

City of Ramsey
Agenda
City Council Special Work Session
Strategic Planning Session
Tuesday, April 1, 2025
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. 2025 Strategic Planning Session

3. **Adjournment**

CC Special Work Session

Meeting Date: 04/01/2025

Primary Strategic Plan Initiative: Not Applicable

Title:

2025 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 2024 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, we may want to refocus our goals, strategies, objectives and action items on unique one-off items. A number of items in the plan have remained in the plan for a number of recent years. The efforts began as newer initiatives or a refocus on tasks we should have been doing better. These efforts have arguably been incorporated into our annual routine, and have dedicated funding behind them. For example, infrastructure maintenance, street lighting, pedestrian safety, playground replacement and communication efforts have all seen improvements in the recent past with support by the council through the budget process to continue those efforts. If an item of this nature should be improved even more, or we want to focus on it and take it a step further in our efforts, then it could remain on the list. If a project is routinely being discussed at council meetings, or through the budget process, but it does not seem to gain the necessary traction, then we could add a more focused plan to address the project through the Strategic Plan. For example, the Mississippi River Bridge crossing to Dayton has found a home on our annual Legislative Priority List, but it has not been a main focus of staff's efforts throughout the year. Another example may be to move the Waterfront Park more into focus and establish a framework to complete the project. We will be able to expand on additional ideas throughout the planning session.

Attached to the case is a status sheet on the 2024 Strategic Plan, a summary of the 2024 Strategic Planning Session activities and a draft of the new format for the 2025 Strategic Plan.

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 - 8:30	Begin brainstorming additions, deletions or amendments to the action items
8:30 PM	Closing Comments & Adjourn

Notification:

N/A

Time Frame/Observations/Alternatives:

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 objectives and action items that could be considered for implementation to accomplish the identified strategies.

Funding Source:

This is handled under normal staff duties.

Recommendation:

N/A

Outcome/Action:

The main objective of the evening is to establish goals to implement into the plan. From there, we will build on the strategies with supporting objectives and action items. Additional work session time at a regular work session meeting will be scheduled for a final review of the plan.

Attachments

- 2024 Strategic Plan Status Review
- 2024 Strategic Planning Session Activity Review
- 2025 Strategic Plan - DRAFT

Form Review

Inbox	Reviewed By	Date
Brian Hagen	Brian Hagen	03/25/2025 08:38 PM
Form Started By: Brian Hagen		Started On: 03/25/2025 04:57 PM
Final Approval Date: 03/25/2025		

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 <i>This is being completed on an annual basis.</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. <i>This is occurring as opportunities present themselves. i.e. Alpine Park area by playground to wild flowers. Portion of Rivers Bend Park.</i>	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. Provide recap of savings for converted areas.	Parks <ul style="list-style-type: none"> Mark Riverblood

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
3. Analyze operations. No formal third party study has occurred. However, staff has adjusted responsible parties for various tasks as staffing levels change. Staffing growth needs are addressed through budget.	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 ▪ 2024 84% 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"> ○ 30K sq. ft in 2024 (Aldi, Chanticlear, Ferrell Gas, Take 5) • 50,000 square feet of new industrial per year on average. <ul style="list-style-type: none"> ○ 487K sq. ft. in 2024 (Anderson Dahlen, Blue Line Collision, BLIP 5, Jam Hops, Opidan, Soderholm & Associates) 	Economic Dev. <ul style="list-style-type: none"> • Sean Sullivan • EDA

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
5. Consider strategic infrastructure investments to prepare more shovel ready parcels.	Q4 2024	Budget Impact - High	<p>COR – City owned parcels</p> <ul style="list-style-type: none"> Construct roadways designed in 2023 <ul style="list-style-type: none"> This has been completed Pending funding availability, the remaining potential infrastructure would be Veterans Drive and Peridote St. 	<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
6. Complete a Comprehensive City Code Audit and Update Remains in progress.	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 This was completed, and is currently going through policy adoption and slight code revisions in Q4 2024/Q1 2025.	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.				

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
8. Advance the Ramsey Gateway Plan. Final construction season commenced March 24, 2025.	Ongoing	Existing Staff/Resources Budget Impact = High RCP Report	Project to commence in 2023 and conclude spring 2026. <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. 	Engineering <ul style="list-style-type: none"> Bruce Westby
9. Update Priority Street Light Program and Pedestrian Safety Plan. This is occurring as opportunities present themselves.	Ongoing	Existing Staff/Resources Budget Impact = Medium	Improved pedestrian and vehicle safety at critical intersections and pedestrian crossings. Improvements are identified and implemented during PMP projects, private developments, and in response to public requests.	Engineering <ul style="list-style-type: none"> Bruce Westby Public Works Committee

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

10. Complete Parks Capital Improvements. This is occurring as opportunities present themselves.	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 This is occurring as opportunities present themselves.	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 Advertisement efforts and programming options continue to expand.	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

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
13. Implement QR Codes <i>This is occurring as opportunities present themselves.</i>	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
15. Support and recognize community volunteers	Ongoing	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.				
16. Proactive and time-relevant communication. <i>This is occurring as opportunities present themselves.</i>	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

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
17. Analyze City Policies <i>In progress.</i>	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
18. Conduct Community Survey	Bi-Annually	Budget Impact – Medium	Establish baseline metric of community satisfaction Surveys were most recently completed in 2014, 2016, 2018, 2020, 2024	Administration <ul style="list-style-type: none"> Brian Hagen
19. 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
20. Establish and adopt City Policies	Q3 2024	Budget Impact – Low	Trail Maintenance Policy Stormwater Pond Maintenance Policy Both have been adopted.	Public Works <ul style="list-style-type: none"> Bruce Westby Mark Riverblood

Strategy: Improve and sustain high organizational morale.

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 <i>The weekly update has been revised to include the previous council meeting highlights.</i>	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 <i>Next one planned for 2026.</i>	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

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
24. Work place safety	Q2 2024	Budget Impact – Medium	<p>Prepare conceptual physical safety improvements and budget estimate in necessary facilities.</p> <p>Study was completed in 2024, with estimated construction costs. When budget permits, improvements may be incorporated into the CIP</p> <p>Review ergonomics of work stations Select staff have been trained to assess ergonomics of work stations. Staff are able to have an assessment complete, with options to improve presented for consideration. Most if not all workstations provide standing desk options.</p>	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.

2024 Strategic Planning Session Activities Summary

What's working well?

- Road maintenance and communication of projects
- Budget process
- PD/FD community outreach/relations
- Ramsey Gateway Project (Hwy 10)
- IT updates → public communication and website upgrades
- Organizational relationships (council, boards, staff)
- Playground replacement
- Community partnerships
- Staffing/hiring quality employees
- Economic growth
- High rating from community survey → customer service
- Internal department/cross department processes
- Code enforcement process
- Happy Days → community events
- Employee morale → flexibility
- Council/Boards preparedness
- City Facilities

What's not working well?

- Plan review software (landuse, building permit, etc. applications)
- Some outdated policies
- Vehicle availability for staff → order delivery time
- Large tax levy increases
- Future capital funding sources
- Blvd, park and trail maintenance (lack of past staffing levels)
- Communication on business prospects
 - Other open houses/events
- Website navigation
- Follow through on cases returning to council after direction
- Effectiveness on work session discussions
 - Need more time for council discussion
 - Bring smaller sections for review
 - Better clarity on what council can change or what staff needs direction on
- Community volunteers → Happy Days

What are we not doing that we should be doing?

- Gravel road to pavement improvements
- Develop needed policies → trail and stormwater maintenance
- Asset management system

- Sharing community volunteer opportunities
- Expanding Happy Days activities
- Façade Improvement Program (residential curb appeal)
- Historic preservation
- Major facility maintenance
- Redevelopment city service costs (connection fees)

What are we doing that we should not be doing?

- Focusing on long term CIP
- Data requests

Opportunities in the next 1-5 years

- Highway 10 completion
- Redevelopment/sale of land (RALF properties along Hwy 10)
- Economic development
- Utilize smart technologies
- COR development
- New Water Treatment Plant
- City Identity
- Public Art
- Park & trail additions/connections
- Comprehensive Plan update (2028)

Impacts in the next 1-5 years

- Highway 10 (Ramsey and Elk River)
- T.H. Overlay (142nd-Alpine)
- Green House Gas/Vehicle Miles Traveled laws
- Construction costs
- Labor market
- Management staff retirements
- Daycare tax exemption status
- Vehicle purchase delivery time delay and cost increases
- Future growth → residential and commercial
- Mississippi River Bridge
- CSAH 5 road abouts
- Water Treatment Plant onboarding/temporary H2O quality
- Union contract negotiations
- Tax capacity and decreasing residential values
- Increasing fire calls year over year → service delivery model
- City facility needs (expansion and aging facilities)
- Changing demographics, language barriers
- Comprehensive Plan update (2028)

City of Ramsey

2025 Strategic Plan

Adopted _____, 2025

MAYOR

Ryan Heineman

COUNCILMEMBERS

Chris Riley, At-Large
Kirsten Buscher, At-Large
Michael Olson, Ward 1
Eric Peters, Ward 2
Dan Specht, Ward 3
Shanna Stewart, Ward 4

City of Ramsey

2025 Strategic Plan Executive Summary

(Adoption Date)

The City of Ramsey's Strategic Planning Session allowed for council and staff to review and plan for the future needs of the city. The session reflected on past accomplishments in order to establish framework on how to proceed forward. In looking to the future needs of the city; opportunities and challenges are identified for the purpose of setting goals to strive towards accomplishing. The outcome of the session guides city officials on completing projects to better the community while staying true to the mission, vision and values of the city.

Mission

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

Vision

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

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

Goals

- 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

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Mission

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SWOT Analysis

- Strengths
- Weaknesses
- Opportunities
- Challenges

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Goals

- 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
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Key Strategies & Actionable Steps

Strategy 1. Address infrastructure needs

- **Objective 1:** Identify infrastructure maintenance needs
 - *Responsible Parties:* Streets, Parks, Engineering (Bruce Westby, Mark Riverblood)
 - *Key Areas:* pavement maintenance, water/sewer/storm sewer infrastructure, parks and trails
 - *Action 1.1:* Determine short term annual pavement maintenance needs
 - *Action 1.2:* Inspect and determine need of maintenance of underground infrastructure prior to major projects
 - *Action 1.3:* Follow Park and Trails maintenance and replacement policies
 - *Action 1.4:* Identify needs in the Capital Improvement Plan
 - *Performance Indicator:* Maintain or improve ratings quality
 - *Completion Timeframe:* Ongoing

Strategy 2. Identify and implement operational efficiencies, cost savings and additional funding sources

- **Objective 1:** Analyze ground maintenance on City owned properties
 - *Responsible Parties:* Parks (Mark Riverblood)
 - *Key Areas:* publicly owned open space
 - *Action 1.1:* Determine return on investment on changing turf improvements
 - *Action 1.2:* Convert areas to native plantings versus mowed turf grass
 - *Performance Indicator:* Cost benefit analysis on financial comparison on expenses of mowed turf vs native plantings
 - *Completion Timeframe:* Ongoing
- **Objective 2:** Analyze operations
 - *Responsible Parties:* Administration (Brian Hagen)
 - *Key Areas:* All city departments
 - *Action 2.1:* Identify and create strategy to eliminate inefficiencies
 - *Action 2.2:* Identify and create strategy to streamline processes and procedures for improved customer service and use of staff time
 - *Action 2.3:* Identify and create strategy to find best pricing for equipment and materials
 - *Action 2.4:* Identify and create strategy to address organizational staffing growth needs
 - *Performance Indicator:* Reduced redundancy in staff's tasks