

2024 Strategic Plan

VALUES

- Ethics and Integrity
- Fiscal Responsibility
- Cooperation and Teamwork
- Open and Honest Communications
- Excellence and Quality in the Delivery of Service
- 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, Connected and Engaged Community
- An Effective and Efficient Organization
- High Quality Services

STRATEGIES

- Address infrastructure needs.
- 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.
- Improve the safety and mobility of transportation corridors.
- Connect the community through Parks, Trails and Recreational Programming.
- Strengthen and enhance our identity, brand and image.
- 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
Strategy: Address infrastructure needs.				
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"> Adjust plan accordingly based on pavement conditions <p>A. Determine short term annual pavement maintenance needs</p> <ul style="list-style-type: none"> Pothole patching Spray patching Review cost/benefit of contracted services <p>Conduct necessary routine pavement maintenance</p> <ul style="list-style-type: none"> Crack sealing and pavement rejuvenator <p>B. Water, sanitary sewer and stormwater infrastructure</p> <ul style="list-style-type: none"> Conduct routine maintenance Inspect prior to major projects to determine need for replacement <p>C. Parks and Trails</p> <ul style="list-style-type: none"> Follow playground replacement policy Maintain and replace trail system Monitor Funding Sources 	<p>Streets, Parks & Engineering</p> <ul style="list-style-type: none"> Bruce Westby Mark Riverblood
Strategy: Identify and implement operational efficiencies, cost savings and additional funding sources.				
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"> Mowed turf grass with regular maintenance versus native plantings with minimal annual maintenance. <p>Significantly reduced time and expense of maintaining City turf.</p> <ul style="list-style-type: none"> Additional opportunities (2023-24) exist for removing more park acreage from unnecessary mowing. <p>Provide recap of savings for converted areas.</p>	<p>Parks</p> <ul style="list-style-type: none"> Mark Riverblood

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
3. Analyze operations.	Q1 2025	Budget Impact – Medium to High, depending on use of third-party consultant.	Identifying and create strategy to: <ul style="list-style-type: none"> Eliminate inefficiencies Streamline processes and procedures for improved customer service and use of staff time Find best pricing for equipment and materials Organizational staffing growth needs 	Administration <ul style="list-style-type: none"> Brian Hagen
Strategy: Promote economic growth and development.				
4. 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"> Conduct business retention visits <ul style="list-style-type: none"> 30 in person business visits in 2022 30 in person business visits in 2023 many informal visits 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"> Full registration at Business Appreciation Event (144 Golfers) Increase Ramsey Business attendance at Biz Expo <ul style="list-style-type: none"> 2021 66% Ramsey Biz 2022 65% Ramsey Biz 2023 80% Ramsey Biz Consistent or increased Business Network Meeting attendance <ul style="list-style-type: none"> 2022 127 registered 2023 119 registered 2024 134 registered 5,000 square feet of new retail space per year on average. 50,000 square feet of new industrial per year on average. 	Economic Dev. <ul style="list-style-type: none"> Sean Sullivan EDA
5. Consider strategic infrastructure investments to prepare more shovel ready parcels.	Q4 2024	Budget Impact - High	COR – City owned parcels <ul style="list-style-type: none"> Construct roadways designed in 2023 	Engineering <ul style="list-style-type: none"> Bruce Westby Joe Feriancek Comm. Dev. <ul style="list-style-type: none"> Stephanie Hanson Sean Sullivan Finance <ul style="list-style-type: none"> Diana Lund

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
6. 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"> • COR Framework • Subdivision Regulation • Sign Ordinance • 	<p>Comm. Dev.</p> <ul style="list-style-type: none"> • Todd Larson • Stephanie Hanson
Strategy: Create a positive image for residential neighborhoods, business districts and key corridors.				
7. Rental License Program	Q4 2024	Budget Impact - Medium	<p>Ensure that rental properties maintain high quality and free of nuisance.</p> <p>Implement coalition of rental 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"> • Rental License Inspector begins April 2024 	<p>Comm. Dev.</p> <ul style="list-style-type: none"> • Craig Swalchick • Stephanie Hanson
Strategy: Improve the safety and mobility of transportation corridors.				
8. 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"> • City lead project to extend utilities in Riverdale Dr. summer 2023. • Temporary pavement widening on Hwy 10 and paving of Riverdale Dr. fall 2023. • Sunfish Lake Blvd. Interchange 2024 • Ramsey Blvd. Interchange 2025. • Final turf establishment and corrections spring 2026. 	<p>Engineering</p> <ul style="list-style-type: none"> • Bruce Westby
9. 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 and pedestrian crossings.</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"> • Bruce Westby • Public Works Committee
Strategy: Connect the community through Parks, Trails and Recreational Programming.				

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
10. Complete Parks Capital Improvements.	Ongoing	Budget Impact - Medium	Adequate parks, trails and public spaces, both future and existing. <ul style="list-style-type: none"> • Unique recreation destinations. • Implement the local park improvement plan. <ul style="list-style-type: none"> ○ Monitor funding availability <ul style="list-style-type: none"> ▪ Park Dedication Fees ▪ Grants 	Parks <ul style="list-style-type: none"> • Mark Riverblood • Park and Recreation Commission
11. Connected trail system	Q3 2023	Budget Impact – Low	Identify trail system deficiencies <ul style="list-style-type: none"> • Determine where gaps in the trail system can feasibly be connected to prevent users from having to use insufficient road shoulders. • Determine where trails dead end and prevent users from fully enjoying trails throughout natural areas. Identify funding plan to complete identified connections <ul style="list-style-type: none"> • Trail Fees from developments 	Parks <ul style="list-style-type: none"> • Mark Riverblood • Park and Recreation Commission • PWC
12. Provide community recreational programing	Ongoing	Budget Impact - Low	Increased awareness of recreational opportunities. Maintain existing programing levels while reviewing the cost/benefit of the opportunities.	Parks <ul style="list-style-type: none"> • Mark Riverblood • Park and Recreation Commission
13. Implement QR Codes	Ongoing	Budget Impact – Low	Install QR Codes as a way finding measure or informational amenity for public use. <ul style="list-style-type: none"> • Trail System • Park History 	Parks <ul style="list-style-type: none"> • Mark Riverblood

Strategy: Strengthen and enhance our identity, brand and image.

14. Secure Ramsey ZIP Code.	Ongoing	Budget Impact - Low	ZIP Code will identify itself as Ramsey. Provide regular updates. <ul style="list-style-type: none"> • USPS indicated the following: <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> 	Administration <ul style="list-style-type: none"> • Brian Hagen
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Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
15. Support and recognize community volunteers	Ongoing	Budget Impact – Low	<p>Better community ownership of community events and community cleanup efforts.</p> <ul style="list-style-type: none"> • Create “Volunteer Recognition Award” to be presented at City Council meeting. • Invite outside groups to lead Pledge at Council meetings • Spotlight existing community cleanup efforts on social media 	<p>Parks & Rec.</p> <ul style="list-style-type: none"> • Mark Riverblood <p>Administration</p> <ul style="list-style-type: none"> • Brian Hagen

Strategy: Enhance City’s communication through transparency and accountability.

16. 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"> • Pat Johnson
17. Analyze City Policies	Ongoing	Budget Impact – Low	<p>Review and update policies</p> <ul style="list-style-type: none"> • Establish webpage for policies to viewed publicly <ul style="list-style-type: none"> ○ Not all policies are public facing (i.e. PD, Personnel, etc.) 	All Departments
18. 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"> • Brian Hagen
19. 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"> • Brian Hagen
20. Establish and adopt City Policies	Q3 2024	Budget Impact – Low	<p>Trail Maintenance Policy</p> <p>Stormwater Pond Maintenance Policy</p>	<p>Public Works</p> <ul style="list-style-type: none"> • Bruce Westby • Mark Riverblood

Strategy: Improve and sustain high organizational morale.

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
21. Establish Employee Events to strengthen relationships.	Ongoing	Budget Impact - Low	Improved organizational morale. <ul style="list-style-type: none"> Annual Employee Recognition event to include Council and advisory board members Ice cream social with the City Administrator Wellness-related programs – staff resources permitting Monthly birthday event during afternoon breaktime 	Human Res. <ul style="list-style-type: none"> Colleen Lasher
22. Communication with employees about City business	Q3 2023	Budget Impact – Low	Reestablish internal staff update (previously Ramsey Communicator) <ul style="list-style-type: none"> Provide general updates about what the city is working on and approvals that City Council has made Optional sign-up per employees communication preference 	Administration <ul style="list-style-type: none"> Brian Hagen
23. Conduct Employee Survey	Bi-Annually Q1 2025	Budget Impact - Low	Establish baseline metric of existing organizational morale. <ul style="list-style-type: none"> Last survey completed Q1 2023 Survey questions/results reviewed by the Labor Management Committee. Survey results released to employees. Results will be analyzed prior to 2024 budget planning. 	Human Res. <ul style="list-style-type: none"> Colleen Lasher
24. 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. Safety Committee

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 <i>(after current Bunker/47 intersection improvements)</i> <ul style="list-style-type: none"> MnDOT completed a TH 47 plan in 2022/2023 	Improve the safety and mobility of transportation corridors. <ul style="list-style-type: none"> The City continually partners with Anoka County and MnDOT to study and construct safety and mobility improvement projects including the Ramsey Gateway Highway 10 Improvements, CSAH 83/Alpine Drive Roundabout Improvements (2023), CSAH 5 Corridor Study (2022), CSAH 116 and TH 47 Intersection Improvements (2021), and TH 47 Safety Study (2020). The City further provides letters of support to other agencies when additional funding sources are being considered for major corridor improvements.
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.