

City of Ramsey
Agenda
City Council Special Work Session
Strategic Planning Session
Thursday, February 1, 2024
5:30 pm
Lake Itasca Room, 7550 Sunwood Drive NW

Remote Attendance available at www.cityoframsey.com/meetings.
Those joining remotely and requesting to speak are asked to use a webcam when speaking.

1. **Call to Order**

2. **Topics for Discussion**
 1. Strategic Planning Session

3. **Adjournment**

CC Special Work Session**Meeting Date:** 02/01/2024**Primary Strategic Plan Initiative:** Not Applicable**Title:**

Strategic Planning Session

Purpose/Background:

The City Council and staff meet annually to update the City's strategic plan. Attached to the case is the 2023 plan with progress notes. In recent years the Values, Vision, Mission, Objectives and Strategies within the plan have been reviewed but have received minimal changes. In reviewing these sections, these are likely suitable to remain the same and the focus of the 2024 plan could be on action items that support the strategies. During this session of the planning process, we will focus on four main questions. These questions will be a general self-reflection of what is going well and not so well in the city. They will also ask what we are and are not doing. This can be both internal and external. A secondary focus of the evening will be to recognize both impacts and opportunities in the next 1-5 years. From the responses, City Council and staff will then be able to update the action items to work towards accomplishing the strategies. This will then produce positive outcomes that work towards meeting and improving in the areas focused on under the objectives.

The last part of the evening will be a short discussion on proceeding forward with two action items prior to formal adoption of the plan. First, would be to commit to a citizen survey in 2024. A quote was received in 2023, but ultimately we did not conduct the survey due to major focus on road maintenance and a fair assumption that the survey results would largely focus on our roads given what we faced in 2023. Secondly, the 2023 budget would have been short funds for the quote. The 2024 budget did include necessary funds to conduct the survey and an updated quote has been obtained with no change to the proposed price from last year. This survey is approximately a four-month process. The second request is related to all staff training. This would support two objectives: An effective and Efficient Organization as well as High Quality Services. It could further fall under two different strategies. The request is to expand on the spring all staff meeting where we recognize employees' years of service and review what has happened throughout the city over the last six months. The budget has available funds to pay for this request. I would like to bring in an outside facilitator/book author of Homerun Leadership to train staff on a decision making process that could be implemented within our organization for more efficiency and ultimately bring forward items to the city council that include great supporting information. It further instills a process of decision making that supports decisions being made at the lowest possible level within the organization. The secondary aspect to this event is to generate more opportunity for the entire team to work together, which can be difficult in the size of our organization and being located in multiple facilities. The all staff training would be estimated to go from 8 am to 1 pm. Staff does recognize coverage would still be required at the main entrance to City Hall and the Police Department for walk in customers and phone calls.

Below is the proposed schedule for this evening:

<i>Time</i>	<i>Item</i>
5:30 PM	Welcome & Meeting Objectives
5:35 - 5:45	Confirm Values, Vision, Mission, Objectives, Strategies and brief review of progress on 2023 plan
5:45 - 6:05	What's working well?
6:05 - 6:25	What's not working well?
6:25 - 6:45	What are we not doing that we should be doing?
6:45 - 7:05	What are we currently doing that we should not be doing?
7:05 - 7:15	Break
7:15 - 7:30	Impacts in the next 1-5 years

7:30 - 7:45 Opportunities in the next 1-5 years
7:45 - 8:20 Begin brainstorming additions, deletions or amendments to the action items
8:20 - 8:25 Discuss moving forward on two action items
8:25 - 8:30 Closing Comments & Adjourn

Timeframe:

This meeting is generally scheduled to adjourn at 8:30 pm. Additional follow-up discussion will be scheduled at a future work session as needed. Following this evening, staff will work to identify outcomes and indicators to satisfy action items. If needed, staff will also further brainstorm additional action items that could be considered for implementation to accomplish the identified strategies.

Funding Source:

This is being handled under normal staff duties.

Responsible Party(ies):

Brian Hagen, City Administrator

Outcome:

Based upon discussion.

Attachments

2023 Strategic Plan Progress

Form Review

Inbox

Brian Hagen

Form Started By: Brian Hagen

Final Approval Date: 01/29/2024

Reviewed By

Brian Hagen

Date

01/29/2024 02:52 PM

Started On: 01/25/2024 10:16 AM

2023 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 <i>Progress: PW and Engineering staff continues to monitor infrastructure for necessary adjustments and needs.</i>	Ongoing	Budget Impact – High	Identify needs in the Capital Improvement Plan to maintain or improve ratings quality <ul style="list-style-type: none"> Adjust plan accordingly based on pavement conditions A. Determine short term annual pavement maintenance needs <ul style="list-style-type: none"> Pothole patching Spray patching Review cost/benefit of contracted services Conduct necessary routine pavement maintenance <ul style="list-style-type: none"> Crack sealing and pavement rejuvenator B. Water, sanitary sewer and stormwater infrastructure <ul style="list-style-type: none"> Conduct routine maintenance Inspect prior to major projects to determine need for replacement C. Parks and Trails <ul style="list-style-type: none"> Follow playground replacement policy Maintain and replace trail system Monitor Funding Sources 	Streets, Parks & Engineering <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	Determine return on investment by changing turf improvements <ul style="list-style-type: none"> Mowed turf grass with regular maintenance versus native plantings with minimal annual maintenance. Significantly reduced time and expense of maintaining City turf. <ul style="list-style-type: none"> Additional opportunities (2023-24) exist for removing more park acreage from unnecessary mowing. 	Parks <ul style="list-style-type: none"> Mark Riverblood

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
3. Review and Solicit options for Future Happy Days Progress: For the foreseeable future, this event will be planned in house mainly through the Recreation Coordinator and assistance from other staff when needed.	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"> • 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 • Brian Hagen
Strategy: Promote economic growth and development.				
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"> • 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. <ul style="list-style-type: none"> ○ 2023 – Hotel (98 unit), Alidi (20K), Lil Exploers (16K), Blue Line Collision (12K) • 50,000 square feet of new industrial per year on average. <ul style="list-style-type: none"> ○ 2023 – Oppidan 3 (147K), Soderholm expansion (46K) 	Economic Dev. • Sean Sullivan • EDA

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
<p>7. Consider strategic infrastructure investments to prepare more shovel ready parcels.</p> <p>Progress Specific to improvements located in the TIF 14 district; the West Armstrong improvements are complete, the COR projects identified for 2023 were complete, and the 2024 improvements are near final plans to advertise for bids around March 2024 for summer/fall construction.</p>	Q4 2023	Budget Impact - High	<p>West Armstrong Retail and Industrial Redevelopment Area.</p> <ul style="list-style-type: none"> Construct improvements in area West of Armstrong 2023. <p>COR – City owned parcels</p> <ul style="list-style-type: none"> Complete 2023 improvement projects <ul style="list-style-type: none"> Clear/grub trees on parcels 46 & 48 Excavate/construct Waterfront Stormwater Pond Place/compact fill on parcels 46 & 48 Design future roadways/utilities <ul style="list-style-type: none"> Center St., Zeolite St., West Ramsey Parkway <p>2024 Improvements</p> <ul style="list-style-type: none"> Determine funding feasibility Construct roadways designed in 2023 	<p>Engineering</p> <ul style="list-style-type: none"> Bruce Westby Joe Feriancek <p>Comm. Dev.</p> <ul style="list-style-type: none"> Stephanie Hanson Sean Sullivan <p>Finance</p> <ul style="list-style-type: none"> Diana Lund
<p>8. Complete a Comprehensive City Code Audit and Update</p>	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"> Zoning Code Completed COR Framework Subdivision Regulation Anticipated completion Q3 2024 Sign Ordinance Begin Fall 2024 Nuisance Code In process, completion Q3 2024 or before 	<p>Comm. Dev.</p> <ul style="list-style-type: none"> Todd Larson Stephanie Hanson
<p>9. Implement QR Codes</p>	Q3 2023	Budget Impact – Low	<p>Install QR Codes for information on what the development is.</p> <p>QR code added to updated building and planning brochures that link to website/application page. Development map created interactive map on website; QR code links to active planning development map with active project information. Write up in Spring 2024 Ramsey Resident about new QR codes.</p>	<p>Comm. Dev.</p> <ul style="list-style-type: none"> Stephanie Hanson
Strategy: Create a positive image for residential neighborhoods, business districts and key corridors.				
<p>10. Consider a Proactive Multifamily Property Management Program</p> <p>Progress: Q1 2024 Rental Housing/Crime Free Housing program launched. Q2 2024 Rental Housing Inspector will be hired. Monthly meetings with Police, Fire and Rental staff.</p>	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"> Additional staff is necessary in Code Enforcement 	<p>Comm. Dev.</p> <ul style="list-style-type: none"> Craig Swalchick Stephanie Hanson

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
<p>11. Create a Crime Free Multifamily Housing Program</p> <p>See action item #10 above.</p>	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 https://www.coonrapidsmn.gov/262/Crime-Free-Multi-Housing https://www.anokaminnesota.com/278/Crime-Free-Multi-Housing-Program</p> <p>Program implementation January 2024.</p> <ul style="list-style-type: none"> 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. 	<p>Police</p> <ul style="list-style-type: none"> Jeff Katers

Strategy: Improve the safety and mobility of transportation corridors.

<p>12. Advance the Ramsey Gateway Plan.</p> <p>Progress: Construction has begun and on schedule for 2026 completion. A robust communications team has been developed for continued updates on the project to the public. This will include various open house opportunities.</p>	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
<p>13. Update Priority Street Light Program and Pedestrian Safety Plan.</p> <p>Progress: Staff is continuously evaluating projects as needed.</p>	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"> Bruce Westby Public Works Committee

Strategy: Connect the community through Parks, Trails and Recreational Programming.

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
<p>14. Complete Parks Capital Improvements.</p> <p>Progress: A new neighborhood park in Riverstone South is under construction. Other infrastructure improvements were completed in 2023 to the Central Park parking lot. Two playgrounds are planned to see major maintenance or replacement in 2024.</p>	Ongoing	Budget Impact - Medium	<p>Adequate parks, trails and public spaces, both future and existing.</p> <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 	<p>Parks</p> <ul style="list-style-type: none"> • Mark Riverblood • Park and Recreation Commission
<p>15. Connected trail system</p> <p>Progress: Trail gaps are identified and efforts will be made to connect the gaps in the future when it is financially feasible. A connection is being planned for a gap between Xkimo and 142nd Ave along Saint Francis Blvd (TH47)</p>	Q3 2023	Budget Impact – Low	<p>Identify trail system deficiencies</p> <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. <p>Identify funding plan to complete identified connections</p> <ul style="list-style-type: none"> • Trail Fees from developments 	<p>Parks</p> <ul style="list-style-type: none"> • Mark Riverblood • Park and Recreation Commission • PWC
<p>16. Provide community recreational programing</p>	Ongoing	Budget Impact - Low	<p>Increased awareness of recreational opportunities.</p> <p>Maintain existing programing levels while reviewing the cost/benefit of the opportunities.</p>	<p>Parks</p> <ul style="list-style-type: none"> • Mark Riverblood • Park and Recreation Commission
<p>17. Implement QR Codes</p>	Q3 2023	Budget Impact – Low	<p>Install QR Codes as a way finding measure or informational amenity for public use.</p> <ul style="list-style-type: none"> • Trail System • Park History 	<p>Parks</p> <ul style="list-style-type: none"> • Mark Riverblood

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

<p>18. Secure Ramsey ZIP Code.</p> <p>Progress: Annual updates continue to be provided to USPS.</p>	Ongoing	Budget Impact - Low	<p>ZIP Code will identify itself as Ramsey.</p> <p>Provide regular updates.</p> <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> 	<p>Administration</p> <ul style="list-style-type: none"> • Brian Hagen
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Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
19. Support and recognize community volunteers	Q3 2023	Budget Impact - Low	Better community ownership of community events and community cleanup efforts. <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 	Parks & Rec. <ul style="list-style-type: none"> • Mark Riverblood Administration <ul style="list-style-type: none"> • Brian Hagen
Strategy: Enhance City's communication through transparency and accountability.				
20. Proactive and time-relevant communication. Our Communications Coordinator continues to update and improve how the City is sharing its messaging with the community and surrounding areas.	Ongoing	Budget Impact - Low	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. Informational communications report added to council work sessions. Meet with Council to discuss new initiatives.	Communications <ul style="list-style-type: none"> • Pat Johnson
21. Analyze City Policies Progress: Time sensitive updates will happen when required. Other review/updates will occur as time allows.	Ongoing	Budget Impact – Low	Review and update policies <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
22. Conduct Community Survey Progress: the survey was delayed in 2023, necessary funds have been budgeted in 2024 for completion.	Bi-Annually	Budget Impact – Medium	Establish baseline metric of community satisfaction Surveys were most recently completed in 2014, 2016, 2018, 2020	Administration <ul style="list-style-type: none"> • Brian Hagen
23. Identify and advertise a cost savings measure	Annually	Budget Impact – Low	Communicate to the public at least one cost saving measure implemented or approved during the year via Ramsey Resident	Administration <ul style="list-style-type: none"> • Brian Hagen
Strategy: Improve and sustain high organizational morale.				

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
<p>24. Establish Employee Events to strengthen relationships.</p> <p>Progress: Recent adjustments to events include bring all staff together during events instead of having to complete all staff meetings in two phases. City Administrator Hagen would like to conduct a more in depth half day all staff training in 2024. Other added activities have been implemented through HR that utilize prescribed staff break times.</p>	Ongoing	Budget Impact - Low	<p>Improved organizational morale.</p> <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 	<p>Human Res.</p> <ul style="list-style-type: none"> Colleen Lasher
<p>25. Communication with employees about City business</p>	Q3 2023	Budget Impact – Low	<p>Reestablish internal staff update (previously Ramsey Communicator)</p> <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 	<p>Administration</p> <ul style="list-style-type: none"> Brian Hagen
<p>26. Conduct Employee Survey</p> <p>Progress: Completed in house in 2023.</p>	Bi-Annually	Budget Impact - Low	<p>Establish baseline metric of existing organizational morale.</p> <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. 	<p>Human Res.</p> <ul style="list-style-type: none"> Colleen Lasher
<p>27. Work place safety</p> <p>Progress: This is a 2024 project. Suggest to add Safety Committee as additional responsible party.</p>	Q2 2024	Budget Impact – Medium	<p>Prepare conceptual physical safety improvements and budget estimate in necessary facilities.</p> <p>Review ergonomics of work stations</p>	<p>Bldg. Maintenance Administration Human Res.</p>

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> Progress: MnDOT completed a TH 47 plan in 2022/2023	Improve the safety and mobility of transportation corridors. Progress: 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.