

City of Ramsey

2025 Strategic Plan

Adopted _____, 2025

MAYOR

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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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VISION

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GOALS

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

STRATEGIES

- Address infrastructure needs
- Identify and implement operational efficiencies, cost savings or 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

REFLECTION ACTIVITIES

Attendees participated in four activities which allowed for time to reflect on how the organization is doing. The activities focused on what was working well, what was not working well, what the city was not doing that it should be doing and what was the city doing that it should not be doing. As identified in ~~2019~~2025:

What's working well?

- Decreased staff turnover
- Positive staff morale as shown through reduced turnover rates from 2022/2023
- Pavement management plan
- Social media presence
- Community events
- Recreation programming
- Playground replacement program
- Commercial/industrial growth
- Ramsey Gateway Project and business outreach
- Fire service model
- COR shovel ready sites
- Police Department Leadership Team transition
- City Code updates
- Internal relationships across departments
- Water Treatment Plant Project
- Personnel Policy Updates
- City Council/Boards & Commissions preparedness
- Agenda preparation by staff
- City decorations (i.e. lights on trees in the COR)
- Council/staff relations
- Public Safety communication of major events
- Laserfiche Workflow implementation (Ramsey staff lead project)
- Electronic records management
- Work Session efficiency

What's not work well?

- Large levy increases
- Embracing process change
- ~~Lack of funding for public safety~~
- ~~Equipment replacement costs~~
- Unpredictable public safety equipment cost increases year to year
- Challenge of incorporating public safety requests into the budget in relationship to the needs of the entire city
- Future Capital Purchase funding status
- Social media strategy (amount of content for limited pages)
- Public opinion of road conditions
- Gravel roads

Commented [BH1]: The comments made in the planning session were fitting public safety requests into the budget. Also, the cost of replacing fire trucks.

- Historic preservation (Old Town Hall)
- Mississippi River Bridge Crossing
- New software implementation
- Expanding software utilization (i.e. internal chat options vs. general email)
- Code Enforcement direction (inconsistency in direction/council roles & responsibility)
- Community volunteers and public recognition

What are we not doing that we should be doing?

- Gaining utility connections on commercial properties when private systems fail
- Asset management system (infrastructure, vehicles, equipment)
- GIS tools
- Expanding employee wellness efforts
- Improving facility security monitoring
- Residential facade improvement program
- Using new technology
- ~~Beginning staff recruitments faster~~

What are we doing that we should not be doing?

- Amending rules/regulations too quickly before we experience them in practice

Attendees then looked to the future to review opportunities and impacts the city will face in the next one to five years. The purpose of this exercise was to be cognizant ~~on~~ of what to expect as we plan for our future in order to be forward thinking.

Opportunities in the next 1-5 years

- Mississippi River Bridge planning
- Process improvements with smart technology
- COR Development of public and privately owned parcels
- RALF property (Hwy 10) redevelopment
- City identity/Hwy 10 image
- TIF 14 (COR) deal timeline expires November 2026
- Historic Town Hall
- Youth Athletics
- New Park Improvements

Impacts in the next 1-5 years

- Finishing Waterfront Park
- Cannabis laws
- Comprehensive Plan Amendment process (start in 2026)
- Staffing needs
- Reaching 30,000 population
- Public Transportation model
- COR Development and traffic counts
- Tariff uncertainty

Commented [BH2]: Recruitment timelines are based on a number of factors including, but not limited to, the need to adjust job descriptions, review if salary is still competitive, scheduling of those involved in interviews and other position recruitments occurring at the same time. If no changes or scheduling conflicts occur, a vacant position can be posted within 5 business days.

- State adopted local zoning control regulations
- Federal and State funding opportunities
- Daycare center tax exemption status
- Petitions on taxable market values
- Elk River Highway 10 project
- Temporary water quality when Water Treatment Plant goes live
- Management staff retirements
- Changing demographics
- Increasing public safety calls
- Aging City facilities

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2025 KEY STRATEGIES & ACTION STEPS

Strategy 1. Address infrastructure needs

- **Objective 1:** Ensure existing infrastructure remains high quality to maximize useful life
 - *Responsible Parties:* Engineering, Public Works (Westby, Riverblood)
 - *Key Areas:* City owned facilities, parks, streets, trails, utilities
 - *Action 1.1:* Inspect all infrastructure routinely
 - *Action 1.2:* Inspect utilities during design of Pavement Management Program (PMP) projects
 - *Action 1.3:* Complete PMP improvement/maintenance projects annually
 - *Action 1.4:* Explore singular Asset Management Program for city-wide use (Q3 2025)
 - *Action 1.5:* Complete well-siting study for Well #9 (Q4 2025)
 - *Performance Indicator:* Maintain or improve infrastructure quality
 - *Completion Timeframe:* Ongoing, unless otherwise noted above
- **Objective 2:** Determine future city facility needs
 - *Responsible Parties:* Administration, Fire, Police, Public Works (Hagen, Kohner, Bluml, Westby)
 - *Key Areas:* City buildings where offices are and equipment is stored
 - *Action 2.1:* Assess maintenance needs of existing facilities
 - *Action 2.2:* Prioritize/budget for maintenance needs of facilities
 - *Action 2.3:* Assess current and future space needs
 - *Action 2.4:* Explore options to repurpose existing facilities to meet the cities needs or construct a new facility(ies) to meet future growth needs
 - *Performance Indicator:* Maintain or improve infrastructure quality
 - *Completion Timeframe:* Q1 2026

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

- **Objective 1:** Implement software programs to reduce inefficiencies
 - *Responsible Parties:* All Departments (Department Heads)
 - *Key Areas:* Software programs to aid in operational duties
 - *Action 1.1* Identify operations where software implementation would provide efficiencies and reduce potential for error by reducing data entry processes (HR, Asset Mgmt, etc.)
 - *Action 1.2:* Identify program options available and check comparable city references on the program
 - *Action 1.3:* Establish implementation plan with Ramsey IT staff
 - *Action 1.4:* Determine available 2025 funding and budget accordingly for 2026 and beyond
 - *Performance Indicator:* Reduced redundancy in staff's tasks by eliminating manual entry/tracking in Excel spreadsheets
 - *Completion Timeframe:* Ongoing

- **Objective 2:** Utilize grant funding opportunities
 - *Responsible Parties:* All Departments
 - *Key Areas:* Projects and equipment purchases
 - *Action 2.1:* Identify new grant opportunities utilizing different measures to find the opportunities (i.e. AI)
 - Action 2.2: Identify projects or equipment purchases where historical grant funding opportunities have been available
 - Action 2.23: Recognize potential grant funding availability as potential funding source in CIP
 - Action 2.34: Apply for grant funds in conjunction with establishing funding sources
 - Action 2.5: Identify grant writing training classes for staff to complete
 - *Performance Indicator:* Increased grant funded projects/purchases
 - *Completion Timeframe:* Ongoing
- **Objective 3:** Solicit ideas from all staff on improving operational efficiencies and cost savings options.
 - Responsible Parties: All Departments
 - Key Areas: Day to day operations
 - Action 3.1: Organize feedback opportunities for staff to share ideas
 - Action 3.2: Recognize staff whose ideas are implemented into operations
 - Performance Indicator: Approval of operational changes
 - Completion Timeframe: Ongoing, recognize staff semi-annually at all staff meetings

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Strategy 3. Promote economic growth and development

- **Objective 1:** Develop and implement commercial property public utility connection program
 - *Responsible Parties:* Economic Development, Engineering (Sullivan, Hanson, Westby)
 - *Key Areas:*
 - *Action 1.1:* Identify commercial properties with available public utilities who are not connected
 - *Action 1.2:* Identify commercial properties with available public utilities close by who are not connected
 - *Action 1.3:* Identify TIF funded utility improvements
 - *Action 1.4:* Create an incentive program/policy with a funding source to encourage connection to public utilities
 - *Performance Indicator:* Reduce private systems on commercial properties where public utilities are available.
 - *Completion Timeframe:* Q3 2025
- **Objective 2:** Conduct business retention and expansion efforts
 - *Responsible Parties:* Economic Development (Sullivan)

- *Key Areas:* Existing businesses
 - *Action 2.1:* Conduct 30 in-person business visits
 - *Action 2.2:* Host Business Networking Event
 - *Action 2.3:* Host Business Expo Event
 - *Action 2.4:* Host Business Appreciation Golf Event
- *Performance Indicator:* Sold out or increased attendance
- *Completion Timeframe:* Annually

Strategy 4. Create a positive image for residential neighborhoods, business districts and key corridors

- **Objective 1:** Improve the image of Ramsey along the Hwy 10 Corridor
 - *Responsible Parties:* Community Development (Hanson, Larson)
 - *Key Areas:* Existing commercial properties visible from Hwy 10
 - *Action 1.1:* Identify businesses with noncompliant code violations
 - *Action 1.2:* Identify businesses in violation of approved CUP's
 - *Action 1.3:* Work in tandem with ED Manager on business visits to communicate violations, and collaboratively work with them on cleanup efforts
 - *Action 1.4:* Identify potential redevelopment properties
 - *Performance Indicator:* Reduce blighted properties along Hwy 10
 - *Completion Timeframe:* Q4 2025

- ~~**Objective 2:** Maintain/improve existing Park, Street and Trail conditions city-wide~~
 - ~~*Responsible Parties:* Engineering, Public Works (Westby)~~
 - ~~*Key Areas:* Existing commercial properties visible from Hwy 10~~
 - ~~*Action 2.1:* Provide adequate current and future funding for PMP~~
 - ~~*Action 2.2:* Expand skim patching program to streets requiring reconstruction beyond four years in the CIP~~
 - ~~*Action 2.3:* Provide routine maintenance of Parks~~
 - ~~*Action 2.4:* Provide routine maintenance of Trails per policy~~
 - ~~*Performance Indicator:* Improve PASER values~~
 - ~~*Completion Timeframe:* Ongoing~~

Commented [BH3]: Remove per direction at the 05/13 Work Session

- **Objective 3:** Rehabilitate Historic Townhall
 - *Responsible Parties:* Economic Development (Sullivan, Hanson)
 - *Key Areas:* Historic Townhall
 - *Action 2.1:* Complete preliminary design of rehabilitation improvements
 - *Action 2.2:* Apply for large grant opportunity
 - *Action 2.3:* Apply for small grant opportunities if needed
 - *Action 2.4:* Identify user/renter
 - *Performance Indicator:* Acquire grant funds to fund remaining allowed construction costs
 - *Completion Timeframe:* Q1 2026

Strategy 5. Improve the safety and mobility of transportation corridors

- **Objective 1:** Improve street lighting and pedestrian facilities
 - *Responsible Parties:* Engineering, Public Works (Westby)
 - *Key Areas:* Existing and future roadways and pedestrian facilities
 - *Action 1.1:* Evaluate and construct street lighting improvements
 - *Action 1.2:* Evaluate and construct pedestrian trail safety improvements
 - *Performance Indicator:* Reduction in reported safety concerns
 - *Completion Timeframe:* Ongoing

Strategy 6. Connect the community through parks, trails and recreational programming

- **Objective 1:** Construct Phase 1 of The Waterfront Park
 - *Responsible Parties:* Parks Division (Riverblood)
 - *Key Areas:* COR Community Park and Downtown Destination
 - *Action 1.1:* Approve schematic design work of water play area and future community building June 10, 2025
 - *Action 1.2:* Authorize preparation of plans/specs August 12, 2025
 - Review comparative case studies of comparable community buildings/parks
 - Review comprehensive proforma of The Waterfront Park (revenue/O&M costs)
 - Identify funding and community benefits
 - Approve schematic design and phasing plan
 - *Action 1.3:* Approve plans/specs and authorize bids September 2025 (3 month process)
 - *Action 1.4:* Award contract January 2026
 - *Performance Indicator:* Water play open July 1, 2026
 - **Completion Timeframe:** Phase 1 completed Q2 2026
- **Objective 12:** Develop and commit to a final plan for The Waterfront Park
 - *Responsible Parties:* Parks Division (Riverblood)
 - *Key Areas:* COR Community Park and Downtown Destination ~~The Waterfront Park in the COR~~
 - *Action 21.1:* Prepare comparative case study of similar municipal community centers ~~This objective runs in conjunction with Strategy 6, Objective 1, Action items 1.1 and 1.2.~~
 - *Action 1.2:* Complete schematic design for community building and integrated waterplay amenity ~~Establish future community building amenities~~
 - *Action 1.3:* Prepare complete proforma to include upfront construction costs and ongoing operating & maintenance estimates ~~Establish phasing plan for completing the Waterfront Park~~
 - *Action 1.4:* Determine if construction commences in 2026 or if a ballot question should occur November 2026 ~~Authorize preparation of plans/specs for community building – date TBD~~

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- *Action 1.5:* ~~Final plans prepared for bidding in Q1 2026~~ Approve plans/specs and authorize bids for awarding a construction contract – date TBD
 - *Performance Indicator:* ~~Completed plans and specifications for 2026 construction~~ Approved schematic design for entire Waterfront Park and phasing plan.
 - *Completion Timeframe:* ~~Q4-Q3~~ 2025

Strategy 7. Strengthen and enhance our identity, brand and image

- **Objective 1:** Secure Ramsey Zip Code
 - *Responsible Parties:* Administration (Hagen)
 - *Key Areas:*
 - *Action 1.1:* Identify key personnel at USPS to discuss obtaining a unique zip code
 - *Action 1.2:* Identify other influential parties to support Ramsey's efforts
 - *Action 1.3:* Host critical meetings to develop the timing and formal application procedure to prevent an immature application from occurring
 - *Performance Indicator:* Known metrics are understood on what USPS uses when considering a new zip code.
 - *Completion Timeframe:* Formal request may be submitted to district manager in 2026
- **Objective 2:** Enhance City brand
 - *Responsible Parties:* Communications (Johnson)
 - *Key Areas:* Branding and communications strategy
 - *Action 2.1:* Create City Moto
 - *Action 2.2:* Create Branding Guide for staff to use with templates and logos
 - *Performance Indicator:*
 - *Completion Timeframe:* Q1 2026

Strategy 8. Enhance City's communication through transparency and accountability

- **Objective 1:** Identify and advertise a cost savings measure
 - *Responsible Parties:* Administration (Hagen)
 - *Key Areas:* All city operations
 - *Action 1.1:* Advertise through newsletter or social media an area of improvement that decreased cost through direct savings or improved efficiency.
 - *Performance Indicator:* Public engagement reaction to the advertised measure
 - *Completion Timeframe:* Minimum one item per year
- **Objective 2:** Positive, Proactive and time-relevant communication
 - *Responsible Parties:* Communications (Johnson)
 - *Key Areas:* Public facing communication strategy
 - *Action 2.1:* Assess the effectiveness of the city's current social media presence and the need for additional department specific pages

- *Action 2.2:* Explore new avenues to tell the story of Ramsey and market the community to new residents and businesses
 - *Action 2.2:*
 - *Action 2.3:* Enhance how social media is utilized
 - *Action 2.3:* Consider additional communications personnel with focus on social media marketing
- *Performance Indicator:* Public engagement through social media
- *Completion Timeframe:* Ongoing
- **Objective 3:** Develop and publish trail maintenance schedule/map
 - *Responsible Parties:* Parks Division (Riverblood)
 - *Key Areas:* Long term trail maintenance plan
 - *Action 3.1:* Develop a 10-year trail maintenance needs schedule
 - *Action 3.2:* Establish estimated funding needs to complete the plan
 - *Action 3.3:* Implement maintenance schedule into CIP document
 - *Action 3.4:* Create 10-year trail maintenance CIP map and post to city website
 - *Performance Indicator:* Creation of plan/map and incorporation into 10-year CIP
 - *Completion Timeframe:* Final 2026 Budget/Levy Adoption

Strategy 9. Strive for high organizational morale and employee retention

- **Objective 1:** Expand employee wellness efforts
 - *Responsible Parties:* Human Resources (Lasher)
 - *Key Areas:* Employee health
 - *Action 1.1:* Expand upon Gallagher Benefit Services Wellness Programming
 - *Action 1.2:* Increase engagement in Employee Lunch & Learns
 - *Action 1.3:* Identify fitness options for City Hall staff similar to what's available to PD, FD, PW
 - *Action 1.4:* Increase wellness activities
 - *Performance Indicator:* Improved group insurance renewal rating
 - *Completion Timeframe:* Ongoing
- **Objective 2:** Expand employee engagement
 - *Responsible Parties:* Human Resources (Colleen Lasher)
 - *Key Areas:* Employee engagement
 - *Action 2.1:* Implement simplified performance evaluation process to track employee goals, notify of deadlines and integrate into records management system
 - *Action 2.2:* Conduct voluntary stay interviews or dedicated roundtable discussion opportunities to receive feedback outside of routine all staff surveys
 - *Performance Indicator:*
 - *Completion Timeframe:* Ongoing
- **Objective 3:** Expand employee appreciation efforts
 - *Responsible Parties:* Human Resources (Colleen Lasher)

- *Key Areas:* Employee appreciation and recognition
 - *Action 3.1:* Provide branded items to staff commonly used during and for work (name badge lanyards, water bottles, pens, etc)
 - *Action 3.2:* Implement additional themed days/activities throughout the year
 - *Action 3.3:* Continue existing employee engagement events (2 all staff meetings, popcorn Wednesdays, birthday treats, pot-lucks, ice cream social)
- *Performance Indicator:* Employee attendance at events, staff survey feedback
- *Completion Timeframe:* Ongoing

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2024 KEY STRATEGIES & ACTION STEPS ACCOMPLISHED

Strategy: 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
 - The city increased their annual funding in 2023 to complete various projects for temporary pavement repairs. The focus was to complete repairs on certain roadways that would see a larger maintenance project in the coming years. Various projects were completed from intersection mill & overlays, skim patching larger stretches of roadways and patching potholes throughout the city. Staff has continued to monitor these efforts to determine the success and life of these repairs. Subsequent annual budgets have received proper general funding expenditures to continue these efforts.
 - **Action 1.2:** Inspect and determine need of maintenance of underground infrastructure prior to major projects
 - As part of major street maintenance projects, inspection of unground infrastructure has occurred and been implemented into plans to prevent future scenarios requiring roads to be tore apart before their useful life has reached the end.
 - **Action 1.3:**
 - Follow playground replacement policy: A Playground Replacement Policy was adopted September 2021. The policy identifies a proposed timeline to replace one playground per year. The city has maintained or even accelerated this plan based on funding and savings opportunities.
 - Maintain and replace trail system: A Trail & Sidewalk Maintenance Policy was adopted December 2024. This policy provides the framework for completing inspections and incorporating maintenance schedule needs into the general fund budget and in conjunction with street projects.
 - **Action 1.4:** Identify needs in the Capital Improvement Plan
 - The annual CIP continues to include necessary projects to maintain and improve our infrastructure. Beginning in 2023, the city started an aggressive 10-year plan to provide major maintenance to approximately 45% of the roads. This plan was front heavy with more roads receiving work with funding coming from a 2022 Street Maintenance Bond.

Strategy: Promote economic growth and development

- **Objective 1:** Continue Business Retention and Expansion efforts for retail and industrial
 - *Responsible Parties:* Economic Development (Sean Sullivan, EDA)
 - *Key Areas:* promoting private businesses

- *Action 1.1:* Conduct business retention visits
 - 30 in person visits are targeted each year with many informal communication occurring as well.
 - *Action 1.2:* Improve the quality and attendance at EDA events
 - The business appreciation golf event historically sees full registration of 144 golfers plus additional meal only tickets purchased. The Business Expo continues to see an increase of Ramsey businesses attending. The Business Networking breakfast consistently experiences 120 plus attendees.
 - *Action 1.3:* Business expansions saw 30K sq. ft. of retail and 487K sq. ft. of industrial in 2024.
- **Objective 2:** Consider strategic infrastructure investments to prepare more shovel ready parcels
 - *Responsible Parties:* Engineering, Community Development, Finance
 - *Key Areas:* The COR
 - *Action 1.1:* Construct roadways designed in 2023
 - A regional stormwater pond was created in 2023 to allow parcels to maximize developable area. The material excavated from the pond was utilized to bring the western half of the COR (city owned parcels only) up to grade with the roadways. In 2024, new roadways were constructed to establish final right of way layout.
- **Objective 3:** Complete a Comprehensive City Code Audit and Update
 - *Responsible Parties:* Community Development (Todd Larson)
 - *Key Areas:* City Code
 - *Action 1.1:* Reduce redundant regulations and regulations that conflict with the city's vision.
 - A complete zoning code rewrite occurred reducing the length of the zoning code by approximately half. This reorganized the zoning code by removing sections that did not belong in zoning, combining non-zoning codes with areas of the zoning code that were similar. It further amended allowed uses in various zoning districts.
 - Other code sections amended were the nuisance code and began amending the sign code.

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

- **Objective 1:** Rental License Program
 - *Responsible Parties:* Community Development
 - *Key Areas:* residential rental properties
 - *Action 1.1:* Adopt rental license regulations.

- Rental license regulations were adopted effective January 1 2024. In 2024, a Rental Inspection Policy was adopted to outline the inspection process from notification to what areas of rental units are inspected.

Strategy: Improve the safety and mobility of transportation corridors

- **Objective 1:** Advance the Ramsey Gateway Plan
 - *Responsible Parties:* Engineering
 - *Key Areas:* Hwy 10 corridor from Sunfish Lake Boulevard to Ramsey Boulevard
 - *Action 1.1:* Construct grade separated interchanges
 - Planning efforts concluded in 2023 on the Ramsey Gateway Project for construction to occur in 2024 & 2025. The interchanges would eliminate at grade crossings of the BNSF Railroad and Hwy 10. Additionally the project eliminates direct driveway access to Hwy 10 by constructing frontage roads.
- **Objective 2:** Update Priority Street Light Program
 - *Responsible Parties:* Engineering
 - *Key Areas:* Critical Intersections and pedestrian crossings.
 - *Action 1.1:* Improve intersection safety by addressing street lighting needs.
 - As road projects are designed, staff considers additional necessary improvements to the area like streetlights to ensure added safety at intersections and pedestrian crossings.