget Impact – Low	Install QR Codes for information on what the development is.	<p>Comm. Dev.</p> <ul style="list-style-type: none"> <li>Stephanie Hanson</li> </ul>
<b>Strategy: Create a positive image for residential neighborhoods, business districts and key corridors.</b>				
10. Consider a Proactive Multifamily Property Management Program	Q4 2024	Budget Impact - Medium	<p>Ensure that multifamily properties maintain high quality and free of nuisance.</p> <p>Consider a coalition of multifamily property managers to ensure property managers hold each other accountable and provide adequate long-term maintenance.</p> <p>Licensing inspection program implementation January 2024</p> <ul style="list-style-type: none"> <li>Additional staff is necessary in Code Enforcement</li> </ul>	<p>Comm. Dev.</p> <ul style="list-style-type: none"> <li>Craig Swalchick</li> <li>Stephanie Hanson</li> </ul>

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
11. Create a Crime Free Multifamily Housing Program	Q4 2023	Budget impact - Low	<p>Ensure that multifamily properties maintain high quality and free of nuisance.</p> <p>Consider a Crime Prevention Multifamily Program.</p> <p>Note: The Crime Free Multi-Family Housing Program is approved by the MN Crime Prevention Association. Nearby cities with CFMH programs <a href="https://www.coonrapidsmn.gov/262/Crime-Free-Multi-Housing">https://www.coonrapidsmn.gov/262/Crime-Free-Multi-Housing</a> <a href="https://www.anokaminnesota.com/278/Crime-Free-Multi-Housing-Program">https://www.anokaminnesota.com/278/Crime-Free-Multi-Housing-Program</a></p> <p>Program implementation January 2024.</p> <ul style="list-style-type: none"> <li>Received Council support for allocating staff resources to a crime-free crime prevention-type program. Review of current and needed city ordinances in progress. PD will be allocating 1 officer full-time initially for coordination of this program. Staffing needs will be continually assessed. This program will work in concert with the rental licensing program and city ordinance adoption/creation.</li> </ul>	<p>Police</p> <ul style="list-style-type: none"> <li>Jeff Katers</li> </ul>
<b>Strategy: Improve the safety and mobility of transportation corridors.</b>				
12. Advance the Ramsey Gateway Plan.	Ongoing	Existing Staff/Resources Budget Impact = High RCP Report	<p>Project to commence in 2023 and conclude spring 2026.</p> <ul style="list-style-type: none"> <li>City lead project to extend utilities in Riverdale Dr. summer 2023.</li> <li>Temporary pavement widening on Hwy 10 and paving of Riverdale Dr. fall 2023.</li> <li>Sunfish Lake Blvd. Interchange 2024</li> <li>Ramsey Blvd. Interchange 2025.</li> <li>Final turf establishment and corrections spring 2026.</li> </ul>	<p>Engineering</p> <ul style="list-style-type: none"> <li>Bruce Westby</li> </ul>
13. Update Priority Street Light Program and Pedestrian Safety Plan.	Ongoing	Existing Staff/Resources Budget Impact = Medium	<p>Improved pedestrian and vehicle safety at critical intersections.</p> <p>Improvements are identified and implemented during PMP projects, private developments, and in response to public requests.</p>	<p>Engineering</p> <ul style="list-style-type: none"> <li>Bruce Westby</li> <li>Public Works Committee</li> </ul>

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
<b>Strategy: Connect the community through Parks, Trails and Recreational Programming.</b>				
14. Complete Parks Capital Improvements.	Ongoing	Budget Impact - Medium	Adequate parks, trails and public spaces, both future and existing. <ul style="list-style-type: none"> <li>• Unique recreation destinations.</li> <li>• Implement the local park improvement plan. <ul style="list-style-type: none"> <li>○ Monitor funding availability <ul style="list-style-type: none"> <li>▪ Park Dedication Fees</li> <li>▪ Grants</li> </ul> </li> </ul> </li> </ul>	Parks <ul style="list-style-type: none"> <li>• Mark Riverblood</li> <li>• Park and Recreation Commission</li> </ul>
15. Connected trail system	Q3 2023	Budget Impact – Low	Identify trail system deficiencies <ul style="list-style-type: none"> <li>• Determine where gaps in the trail system can feasibly be connected to prevent users from having to use insufficient road shoulders.</li> <li>• Determine where trails dead end and prevent users from fully enjoying trails throughout natural areas.</li> </ul> Identify funding plan to complete identified connections <ul style="list-style-type: none"> <li>• Trail Fees from developments</li> </ul>	Parks <ul style="list-style-type: none"> <li>• Mark Riverblood</li> <li>• Park and Recreation Commission</li> <li>• PWC</li> </ul>
16. Provide community recreational programing	Ongoing	Budget Impact - Low	Increased awareness of recreational opportunities. <p>Maintain existing programing levels while reviewing the cost/benefit of the opportunities.</p>	Parks <ul style="list-style-type: none"> <li>• Mark Riverblood</li> <li>• Park and Recreation Commission</li> </ul>
17. Implement QR Codes	Q3 2023	Budget Impact – Low	Install QR Codes as a way finding measure or informational amenity for public use. <ul style="list-style-type: none"> <li>• Trail System</li> <li>• Park History</li> </ul>	Parks <ul style="list-style-type: none"> <li>• Mark Riverblood</li> </ul>
<b>Strategy: Strengthen and enhance our identity, brand and image.</b>				
18. Secure Ramsey ZIP Code.	Ongoing	Budget Impact - Low	ZIP Code will identify itself as Ramsey. <p>Provide regular updates.</p> <ul style="list-style-type: none"> <li>• USPS indicated the following: <p><i>“It is not necessary to provide population or economic growth. The data we use is based upon delivery points (number of addresses) vs population. We monitor specific data regarding the need for a new ZIP Code.” 2026 is when a formal request may be submitted again to the District Manager of the MN-ND District.</i></p> </li> </ul>	Administration <ul style="list-style-type: none"> <li>• Brian Hagen</li> </ul>

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19. Support and recognize community volunteers	Q3 2023	Budget Impact - Low	<p>Better community ownership of community events and community cleanup efforts.</p> <ul style="list-style-type: none"> <li>• Create “Volunteer Recognition Award” to be presented at City Council meeting.</li> <li>• Invite outside groups to lead Pledge at Council meetings</li> <li>• Spotlight existing community cleanup efforts on social media</li> </ul>	<p>Parks &amp; Rec.</p> <ul style="list-style-type: none"> <li>• Mark Riverblood</li> </ul> <p>Administration</p> <ul style="list-style-type: none"> <li>• Brian Hagen</li> </ul>
<b>Strategy: Enhance City’s communication through transparency and accountability.</b>				
20. Proactive and time-relevant communication.	Ongoing	Budget Impact - Low	<p>Explore new avenues to tell the story of Ramsey and market the community to prospective residents and businesses.</p> <p>Stay relevant by harnessing new technologies and social media platforms to evolve with the ever-changing media landscape.</p> <p>Informational communications report added to council work sessions.</p> <p>Meet with Council to discuss new initiatives.</p>	<p>Communications</p> <ul style="list-style-type: none"> <li>• Pat Johnson</li> </ul>
21. Analyze City Policies	Ongoing	Budget Impact – Low	<p>Review and update policies</p> <ul style="list-style-type: none"> <li>• Establish webpage for policies to viewed publicly <ul style="list-style-type: none"> <li>○ Not all policies are public facing (i.e. PD, Personnel, etc.)</li> </ul> </li> </ul>	All Departments
22. Conduct Community Survey	Bi-Annually	Budget Impact – Medium	<p>Establish baseline metric of community satisfaction</p> <p>Surveys were most recently completed in 2014, 2016, 2018, 2020</p>	<p>Administration</p> <ul style="list-style-type: none"> <li>• Brian Hagen</li> </ul>
23. Identify and advertise a cost savings measure	Annually	Budget Impact – Low	<p>Communicate to the public at least one cost saving measure implemented or approved during the year via Ramsey Resident</p>	<p>Administration</p> <ul style="list-style-type: none"> <li>• Brian Hagen</li> </ul>
<b>Strategy: Improve and sustain high organizational morale.</b>				
24. Establish Employee Events to strengthen relationships.	Ongoing	Budget Impact - Low	<p>Improved organizational morale.</p> <ul style="list-style-type: none"> <li>• Annual Employee Recognition event to include Council and advisory board members</li> <li>• Ice cream social with the City Administrator</li> <li>• Wellness-related programs – staff resources permitting</li> <li>• Monthly birthday event during afternoon breaktime</li> </ul>	<p>Human Res.</p> <ul style="list-style-type: none"> <li>• Colleen Lasher</li> </ul>

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
25. Communication with employees about City business	Q3 2023	Budget Impact – Low	Reestablish internal staff update (previously Ramsey Communicator) <ul style="list-style-type: none"> <li>• Provide general updates about what the city is working on and approvals that City Council has made</li> <li>• Optional sign-up per employees communication preference</li> </ul>	Administration <ul style="list-style-type: none"> <li>• Brian Hagen</li> </ul>
26. Conduct Employee Survey	Bi-Annually	Budget Impact - Low	Establish baseline metric of existing organizational morale. <ul style="list-style-type: none"> <li>• Last survey completed Q1 2023</li> <li>• Survey questions/results reviewed by the Labor Management Committee.</li> <li>• Survey results released to employees.</li> <li>• Results will be analyzed prior to 2024 budget planning.</li> </ul>	Human Res. <ul style="list-style-type: none"> <li>• Colleen Lasher</li> </ul>
27. Work place safety	Q2 2024	Budget Impact – Medium	Prepare conceptual physical safety improvements and budget estimate in necessary facilities.  Review ergonomics of work stations	Bldg. Maintenance Administration Human Res.

*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).*

## 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 ( <i>after current Bunker/47 intersection improvements</i> )	Improve the safety and mobility of transportation corridors.
Consider Local Open Space Preservation Funding, if initiated by Ballot Referendum	Spotlight sustainability and efficiency through public facilities and infrastructure investments

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 the 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, and 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.