

City of Ramsey
Agenda
City Council Work Session
Tuesday, May 27, 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. Discuss City Engineer/Public Works Director Role Separation
2. Right of Way Acquisition Loan Program (RALF) Property Sales / Process Discussion
3. 2025 Strategic Planning Session

3. Topics for Future Discussion

1. Review Future Topics/Calendar

4. Mayor/Council/Staff Input

1. Update on Outside Committees

5. Adjournment*

***Note: the City Council may motion to recess this Work Session meeting and reconvene after the regular City Council meeting if items on the agenda are not completed.**

CC Work Session**Meeting Date:** 05/27/2025**Primary Strategic Plan Initiative:** Not Applicable**Information****Title:**

Discuss City Engineer/Public Works Director Role Separation

Purpose/Background:**Purpose:**

The purpose of this case is to discuss the potential separation of roles for the City Engineer/Public Works Director, and resulting reorganizations of the Engineering and Public Works Departments.

Background:

In June 2022, the City Council approved reclassifying City Engineer Bruce Westby to the dual role of City Engineer/Public Works Director to oversee all of Public Works and Engineering. Meeting minutes from the May 24th City Council Work Session where this reclassification was discussed are attached for reference (see case 2.02). The goals of moving to this dual-role position were to help develop and retain existing city staff through well-defined staffing succession plans and allowing staff in Engineering and Public Works to grow their knowledge of each other's practices and processes by working more closely together, thereby allowing Engineering staff to design and construct improvement projects that allow for more cost-effective and efficient operations and maintenance of improvements post-construction.

During discussions, staff expressed that the dual role of City Engineer/Public Works Director would be an effective transition plan, at least for a few years. The three-year mark is nearing an end, and staff recommends a final restructuring, effective January 2026. More information regarding this will be discussed at the meeting and through the 2026 budget discussions, but in summary it is recommended for Mr. Westby to assume the role of Public Works Director in January 2026 so he can begin focusing his efforts on several high-priority initiatives at Public Works.

The first high-priority issue Mr. Westby wants to focus on is a space needs analysis for the Public Works campus and surrounding city-owned properties to understand how/when the Public Works facility may need to be expanded, and which city-owned properties should be retained for additional space needs. This would include an analysis of the current and projected fleet of city vehicles, not only for Public Works but for Police and Fire as well since Police and Fire each assumed control of one of the three former Public Works buildings west of Jasper Street, with Public Works retaining ownership of the third building for use as a cold storage building where vehicles are stored seasonally. However, additional space may soon be needed for vehicle storage for one or all of these departments, which would likely prompt the need to expand the Public Works facility and/or construct a new building(s) on city-owned properties west and/or east of Jasper Street and south of 143rd Avenue.

The second high-priority issue Mr. Westby wants to tackle is to work closely with Public Works staff while implementing the new Stormwater Facilities Maintenance Policy and the Trail and Sidewalk Maintenance Policy to ensure the implementation of these policies is completed as cost-effectively and efficiently as practical.

The third high-priority issue Mr. Westby wants to focus on is updating several existing Public Works policies that are resulting in increased costs and inefficiencies for Public Works staff, and development of new policies to better define procedures and improve public engagement and transparency.

Mr. Westby also wants to focus on succession planning for key Public Works staff to help promote and retain

existing staff, when possible.

As anticipated and noted herein, the City's needs are such that staff recommend following through with the planned 2026 restructuring. In summary, staff recommend eliminating the dual role of Public Works Director/City Engineer, creating a Public Works Director position and reclassifying Bruce Westby to this position to serve as department head over Public Works, and re-establishing a City Engineer to serve as department head over Engineering. This change would add 0.5 FTE to both Public Works and Engineering starting in 2026.

Staff also recommend the following changes in Engineering to support this restructuring.

Hire a new City Engineer. Based on current staffing goals and needs, staff recommend budgeting for and preparing for a City Engineer recruitment with a proposed start date of March 1, 2026. This position would be the Department Head of the Engineering Department and would benefit from institutional knowledge from Public Works Director Bruce Westby. Additional transitional support would be provided from Assistant City Engineer Joe Feriancek, who is well established in his role and wishes to continue in this role for a while longer, with potential duty revisions over time. Other Engineering staff will also support the new City Engineer as follows.

Engineering Technician III Logan Czech, who is supervised by the Assistant City Engineer, primarily designs and prepares plans and specifications for Pavement Management Program projects, along with other office related tasks. No changes are currently proposed to this position for 2026.

As outlined in a consent agenda case on tonight's Council agenda, a new Water Resources Technician position is proposed to be hired in 2025 to handle all water resources related tasks in the Engineering Department, which was driven by the recent retirement of the Civil Engineer IV position. Hiring the Water Resources Technician would maintain the FTE's as budgeted in engineering for 2025.

A request for a new Engineering Technician II is included in Engineering's 2026 budget requests to provide additional assistance with office related tasks, as well as assisting with field inspections on improvement projects, as needed. This new position would add 1 FTE to Engineering in early 2026.

No changes are proposed to the Engineering Administrative Assistant position, or to the three existing field inspections staff.

If all positions described herein are implemented, the Engineering Department would increase from 7.5 FTEs currently to 9 FTEs in 2026. However, it should be noted that Mr. Westby was reclassified to the dual role prior to the 2023 influx of Pavement Management Program funding. Following the influx of funding, an additional project inspector was added bringing Engineering to a staff level of 7.5 FTEs.

Funding Source:

New staff costs would be partially funded through Pavement Management Program funds, Stormwater funds, Sewer and Water funds, and private development funds. While the workload for these positions already existed, levy constraints and staffing needs in other departments prevented these requests from being processed. To help meet work load requirements, engineering staff utilized contracted services from private engineering firms. If the staff requests outlined herein are approved as proposed, Engineering's contracted services budget could be significantly reduced.

Recommendation:

To provide consensus direction to begin budgeting for the 2026 restructure and to prepare for a City Engineer recruitment.

Outcome/Action:

Based on discussion.

Attachments

CCWS Minutes 05.24.22

Inbox

Brian Hagen

Form Started By: Bruce Westby

Final Approval Date: 05/22/2025

Reviewed By

Brian Hagen

Form Review

Date

05/22/2025 03:23 PM

Started On: 05/21/2025 01:14 PM

**CITY COUNCIL WORK SESSION
CITY OF RAMSEY
ANOKA COUNTY
STATE OF MINNESOTA**

The Ramsey City Council conducted a City Council Work Session on Tuesday, May 24, 2022, at the Ramsey Municipal Center, 7550 Sunwood Drive NW, Ramsey, Minnesota.

Members Present: Mayor Mark Kuzma
Councilmember Ryan Heineman
Councilmember Chelsea Howell
Councilmember Debra Musgrove
Councilmember Chris Riley
Councilmember Dan Specht
Councilmember Matt Woestehoff

Also Present: Administrative Services Director Colleen Lasher
Interim City Administrator/Community Dev. Director Brian Hagen
City Attorney Fritz Knaak
City Engineer Bruce Westby
Parks and Assistant Public Works Superintendent Mark Riverblood
Public Works Superintendent Grant Riemer

1. CALL TO ORDER

Mayor Kuzma called the City Council Work Session to order at 5:30 p.m.

2. TOPICS FOR DISCUSSION

2.01: Finalize Discussions on the Draft Charter Commission Recruitment Policy

Administrative Services Director Lasher stated the draft is close to being finalized if the Council agrees. She referenced the policy and stated the Charter Commission Chair is referred to as “the Chair” and the “Chair person.” She asked which the Council would prefer.

Councilmember Heineman replied the “Chair”.

Councilmember Riley commented to be consistent.

Administrative Services Director Lasher agreed.

Councilmember Musgrove commented she liked “Chair” because then it is just Chair and their last name.

Administrative Services Director Lasher stated there are inconsistencies throughout the policy where it referred to the Mayor and the Council, or The Council. She stated the Mayor is a part of the Council and thought it would be more clear to have it say “The Council” or “The City Council.” She asked if the Mayor should be called out separately.

Mayor Kuzma replied he was okay with “The Council.”

Administrative Services Director Lasher stated some of the headings were title case and some were all caps. She recommended changing it to be consistent as title case, capitalizing the first letter.

Mayor Kuzma replied that is fine.

Administrative Services Director Lasher stated there is a heading that says “Stipend,” one short sentence. She suggested moving that into the terms and requirements section and removing the heading. She asked if Council had concerns about that.

Councilmember Heineman replied no.

Administrative Services Director Lasher referenced the section titled “Process” and stated she didn’t have time to listen to the tape but there had been discussion about how the City materials get to the judge. By statute applicants are allowed to send a letter of interest directly to the judge. She asked for a reminder if Council wanted that sentence removed from this policy or left in.

Councilmember Specht replied it is allowed but he didn’t want it published in the policy because the desire of the Council was that it would go through the City process.

Administrative Services Director Lasher asked if Councilmember Specht wanted the sentence taken out.

Councilmember Specht replied that was his opinion.

Councilmember Heineman agreed, adding if applicants can find it on their own, Council isn’t keeping information from them but didn’t feel the need to advertise an alternate route.

Administrative Services Director Lasher referenced number six and read “incumbent letters of intent will be forwarded to the judge at the same time as new applicants.” She stated earlier in the process they had discussed mailing the incumbent letters right away and was looking for clarification.

Councilmember Specht replied the letter from the judge had said they prefer to receive them all at once so he thought that was a good idea.

Councilmember Musgrove thanked Administrative Services Director Lasher for putting the policy together. She thought it was close. She referenced number three on page one and asked if they wanted to add a date. She read “if the member does not wish to respond or to be reappointed the member will be asked to submit a letter of intention in writing.”

Councilmember Woestehoff suggested “by October 31.”

Councilmember Musgrove agreed.

Interim City Administrator/Community Dev. Director Hagen commented point four says “by October 31 the City Clerk would inform the Mayor and Council of the number of incumbents.” He suggested by October 15 to allow for the last meeting in October.

Councilmember Musgrove referenced number five on page one which says “in the event that all incumbents wish to be reappointed the City Clerk will still conduct the annual recruitment process.” She asked if there would be a reference why that would be done and make a statement referencing the policy for vacancies throughout the year. She thought they had decided it would be done in the event of mid-year vacancies.

Councilmember Specht added “to maintain a strong backlog of people” and asked what Councilmember Musgrove wanted it to say.

Councilmember Musgrove suggested “in the case of vacancies occurring throughout the year.”

Councilmember Woestehoff suggested “for potential future vacancies.”

Councilmember Musgrove agreed.

Administrative Services Director Lasher state she liked what Councilmember Woestehoff had said “for potential future vacancies.”

Councilmember Musgrove referenced number seven on page one, number four on page two, and also on page two, two D that they are all the same but are not worded the same.

Administrative Services Director Lasher replied she will go back and make sure they are. She agreed about that. She stated previously the additional steps used to be much longer and she felt they fit better in the body of each section but she agreed there are some inconsistencies so she will make that align.

Councilmember Musgrove commented she thought four and two D were the same but seven is different. She thought the context is the same but the wording is a little different.

Administrative Services Director Lasher replied she will make that change.

Councilmember Musgrove asked how Council felt about having a template for the letter to the judge in the appendix.

Councilmember Heineman replied it would be easier to pick up and reuse it.

Councilmember Musgrove stated if it is in the appendix it can be changed easier than if it is in the policy.

Councilmember Specht suggested being careful that residents wouldn't think they needed to use that if they are looking at the policy and clarify that it is for Staff use.

Councilmember Woestehoff replied this policy wouldn't be published on the website but seemed more like an internal policy than a linked document of the application.

Councilmember Howell replied it would be nice to have the policy on the website for transparency.

Councilmember Heineman commented they are just talking about the template they send the judge, would be a standard template.

Councilmember Specht replied that would be fine.

Councilmember Heineman continued that way it wouldn't need to be rewritten every time.

Councilmember Musgrove referenced the section "Website" and asked if Council wants to have a frequency for going back to update it, either quarterly or biannually. She thought that would be a point of reference for Staff to know how often to go back and check it. She stated it wouldn't change much but should be checked.

Mayor Kuzma asked if that would occur when a resignation occurs or when the time comes to reappoint.

Councilmember Musgrove agreed.

Mayor Kuzma replied he thought that would be an automatic.

Councilmember Woestehoff suggested "As needed the City Clerk or designee will review..."

Councilmember Musgrove replied it could be kept as it is but was looking for feedback if it would be helpful to have a time requirement because Staff is going to be going back to look at it when those vacancies occur or when applications go out. She stated the thought was to go back in there and make sure people were able to connect to the link, that the link was working, that the information was still available. That is what she thought part of this was for, that is why she is suggesting a time frequency.

Councilmember Specht asked it was going to run continually in the *Ramsey Resident*.

Administrative Services Director Lasher replied yes it is.

Councilmember Specht stated it is read all the time so it wouldn't need to be checked up on.

Mayor Kuzma commented if it is going to be run in the *Ramsey Resident* he didn't know that they needed to have a designated timeline. He suggested it say "The City Clerk will post as needed."

Councilmember Musgrove referenced the section "Terms and Requirements" and asked if "Applicant must be a registered voter in the City of Ramsey" should be added.

Councilmember Woestehoff replied he didn't think applicants needed to be residents of Ramsey.

Councilmember Howell commented there is a percentage that could be outside of Ramsey so that would need to be changed first.

Councilmember Musgrove asked if that was changed in the Charter.

Administrative Services Director Lasher replied no, they did not. She stated the City Charter says that two-thirds of each board will be Ramsey residents. She stated they talked about that in the past and if she recalled correctly, taking it out boxes them from not being able to consider a really good candidate. She gave the example on the EDA there is a member with a lot of business experience that lives in Anoka. When it was discussed before it was determined to leave it at two-thirds to give more discretion to the Council. She stated this is Charter Commission so Council doesn't appoint anyone but leaving it in as two-thirds would not require a Charter amendment and gives Council more discretion.

Administrative Services Director Lasher referenced page two under Partial Terms- New Member Application Process" to fill mid-year vacancies, and stated after the first paragraph, the next sentence starts "The City Clerk or their designee will then take one of the following two actions." She suggested starting that sentence with "Within two weeks," because they wanted to tighten it up to have rules to follow.

Councilmember Musgrove commented she agrees with that.

Administrative Services Director Lasher commented Attorney Knaak just found in the State statute that Charter Commission applicants do need to be a registered voter within the City of Ramsey.

Councilmember Musgrove asked if Council was agreeable to adding that for clarification.

Councilmember Woestehoff replied that could be added for clarification but added number one supersedes this policy.

Councilmember Heineman commented adding that wouldn't hurt anything and it might make it easier on the judge so every application doesn't need to be vetted and to make it easier to read. He suggested adding in point five under "Terms and Requirements" to add City of Ramsey resident.

Councilmember Musgrove referenced page four under the heading "Steps" and commented number two reads "City Clerk or designee will verify all candidates (applicant is a registered voter.)" She suggested adding it there and also the statement of not a member of the judiciary or

City Council. She asked Administrative Services Director Lasher if she would wordsmith that so it isn't three statements repeating the first portion.

Administrative Services Director Lasher replied she could.

Councilmember Musgrove referenced number four, the last sentence which reads "The Clerk will ask the Charter Commission Chair to contact the new appointee welcoming them to the Commission." She stated it has been her experience when she has been appointed to boards that the first meeting they are aware that the appointment has been made and the welcoming is done then. She stated she wasn't sure if that is something that would be done at the first meeting. She suggested taking the last sentence out and asked for Council comment.

Councilmember Woestehoff disagreed, commenting other boards and commissions it makes sense but with how sparse Charter meetings are it doesn't. He stated he hasn't yet been formally introduced to Chair Fields because he hasn't reached out. He thought having something in the policy that new members will be welcomed is a good idea because appointments and meetings are infrequent.

Administrative Services Director Lasher added the Charter Commission agenda normally includes a case welcoming new members.

Mayor Kuzma asked if Council was okay with leaving it in.

Councilmember Heineman commented he was okay with leaving it in, adding the new members would be contacted by either the City or the Chair.

Administrative Services Director Lasher referenced number seven on the last page which starts "The City Clerk or designee will prepare letters" and the last sentence which reads "In case of vacancies or for consideration for future appointment." Right before the words "in case of" she suggested inserting the words "from the date of application deadline." Because that is referring to the 14 months which has been clarified in other places but it was missed there. She felt it should be added there.

Councilmember Musgrove replied that makes sense for consistency.

Administrative Services Director Lasher referenced the heading "Authority" on the front page and read "the City Council of the City of Ramsey has the authority to establish a policy for recommendations to the Charter Commission." She stated in other policies they have restated what the actual policy is. She suggested "The City Council of the City of Ramsey have the authority to establish a policy for the recruitment application and judge appointment process."

Mayor Kuzma asked if they want to see one more draft or if they are ok to vote on it.

Councilmember Specht commented they will see it at a regular meeting.

Administrative Services Director Lasher asked if they do want to see it at another Work Session.

Mayor Kuzma replied no, it is good.

Councilmember Specht thanked Administrative Services Director Lasher for her work on this.

Councilmember Woestehoff handed in his resignation for the Charter Commission.

2.02: Discussion Regarding the Pending Public Works Superintendent Vacancy and the Process to Fill the Role

Administrative Services Director Lasher stated Staff felt it was important to get started on this right away. She stated Staff met and has the proposal identified in the case. She stated she was asked to not re-read the case but assume it has been read. She added information not listed in the case was a reclassification to the Engineering Administration Assistant that would be a minimal cost however by reclassifying the Administration Assistant to an Engineering Assistant that would be less of a secretary but more of a true assistant to help City Engineer Westby and his other engineers to be able to delegate some of those less complex engineering tasks down to Ms. Marsha Weidnar to free up some of their time. She stated that is not included in the case. She stated that is a recommendation in addition to the case. She stated Finance Director Lund ran the reorganization costs for 2022 and 2023. The overall savings for 2022 by doing this reorganization is \$71,027 and in 2023 assuming a 3% COLA and a 5% increase on health insurance, the savings is \$59,144.

Councilmember Heineman referenced statements about the cost being minimal and asked if it was around a couple thousand dollars or more than that.

Councilmember Specht commented that in the past City Engineer Westby took over for Tim Gladhill for a while, which he did well with, and asked if City Engineer Westby felt he could handle both roles and how he envisioned the role.

City Engineer Westby replied he doesn't fully understand everything Public Works Superintendent Riemer does right now or everything that Public Works does, which is something he looks forward to learning if he is allowed to have this position. He stated it is going to be a lengthy transition, especially for the engineering team and having more road projects next year. He stated he would slowly transition more duties to the person slotted for the proposed Assistant City Engineer position. He stated he will split his duties between engineering and public works. He would propose to retain his office at City Hall to be hands on with the engineering staff. He hoped for a smooth transition.

Councilmember Specht asked if City Engineer Westby felt with the reclassification of his position and with the other reclassifications that they could cover the work because they are both so vital.

City Engineer Westby replied he could delegate some of his duties to others in the engineering department which would free up time for him to devote to Public Works. He stated he didn't know if there would be a need for additional clerical or administrative assistance.

Mayor Kuzma asked for an explanation of Parks and Assistant Public Works Superintendent Riverblood's role and how the two of them will work together.

City Engineer Westby replied Parks and Assistant Public Works Superintendent Riverblood will soon be appointed to the Assistant Public Works Director position and would work closely with him on the Public Works side. He stated Parks and Assistant Public Works Superintendent Riverblood is in close contact with the supervisors over there and would be doing the day-to-day operations. He continued that now Parks and Assistant Public Works Superintendent Riverblood is busy with the parks department and has been doing a lot of planning work which would have to be discussed and coordinated.

Administrative Services Director Lasher answered Councilmember Heineman's question about pay scales by stating her educated guess was that it would not exceed \$8,220 for a full year. She stated another question was if the Public Works Director was around \$60 an hour, compared to a Engineering Assistant at \$30 an hour, that makes sense to her. She stated if they are both as efficient they would be paying \$30 instead of \$60 for a task that takes an hour and would be freeing the engineer to use more of this expertise, which was logical to her. She offered to get the exact numbers and email them out.

Councilmember Heineman replied ballpark numbers were fine for him unless they were drastically different.

Councilmember Woestehoff commented he was very supportive of the restructuring. He referenced the future organization chart it shows that the Parks Supervisor and lead Park Maintenance Workers report to the Public Works Director and asked it would make more sense to have them underneath the Parks and Assistant Public Works Director than going to the Public Works Director, he stated that would give Parks and Assistant Public Works Superintendent Riverblood more responsibility.

Parks and Assistant Public Works Superintendent Riverblood replied he thought either way would work. He stated he supported this and thought it would be an effective collaboration. He pointed out that in nine years he and City Engineer Westby have never had a disagreement. He stated Ms. Weidnar supported Public Works when the Public Works Administrative Assistant was out on leave and Ms. Weidnar was very effective so that would be a good move.

Councilmember Riley expressed concerns because in the six months City Engineer Westby took over for Tim Gladhill, engineering fell behind because doing two jobs can't be done effectively. He stated he felt this may be putting City Engineer Westby in the same position. He also expressed concern with understaffing by design when engineering and streets are periodically falling behind now before the restructuring. He asked how that would be addressed.

City Engineer Westby replied he understood the concern and replied the months he covered for Mr. Gladhill were very busy and admitted he fell behind and is just catching up now. He stated the way the engineering reclasses would work out, now the Engineering Tech II who is out in the field and is taking his professional engineer exam next year would be working on plans and specs along with the Assistant City Engineer so there would be two inhouse people doing those duties

instead of one. He stated some of the work they do has been done in the winter as time allows, the Engineering Tech could help with some of those duties as well which would help the Design Engineer during the plan prep season. He stated he isn't concerned and thought they could keep up if the reclassifications were approved.

Councilmember Riley asked about the streets side and asked if people are going to be moved around to cover parts of that role.

City Engineer Westby replied Parks and Assistant Public Works Superintendent Riverblood and Public Works Superintendent Riemer will be meeting tomorrow to discuss more of the items. He stated this has come up quickly and they are trying to work through it. He stated he envisioned there are some things that Public Works Superintendent Riemer does that are things that could be distributed, or additional clerical help may be needed. He stated he may have to put in some extra hours to start with.

Councilmember Specht commented during the last interview process there was a gentleman who was a former Public Works Superintendent that he thought of as a potential candidate if they decided to go that way.

Mayor Kuzma commended the Staff for putting this program together. He thought hiring from within is important to the Staff here. He stated if they approve it and go forward they would know quickly if it was working and if City Engineer Westby was getting overwhelmed he needed to be honest about it and it could be corrected. He stated he would be supportive of it.

Councilmember Musgrove commented she liked the creativity and using Staff that is here. She agreed with Mayor Kuzma and suggested a trial of two months to determine if more staff is needed. She stated communication would be important before heading into another season of road work to be able to fill lower positions or bring people up through the staff to get training and opportunity. She didn't want City Engineer Westby to be overworked or overwhelmed.

Councilmember Howell asked Councilmember Riley if his question got answered or if he had any other solutions.

Councilmember Riley replied those were his concerns and it sounded like they were at the beginning of the plan. He stated he didn't have answers. He stated it sounded like finding out the responsibilities of Public Works Superintendent Riemer and how those tasks could be delegated was an important question to have answered.

Public Works Superintendent Riemer explained his day, stating he meets with supervisors and fields calls from residents. He stated work orders are developed from that and are given to the supervisors. He stated he works mainly hands on with the maintenance side of things.

Councilmember Heineman commented he supported this because it is a plan the Staff developed and thought would work and it saves tax payer money. He stated he trusted the staff saying they could manage the workload.

Administrative Services Director Lasher commented City Engineer Westby mentioned potentially needing administrative help on the Public Works side and it would be a similar situation as on the Engineering side with Ms. Weidnar. She thought it would be cost effective to have additional administrative support.

Councilmember Howell suggested a trial run and if it doesn't work another plan can be created.

Parks and Assistant Public Works Superintendent Riverblood commented he has a lot of respect for the three division supervisors including Parks, Utilities, and Streets. He stated they have a lot of experience in their roles and felt they were up to the task of the additional work load.

Administrative Services Director Lasher stated for the immediate changes she will prepare consent cases on the next agenda to do the promotions and reclassifications and the rest of it will be a part of the next budget and will be dealt with by resolution in 2023.

The consensus of the Council was to approve the reclassifications.

2.03: Discuss Collecting and Compiling Ramsey City Policies

Administrative Services Director Lasher stated she had met with Councilmember Musgrove and Councilmember Howell back in April. She stated it was a good idea but wasn't sure how to tackle it. She stated there are policies that they don't have but should have some additional policies. She stated she didn't have time to coordinate this right now. She stated it is very needed and asked for direction on how broad and deep it goes. She stated there are policies in public safety that wouldn't be put on the internet but as a Staff resources perspective she has a lot of recruiting to do. She asked about a timeline.

Mayor Kuzma stated it would be good for the new City Administrator to review policies and set that on the agenda.

Councilmember Woestehoff asked if the City has any data compliance or structure guideline on how things are stored. He thought whoever is in charge of data may have a good idea of where all the policies are and how to categorize them. He suggested along with the new City Administrator that when the new IT Security person is hired that IT Manager Fredrickson could help them get access and find them efficiently.

Administrative Services Director Lasher commented that IT Manager Fredrickson weighed in when discussions first started and stated that there is a folder on LaserFisch and would be an excellent resource.

Mayor Kuzma commented he thought the City Administrator should take the lead and coordinate it.

Councilmember Specht commented that it is a matter of high importance that policies define day to day operations, how they run as a Council, how the City runs and does things. He suggested a summer intern or temp could look through old minutes to help with this.

Administrative Services Director Lasher replied she had initially suggested a public policy grad student work on this and then that would be a 2023 budget item.

Mayor Kuzma asked if there is any time left on the University contract.

Administrative Services Director Lasher replied not that she was aware of.

Councilmember Specht commented it is important. He stated at PACT they had policies everywhere and spent a school year going through every one, consolidated them, cleaned them up for consistency and updated and published them. He thought it was important, but staffing the elections, and the streets are more important. He was supportive of allocating resources to do it.

Councilmember Howell commented she felt it was important to know where the policies are. She continued if they start with policies that are easy to find, that IT Manager Fredrickson could find, that those be started with to compile and then move to things that are more difficult to find or need to be recreated. She thought the sooner the better to get this going.

Councilmember Musgrove stated there was a question on how often to come back to the Council and suggested monthly. She gave the example of there are ten policies identified and this is where they are. She agreed with Councilmember Howell that finding the current policies and the creating a list of additional policies to tackle as time goes on. She stated if there is a conversation that Council has and there is not a policy on that topic that goes on the list depending on priorities. She thought starting to find and organize policies is a good start.

Administrative Services Director Lasher asked if that could be done by a monthly email versus a Work Session.

Councilmember Musgrove replied she didn't think it had to be elaborate but to provide Council with an update and an email would be fine.

Councilmember Riley summarized the Mayor suggested it be a City Administrator job and asked Administrative Services Director Lasher if she had another suggestion other than herself to do it.

Administrative Services Director Lasher replied she thought the City Administrator could be the coordinator and the delegator and the IT Manager could be the lead worker.

Councilmember Riley suggested finding what they have in the next few months and after that identify old policies in a year and try to have what needs to be written. That way they would identify what they have, what needs revision, and what needs to be created.

Councilmember Heineman commented they may be overthinking it. He asked if there is a fileshare where they could create an un-editable copy, do a quick scan, take out public safety policies, post those for transparency right away. He suggested having a link to them and then work on cleaning things up. He suggested having different buckets for policies over 15 years old that needed to be worked on.

Mayor Kuzma commented he like having the City Administrator oversee it because he will be new and will learn from the process.

Councilmember Heineman agreed that the City Administrator should oversee it but that an un-editable copy could be fileshared and then let them clean it up later as needed.

Councilmember Specht commented as policies are found the minutes could be searched to find out if there is an amended copy unless it is known the most current version is there.

Councilmember Woestehoff commented he thought IT Manager Fredrickson has a unique ability to find and publish these as he is one of two people who spend a lot of time on the website. He thought he would be a good resource go to through this. He agreed with Councilmember Heineman that there are probably 20 to 30 policies easily available that they could publish and then find the rest of them. He thought progress could be shown quickly.

Mayor Kuzma asked Administrative Services Director Lasher if that gave her enough direction.

Administrative Services Director Lasher replied yes.

2.04: Discussion Directing the City Attorney to Enter into Contract Negotiations with the Next City Administrator

City Attorney Knaak stated in the process of hiring a new City Administrator there would be a time when he would begin negotiating with the candidate to come up with a contract.

Interim City Administrator/Community Dev. Director Hagen left the meeting.

City Attorney Knaak stated Council is working toward a decision to hire Mr. Hagen. He stated there are a couple of options. One option is to begin negotiation and when a decision comes up one way or the other, that decision would be made based on a contract where both sides would know the financial expectation of the position. He explained option two was to make the decision contingent upon negotiation of terms. He stated one advantage they have is there is not a vacancy because Mr. Hagen is already performing the duties of the City Administrator and is less expensive while terms are negotiated. He suggested he do the negotiation on behalf of the City and come up with terms that would be mutually agreeable.

Councilmember Specht commented that he asked it to be on the agenda that it would be good to get it settled, especially with the other staff vacancies. He suggested another vote on recommending that the attorney enter into negotiation and go from there. He didn't think there would be an option to bring them both on and didn't want to leave them hanging.

Councilmember Riley agreed with Councilmember Specht and added he thought the City right now was in a precarious spot and thought moving forward with Mr. Hagen would be a settling influence on staffing with the number of resignations they have had just within the last week. He

thought the sooner they moved forward with it, the better. He thought not sending Mr. Hagen out for testing would save money and time.

Councilmember Howell agreed with Councilmember Riley about the testing because she didn't think anyone would change the minds of the three voting for Mr. Hagen but would delay the decision several months. She stated they were debating a package deal which could have brought Mr. Korin in to be an asset. She thought it was unfortunate and she was frustrated. She stated there was no point in delaying the inevitable for another month but she wouldn't be supporting Mr. Hagen for the City Administrator because she thought he needed more training.

Councilmember Heineman commented he understood her point and he stated Mr. Korin was a no for him but agreed Councilmember Howell was right there was discussion about having a package deal. He stated he thought the benefit of having Mr. Hagen go through the second review was to show that he had growth and for his professional growth in having to work a little harder for a job. He thought it shows the residents that Council is vetting candidates to ensure they are the strongest candidate. He understood the point that Mr. Hagen will likely be the top candidate. He summarized there are two strong votes for Mr. Korin, three votes for Mr. Hagen, and a swing vote.

Councilmember Musgrove commented she didn't support Mr. Hagen to go through a second round of professional testing because one to two years is typically needed to show growth and she didn't feel it was worth tax payer money. She agreed that there is a consensus that Mr. Hagen is the top candidate to move forward. She thought it was valuable that the process started with a leader at the top. She stated she will support him because that this the decision of the Council. She stated she wanted Mr. Hagen to know that if he needs help or resources along the way, that will be honored. She stated he is already in a mentoring group and she will support him.

Councilmember Woestehoff thanked Councilmember Specht for bringing the case forward again. He stated he learned from being on the QCTV board that all of them have been City Administrators who will welcome Mr. Hagen. He stated he is confident there are resources that will always be available.

Councilmember Musgrove stated she hoped Mr. Hagen rounds his choices of input out. She asked Administrative Services Director Lasher if there would be a fee for cancelling the testing.

Administrative Services Director Lasher replied she will cancel it immediately and there will not be a fee.

Mayor Kuzma asked if a formal vote.

Administrative Services Director Lasher replied there should be a majority vote and it looked like there were seven people saying cancel it.

Councilmember Specht asked City Attorney Knaak to discuss how he intends to begin negotiations.

City Attorney Knaak replied his intention would be to begin discussions with Mr. Hagen almost immediately. He stated Council members are free to talk to him about it, especially when talking about money. He would anticipate that Council input would be needed which could occur because there is attorney/client privilege. He stated by the time they get to the next meeting, they would have the information in a package to vote on.

Mayor Kuzma asked if they will need to start the process for a new Deputy City Administrator.

Administrative Services Director Lasher replied when they discussed how to fill Tim Gladhill's role, they discussed if it should be filled as just as Community Development Director or a Community Development Director/Deputy City Administrator. She thought they needed to revisit that conversation because the circumstances are different now and there may be an internal candidate. She proposed talking about that on June 14, 2022.

Councilmember Riley replied he thought it was a good idea to discuss it again.

Councilmember Musgrove asked City Attorney Knaak to restate his position on what input he wanted from them regarding negotiations.

City Attorney Knaak replied the first thing he would broadcast to them on an attorney/client privilege basis is the basic structure of the contract and then to give them progress on the negotiations. He stated the most critical part of it is in regards to money and what is realistic and comfortable number.

Councilmember Musgrove asked if that was going to come up on a Work Session.

City Attorney Knaak replied he expected that to come up through email.

Councilmember Woestehoff added because it is a privileged conversation.

Councilmember Musgrove commented she wanted to understand the format and method of communication. She summarized they will be hearing from City Attorney Knaak on email and can reply back to him.

City Attorney Knaak confirmed this adding it should go quickly because there is a framework that contracts follow and the real issue will come down to benefits and dollars.

Councilmember Woestehoff suggested referencing Mr. Hagen's application for his requirements.

City Attorney Knaak agreed.

Councilmember Woestehoff commented if he doesn't reply back it is because he trusts City Attorney Knaak's judgement.

City Attorney Knaak replied if he keeps after Councilmember Woestehoff it's because he wants to hear from him anyway.

Councilmember Musgrove asked if there are rules on reply all.

City Attorney Knaak recommended that they not do that.

Councilmember Riley commented there may be agreement that they want Mr. Hagen to be paid a fair market rate for someone with like experience at this level for a medium sized city. He stated cities have to post their highest wages so it would be fairly easy to ascertain.

City Attorney Knaak replied through the League that information is available. He stated he anticipates having a range and Mr. Hagen's needs may be at the lower end of that range. He stated as their City Attorney he didn't want to be caught running an illegal meeting so he will be cautious.

3. TOPICS FOR FUTURE DISCUSSION

3.01: Review Future Topics/Calendar

Councilmember Heineman stated that he doesn't always agree with Councilmember Woestehoff but there were some residents who mentioned that Councilmember Woestehoff wouldn't honor his word that he would step down from the Charter Commission. He stated he wanted to recognize that Councilmember Woestehoff did step down. He stated although they may disagree about a lot of things, Councilmember Woestehoff did quietly step down and honored his word.

Mayor Kuzma stated he would like to have Council look at their organizational culture. He believed they all shared the same underlying goal of serving the community but the goal is to provide a positive impact on the community. As the City Council they are elected to be leaders of this organization and influence the culture with their communication amongst themselves and with the Staff. He stated as an organization they need to create a positive culture for the residents, business owners, advisor councils, Staff and themselves. A positive culture is influenced by everyone carrying out their roles and responsibilities. He asked for a future topic on the June 14, 2022 Work Session to outline the roles and responsibilities for the public, the City Council, the advisory boards, and the Staff. He asked for an additional communication and team building exercise so they can create a positive culture. He stated maintaining a positive culture should be a high priority for the organization.

Councilmember Musgrove asked if the budget discussion could be moved from July 12, 2022 to June 28, 2022. She thought it was started earlier before. She suggested the first meeting could be on personnel or capital improvements and they could give feedback on that instead of having all different categories to give feedback on which is difficult to accomplish things during that time. She stated she thought the EDA was pretty straightforward.

Mayor Kuzma offered to ask Finance Director Lund about it.

Councilmember Musgrove stated personnel could always be revisited but thought it would help structure the meeting a little better. She suggested moving the trash container ordinance up because it is to be determined but now in the spring and summer is the time anyone could do any work on it and if they waited until the fall or winter people may not be able to anything.

Councilmember Woestehoff replied that one may have to start with the Planning Commission and come to Council with a recommendation.

Councilmember Musgrove agreed.

Councilmember Riley stated he would like it to be a quick discussion to figure out what the ordinance needed to say because the City has other important issues.

Councilmember Woestehoff replied Planning may be an option because development happens earlier in the year. He expressed concern with adding an agenda item because it could take more time and there are budget items that should take priority.

Councilmember Musgrove replied she liked the idea of taking it to Planning.

Councilmember Heineman stated there are a lot of employees leaving and there are lot of things to talk about.

Councilmember Musgrove stated she had a comment on a case on the agenda. She stated under the discussion for the Charter there was an updated application but they didn't get to that discussion. She asked if they wanted the application to come back.

Mayor Kuzma replied it can be addressed at the meeting.

Councilmember Musgrove replied she will email her comments to Administrative Services Director Lasher.

4. MAYOR /COUNCIL /STAFF INPUT

None.

5. ADJOURNMENT

The Work Session of the City Council was adjourned at 6:53 p.m.

Respectfully submitted,

Brian S. Hagen
Interim City Administrator/Community Dev. Director

ATTEST:

Katie M. Schmidt
Deputy City Clerk

Drafted by Joni Helmeke
TimeSaver Off Site Secretarial, Inc.

CC Work Session**Meeting Date:** 05/27/2025**Primary Strategic Plan Initiative:** Promote economic growth and development.**Information****Title:**

Right of Way Acquisition Loan Program (RALF) Property Sales / Process Discussion

Purpose/Background:

The purpose of this case is to inform the City Council of the current status and process of selling Right Away Acquisition Loan Program (RALF) properties held by the City.

Background:

The City of Ramsey has acquired many properties from 2004-2017 on the North Side of Highway 10 utilizing RALF. These properties were acquired for the future Hwy 10 Right-of-Way and have been held by the City until they are needed for the project. As the Council is aware, the location of the Highway 10 expansion project shifted south and many of the properties acquired via the RALF Program are no longer needed for the project. Some of these parcels have already been deeded to Anoka County for the highway and interchange projects completed and under construction. Currently, the City still owns 14 RALF properties that will be sold when the Hwy 10 project has been completed.

Process of Sale:

Per the loan agreement with the Met Council on each RALF parcel the City has acquired, the process is to sell the properties at "Fair Market Value". Met Council has determined fair market value to be the appraised value by an independent appraiser, which is consistent with the loan agreements. Met Council would prefer all the parcels to be put on the open market for sale, but they have been open to giving adjacent property owners and leasers the opportunity to purchase for the appraised value. All proceeds from the sale of City-owned RALF properties are paid to the Met Council to replenish the RALF Loan program for future projects. To date, appraisals have been completed for Parcel 13 (RM Golf Carts \$550,000) and Parcel 7A (Oak Terrace Acquisition - \$43,460) and the City expects to close on these parcels in the next 2-3 weeks. More appraisals have been ordered for Parcels 1-11. Staff anticipate all appraisals to be completed this year and the properties to be listed on MNCAR utilizing the relationship with ACRED.

Notification:

N/A

Time Frame/Observations/Alternatives:

Staff will provide a brief overview of each of the RALF properties held by the City. Maps have been provided to this case for review of each parcel as well. Each parcel will be brought to the City Council for consideration for a sales resolution once offers are made on listed parcels. The City Council adopted Ordinance #24-11 which authorizes the sale of all of the RALF Parcels as required by City Charter. It should be noted that many parcels have already received interest for acquisition.

All leases are set to terminate on January 31, 2026 except those held by RM GOLF which end on 5/31/25.

God's Kingdom has a lease that ends on January 31, 2026. This lease has already been extended one full year to give the tenant time to find a new home. The tenant has not been able to find another location as of yet, and has requested another extension until October 2026 (See request). Staff believe that having a tenant in this property,

only occupying a little over 4000 SF of a 28,000 SF building will impact the city's ability to sell the property and recommends not extending the lease.

Funding Source:

All proceeds from the sale of RALF Properties are remitted to the Met Council.

Recommendation:

Staff recommends that the lease not be extended for God's Kingdom and to have staff communicate this to the tenant.

Outcome/Action:

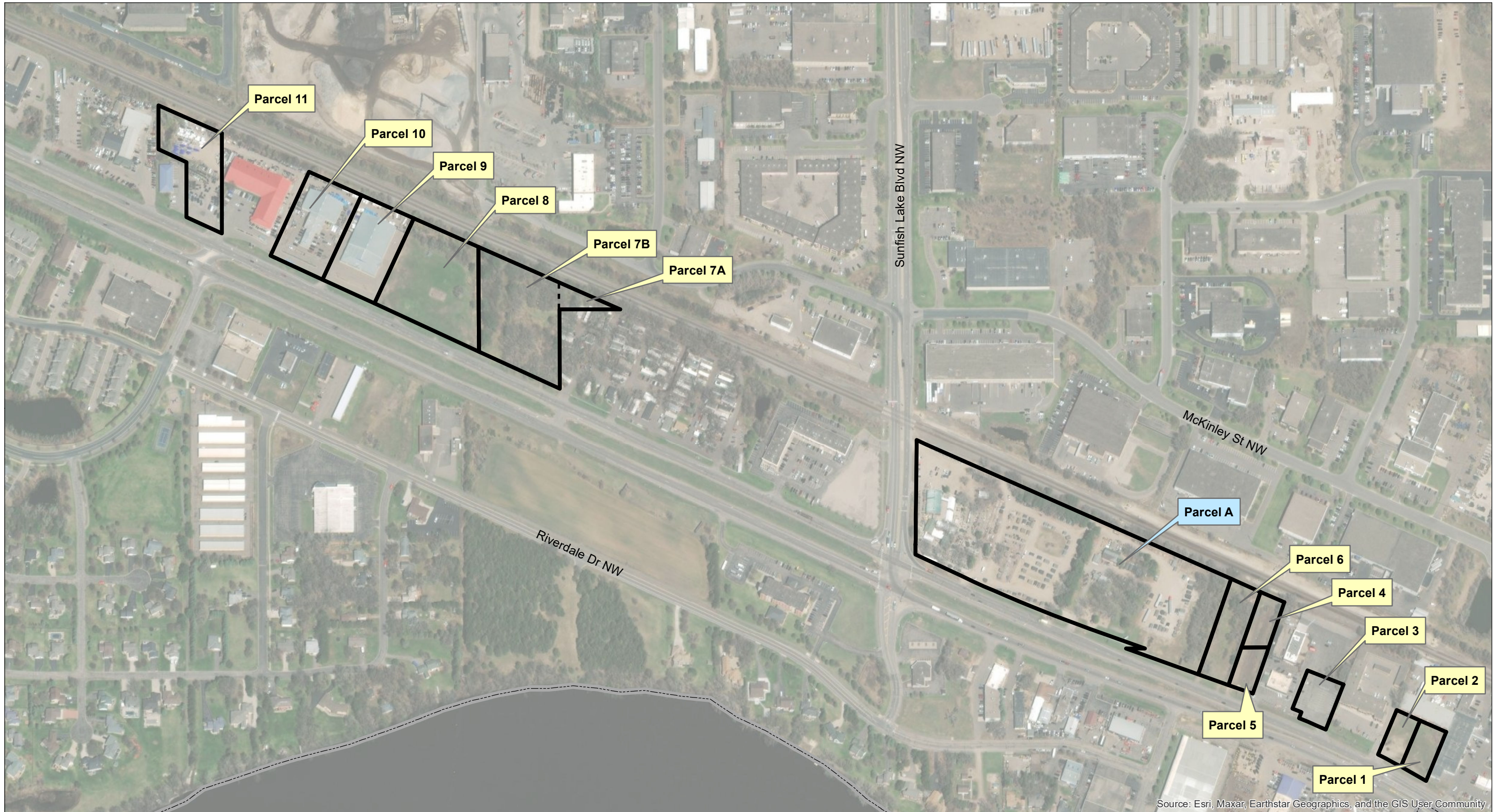
To provide awareness to the City Council of the status and process to sell RALF properties and to solicit comments and direction.

Attachments

- Overview Map - East Properties
- Overview Map - West Properties
- Parcels 1 and 2 Map
- Parcels 3 - 6 Map
- Parcels 7A and 7B Map
- Parcels 8-10 Map
- Parcel 10-11 Map
- Parcels 12-13 Map
- Parcel 14 Map
- DIRECTION- GODS Kingdom Lease Extension Request
- Gods Kingdom Existing Lease

Form Review

Inbox	Reviewed By	Date
Brian Hagen	Brian Hagen	05/22/2025 02:56 PM
Form Started By: Sean Sullivan		Started On: 05/09/2025 03:44 PM
Final Approval Date: 05/22/2025		

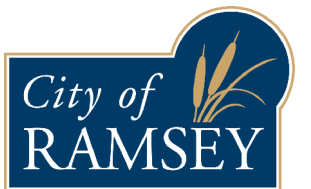


Source: Esri, Maxar, Earthstar Geographics, and the GIS User Community

RALF

Eastern Overview

April 2025 Map Date
Spring 2023 Air Photo



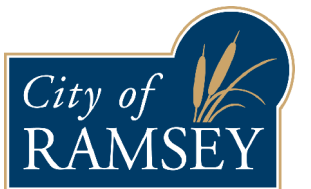


Source: Esri, Maxar, Earthstar Geographics, and the GIS User Community

RALF

Western Overview

April 2025 Map Date
Spring 2023 Air Photo





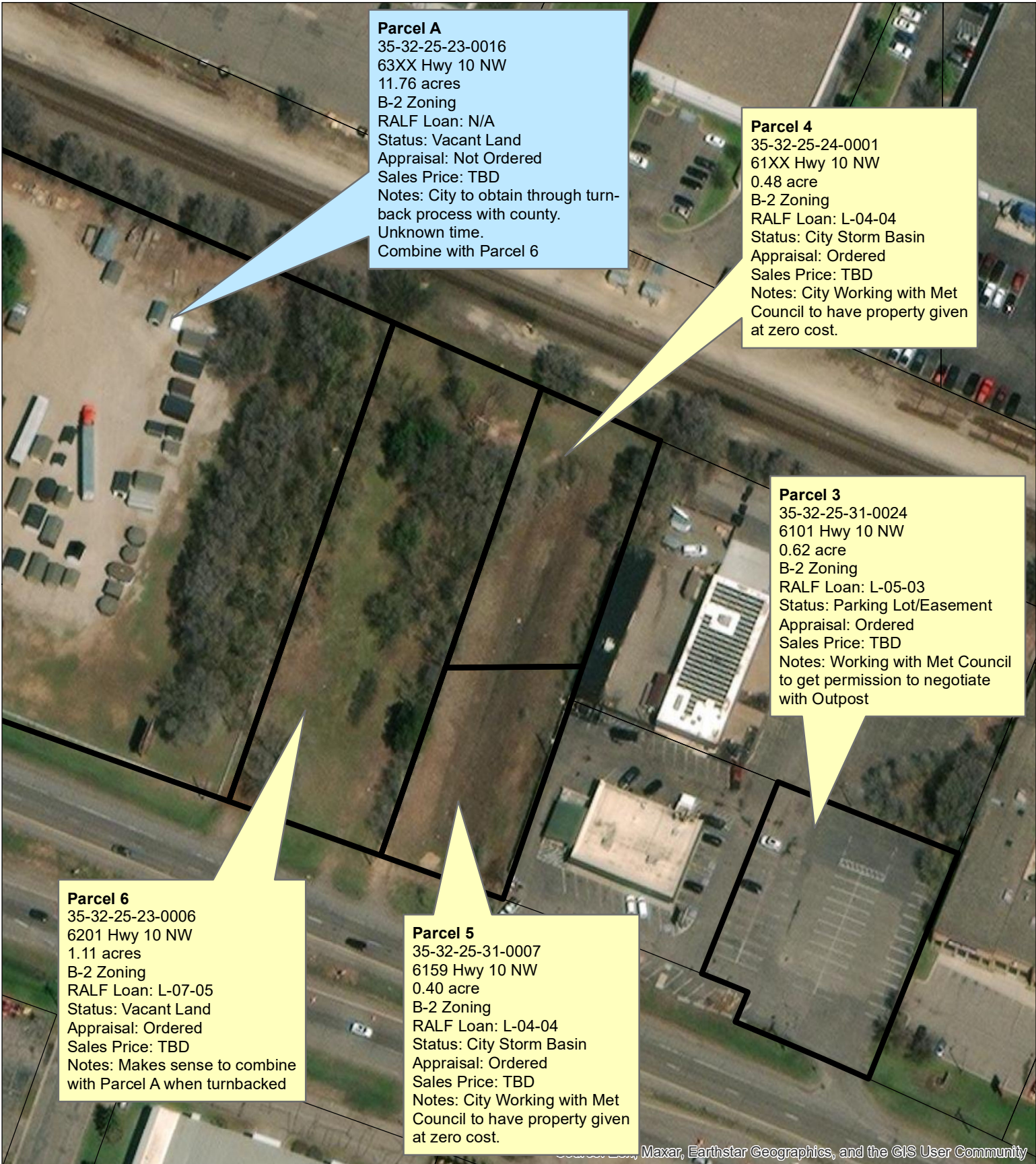
Parcel 2
35-32-25-31-0027
61XX Hwy 10 NW
0.44 acre
B-2 Zoning
RALF Loan L-06-02
Status: Vacant
Appraisal: Ordered
Sales Price TBD
Notes: Combine Sell - Interested Party

Parcel 1
35-32-25-31-0028
6101 Hwy 10 NW
0.51 acre
B-2 Zoning
RALF Loan L-06-02
Status: Vacant
Appraisal: Ordered
Sales Price TBD
Notes: Combine Sell - Interested Party

Source: Esri, Maxar, Earthstar Geographics, and the GIS User Community

RALF

Parcel 1 & Parcel 2



Parcel A
 35-32-25-23-0016
 63XX Hwy 10 NW
 11.76 acres
 B-2 Zoning
 RALF Loan: N/A
 Status: Vacant Land
 Appraisal: Not Ordered
 Sales Price: TBD
 Notes: City to obtain through turn-back process with county. Unknown time.
 Combine with Parcel 6

Parcel 4
 35-32-25-24-0001
 61XX Hwy 10 NW
 0.48 acre
 B-2 Zoning
 RALF Loan: L-04-04
 Status: City Storm Basin
 Appraisal: Ordered
 Sales Price: TBD
 Notes: City Working with Met Council to have property given at zero cost.

Parcel 3
 35-32-25-31-0024
 6101 Hwy 10 NW
 0.62 acre
 B-2 Zoning
 RALF Loan: L-05-03
 Status: Parking Lot/Easement
 Appraisal: Ordered
 Sales Price: TBD
 Notes: Working with Met Council to get permission to negotiate with Outpost

Parcel 6
 35-32-25-23-0006
 6201 Hwy 10 NW
 1.11 acres
 B-2 Zoning
 RALF Loan: L-07-05
 Status: Vacant Land
 Appraisal: Ordered
 Sales Price: TBD
 Notes: Makes sense to combine with Parcel A when turnbacked

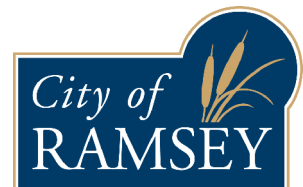
Parcel 5
 35-32-25-31-0007
 6159 Hwy 10 NW
 0.40 acre
 B-2 Zoning
 RALF Loan: L-04-04
 Status: City Storm Basin
 Appraisal: Ordered
 Sales Price: TBD
 Notes: City Working with Met Council to have property given at zero cost.

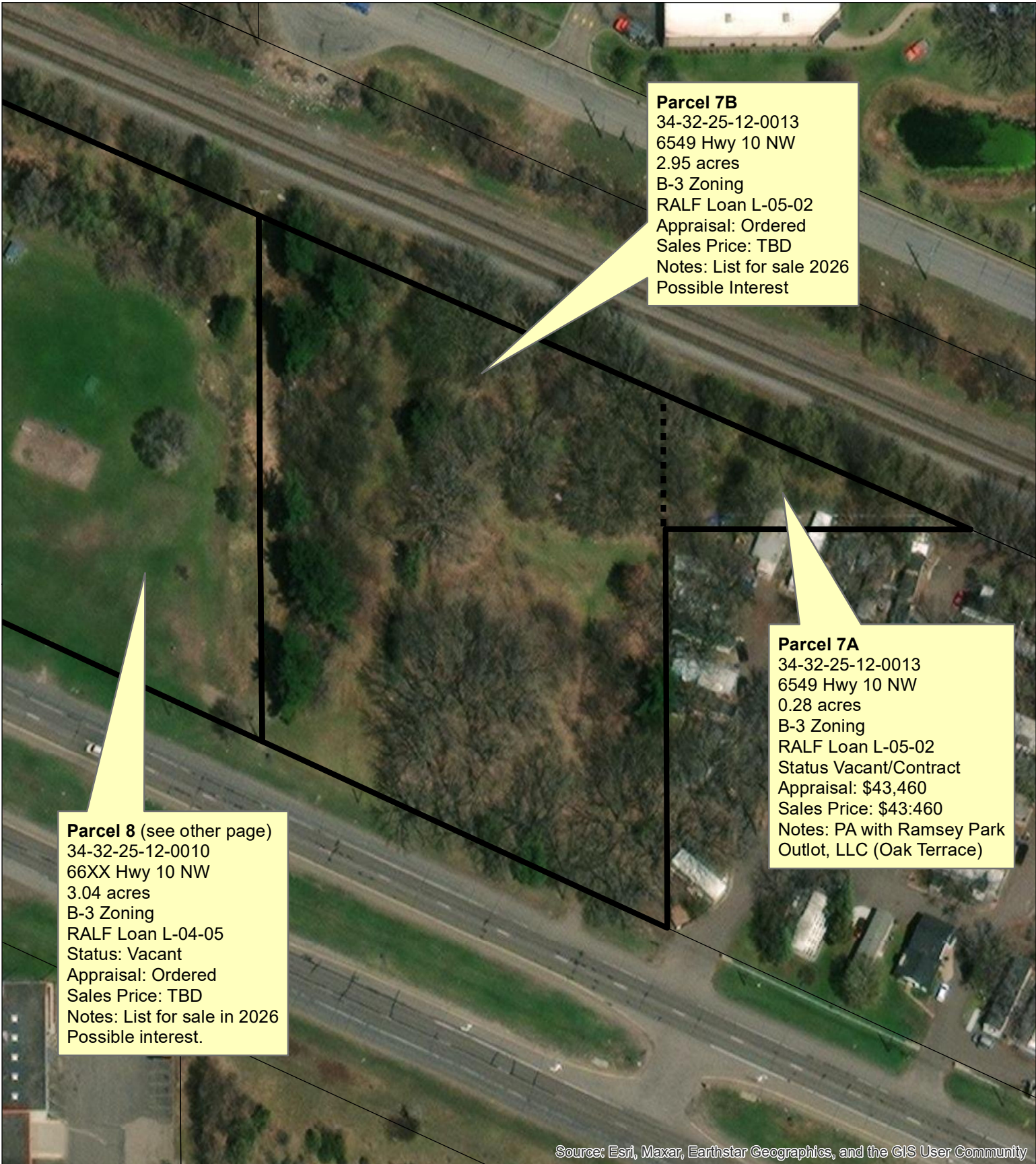
Maxar, Earthstar Geographics, and the GIS User Community

RALF

Parcels 3-6 and Parcel A

May 2025 Map Date
 Spring 2024 Air Photo





Parcel 7B
 34-32-25-12-0013
 6549 Hwy 10 NW
 2.95 acres
 B-3 Zoning
 RALF Loan L-05-02
 Appraisal: Ordered
 Sales Price: TBD
 Notes: List for sale 2026
 Possible Interest

Parcel 7A
 34-32-25-12-0013
 6549 Hwy 10 NW
 0.28 acres
 B-3 Zoning
 RALF Loan L-05-02
 Status Vacant/Contract
 Appraisal: \$43,460
 Sales Price: \$43:460
 Notes: PA with Ramsey Park
 Outlot, LLC (Oak Terrace)

Parcel 8 (see other page)
 34-32-25-12-0010
 66XX Hwy 10 NW
 3.04 acres
 B-3 Zoning
 RALF Loan L-04-05
 Status: Vacant
 Appraisal: Ordered
 Sales Price: TBD
 Notes: List for sale in 2026
 Possible interest.

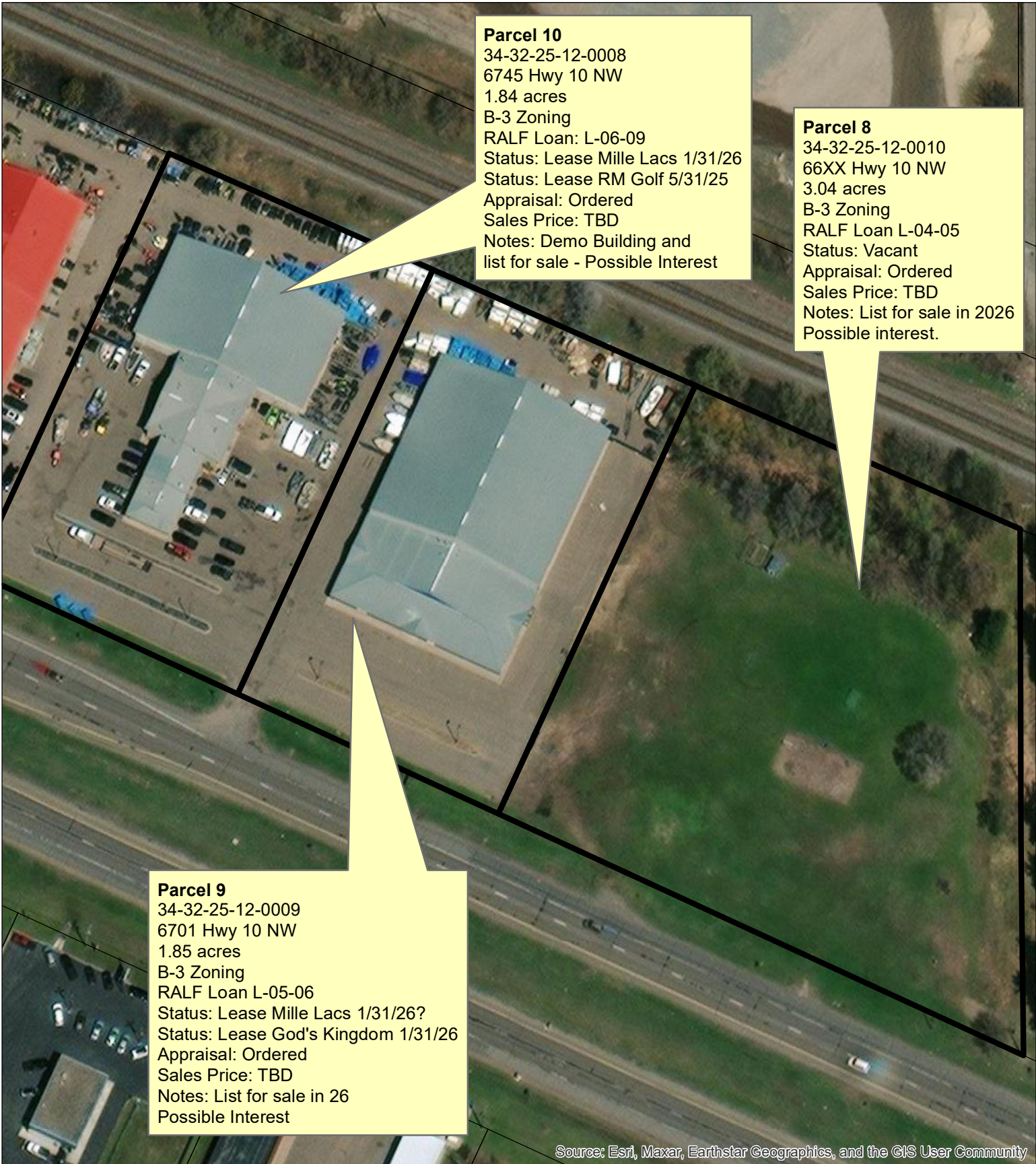
Source: Esri, Maxar, Earthstar Geographics, and the GIS User Community

RALF

Parcels 7A-7B & Parcel 8

May 2025 Map Date
 Spring 2024 Air Photo





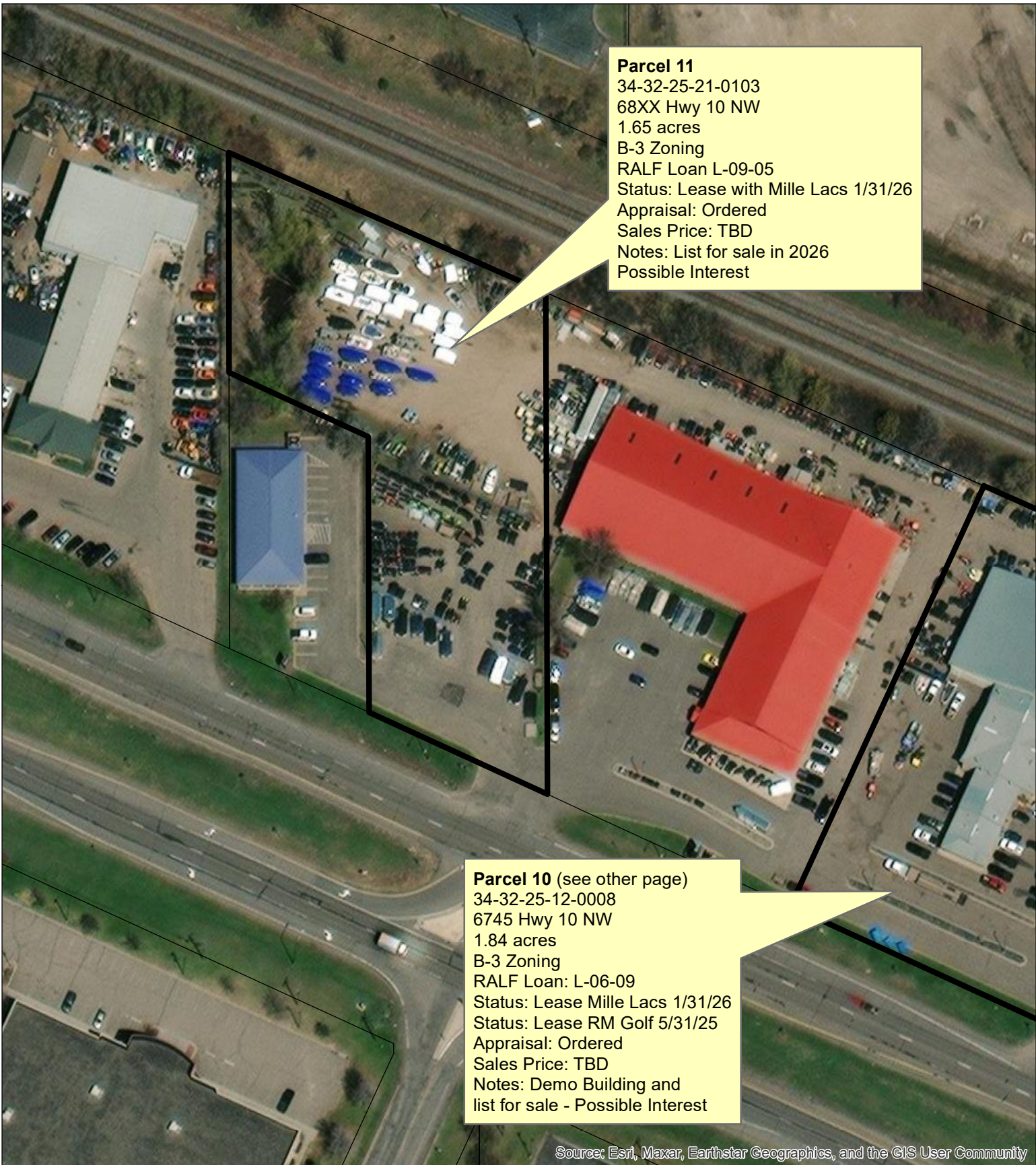
Parcel 10
 34-32-25-12-0008
 6745 Hwy 10 NW
 1.84 acres
 B-3 Zoning
 RALF Loan: L-06-09
 Status: Lease Mille Lacs 1/31/26
 Status: Lease RM Golf 5/31/25
 Appraisal: Ordered
 Sales Price: TBD
 Notes: Demo Building and list for sale - Possible Interest

Parcel 8
 34-32-25-12-0010
 66XX Hwy 10 NW
 3.04 acres
 B-3 Zoning
 RALF Loan L-04-05
 Status: Vacant
 Appraisal: Ordered
 Sales Price: TBD
 Notes: List for sale in 2026 Possible interest.

Parcel 9
 34-32-25-12-0009
 6701 Hwy 10 NW
 1.85 acres
 B-3 Zoning
 RALF Loan L-05-06
 Status: Lease Mille Lacs 1/31/26?
 Status: Lease God's Kingdom 1/31/26
 Appraisal: Ordered
 Sales Price: TBD
 Notes: List for sale in 26 Possible Interest

Source: Esri, Maxar, Earthstar Geographics, and the GIS User Community

RALF
 Parcels 8-10



Parcel 11
 34-32-25-21-0103
 68XX Hwy 10 NW
 1.65 acres
 B-3 Zoning
 RALF Loan L-09-05
 Status: Lease with Mille Lacs 1/31/26
 Appraisal: Ordered
 Sales Price: TBD
 Notes: List for sale in 2026
 Possible Interest

Parcel 10 (see other page)
 34-32-25-12-0008
 6745 Hwy 10 NW
 1.84 acres
 B-3 Zoning
 RALF Loan: L-06-09
 Status: Lease Mille Lacs 1/31/26
 Status: Lease RM Golf 5/31/25
 Appraisal: Ordered
 Sales Price: TBD
 Notes: Demo Building and
 list for sale - Possible Interest

Source: Esri, Maxar, Earthstar Geographics, and the GIS User Community

RALF
 Parcel 11



May 2025 Map Date
 Spring 2024 Air Photo

Parcel 13
34-32-25-22-0007
7039 Hwy 10 NW
0.81 acre
B-2 Zoning
RALF Loan L-06-03
Status: Lease/Contract
Appraisal: \$550,000
Sales Price: \$550,000
Notes: Buyer obtaining SBA Financing.
Closing Late May-June 2025

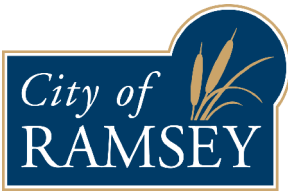
Parcel 12
34-32-25-22-0009
70XX Hwy 10 NW
0.82 acre
B-2 Zoning
RALF Loan L-08-10
Status: Vacant Land
Appraisal: TBD
Sales Price: TBD
Notes: List for Sale in 2026

Source: Esri, Maxar, Earthstar Geographics, and the GIS User Community

RALF

Parcels 12-13

May 2025 Map Date
Spring 2024 Air Photo



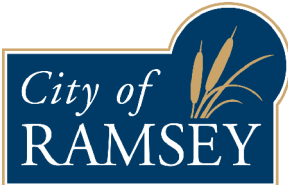


Parcel 14
28-32-25-43-0002
7443 Hwy 10 NW
3.38 acres
B-2 Zoning
RALF Loan L-08-01
Status: Vacant (Ames Const)
Appraisal: TBD
Sales Price: TBD
Notes: List for sale in 2026
Interested Parties

Source: Esri, Maxar, Earthstar Geographics, and the GIS User Community

RALF
Parcel 14

May 2025 Map Date
Spring 2024 Air Photo





God's Kingdom Ministry

6701 Hwy 10 NW

Ramsey MN 55303

Email: ministry.kingdomgods@gmail.com

To whom it may concern,

Greetings, this is Apostle Samuel Toure the head pastor at God's Kingdom Ministry. On behalf of the church, we are appealing for lease extension up to October 2026. We have been searching for a new place to call our home because we know our lease is up January 31, 2026, unfortunately for us every property we have reached out to are saying they have nothing available until next year September or October 2026. We are still on the lookout hiring many real estate agents to help us out as well, but to no avail.

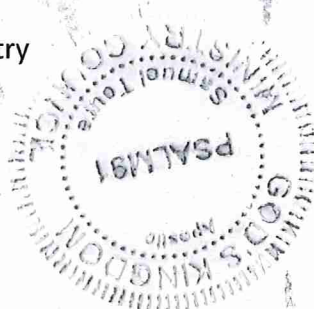
We have been with you for some years now and if you check our records and history, we have never been late with payments or had any issues with the city. We would like to believe we have a good standing relationship with the city of Ramsey. We ask for this extension and suggest if you want to add up our current rent, we would be willing to negotiate. We ask you please consider this extension at this time because the process is taking longer than expected.

Sincerely,

Apostle Samuel Toure- Head Pastor

God's Kingdom Ministry

612-390-2403



LEASE AGREEMENT

THIS LEASE AGREEMENT (hereinafter “Lease”) made as of this 9th day of December, 2024, is entered into by and between the **City of Ramsey**, a Minnesota municipal corporation, 7550 Sunwood Drive, Ramsey, Minnesota 55303 (“Landlord”) and **God’s Kingdom Ministry**, a non-profit corporation organized under the laws of the State of Minnesota, 5701 Shingle Creek Parkway Brooklyn Center, MN 55430, Minnesota (“Tenant”). The Landlord and the Tenant are hereinafter collectively referred to as “the parties” and individually as a “party.”

IN CONSIDERATION OF the mutual agreements expressed herein, the parties agree as follows:

1. **Purpose.** Landlord is the fee owner of the Premises described in Paragraph 2 of this Agreement. Tenant desires to rent the Premises from Landlord for Tenant’s use as a place of worship and related uses. Landlord is willing to lease the Premises to Tenant pursuant to the terms and conditions of this Lease.

2. **Premises.** The “Premises” consists of the Westerly 4,820 square feet of the office area located in the building located at 6701 Highway 10 Northwest, in Ramsey, Minnesota and which building (“Building”) is located on the following legally described property:

Lot 3, Block 1, DEAL INDUSTRIAL PARK, Anoka County, Minnesota.

The Premises also include the nonexclusive use of the paved parking areas adjacent to the Building, excluding the fenced in area. The Tenant’s employees and invitees shall not be permitted to the use of those parking areas which interfere with the reasonable use of other tenants located within the Building.

The Premises is depicted on the attached Exhibit A hereto, and is labeled “4,820 sf Office Space” and “Parking.” Exhibit A is incorporated herein as if fully set forth in this Lease.

3. **Term.** The term of this Lease is for a period of one year, commencing on February 1, 2025 (the “Commencement Date”) and ending at midnight on January 31st, 2026, unless extended by written agreement of both parties or sooner terminated as provided herein (“Lease Term”). Notwithstanding the Lease Term, Landlord may terminate this Lease at any time at Landlord’s sole option upon 120 days prior written notice to Tenant.

4. **Use.** The Premises shall be used by Tenant as a commercial use for worship, educational and outreach purpose programs for use as a church. Tenant will not

make or suffer any unlawful or offensive use of the Premises or any use or occupancy thereof contrary to any federal law, state law or ordinance of the City of Ramsey now or subsequently hereto made. Tenant will not conduct or permit to be conducted any activity, or place any equipment in or about the Premises, which will in any way increase the rate of fire insurance or other insurance on the Premises; and if any increase in the rate of fire insurance or other insurance is stated by any insurance company or by the applicable Insurance Rating Bureau to be due to activity or equipment of Tenant in or about the Premises, such statement shall be conclusive evidence that such increase in such rate is due to such activity or equipment and, as a result thereof, Tenant shall be liable for such increase and shall reimburse Landlord therefore and further, shall discontinue or cause the discontinuance of such conduct or shall remove such equipment upon Landlord's demand made at any time thereafter. Tenant acknowledges they are taking the Premises in it's "AS-IS" condition.

5. **Rent.** Tenant covenants and agrees to pay to Landlord at the Landlord's office without demand, monthly rent in the following amounts:

Year 1 (2/1/25 through 1/31/26): \$3,879.75

All Rent shall be payable on the first day of each month during the Lease Term. If Landlord does not receive the Rent by the fifth day of the month, Tenant must pay a late fee equal to five percent of the overdue rent payment as an additional rent. Rent is "paid" when Landlord receives it, not when mailed or sent by Tenant.

Tenant contemporaneously with the execution of this Lease shall deposit with Landlord the sum of Three Thousand Eight Hundred Seventy-nine and 75/100 Dollars (\$3,879.75) as first month's gross rent, receipt which is hereby acknowledged by the Landlord.

6. **Additional Rent.** In addition to the Rent set forth in Paragraph 5 of this Lease, Tenant covenants and agrees to pay as additional rent all monies required to be paid by Tenant as set forth in the balance of this Lease. Specifically, but not by way of limitation, the reasonable value of any action taken or materials used by Landlord to correct or mitigate any violations of this Lease by the Tenant shall be deemed additional rent and charged to Tenant payable with the Rent as set forth in Paragraph 5.

7. **Utilities and Trash Removal.** Tenant is solely responsible for paying for all utilities servicing the Premises, including but not limited to, water, natural gas and electricity. Tenant is also responsible for paying for the removal of all trash and recycling materials generated as a result of Tenant's use of the Premises. Landlord is not responsible for any interruption in such services beyond the reasonable control of Landlord.

8. **Real Estate Taxes and Special Assessments.** Landlord is responsible for the payment of all real estate taxes and special assessments pertaining to the Premises during the Lease Term.

9. **Repair and Maintenance.** Tenant shall keep in good order and repair all glass, including plate glass, and the interior of the Premises, and heating, sprinkler, water and electric fixtures in and upon the Premises, ordinary wear and tear excepted. Tenant shall protect such systems against freezing and damage due to neglect of Tenant, and Tenant shall keep the abutting sidewalks and parking areas free of ice and snow. Tenant shall pay all costs and expenses necessary to maintain the plumbing, heating, air conditioning and electrical systems in and upon the Premises in good order and repair. Landlord shall have the plumbing, heating, air conditioning, and electrical systems in working order on the Commencement Date. Tenant shall be responsible to keep sidewalks adjacent to the Premises neat and clean and in sanitary condition, free from ice and snow, waste or debris and shall neither commit or permit and waste or nuisance thereon. Tenant shall arrange for all necessary maintenance of the Premises, including but not limited to snow removal, except that Landlord shall be responsible for all lawn (grass) maintenance on the grassy areas around the Building. Tenant shall also be responsible for any flower, shrubbery plantings, and or tree pruning it may choose on the front and east side of the Building. Except for lawn (grass) maintenance above referenced, Tenant shall pay 100% of all costs and expenses for such maintenance of any plantings it chooses and/or tree pruning. Tenant shall be solely and exclusively responsible for any and all costs and expenses of any nature or kind whatsoever attributable to the Premises except as herein otherwise provided. Tenant agrees to and shall maintain and keep the interior and exterior areas of the Premises in the same high degree of maintenance and upkeep as when the Tenant takes possession. Provided, however, that Landlord shall be responsible for repair of the foundation, the exterior walls excluding glass and doors, the roof and any defect that is pre-existing as of the date hereof. Notwithstanding the foregoing, the Landlord shall plow snow as required and bill back to Tenant (in their pro rata share) for each and every snow plow, which payment shall be due within ten (10) days from the snow plow event.

10. **Tenant's Improvements, Alterations and Remodeling.** Tenant shall be permitted to perform improvements, alterations or remodeling on or to the Premises consistent with its intended use thereof; provided however, that such improvements shall be done at the sole expense of Tenant and provided that any single improvement reasonably expected to exceed \$2,500.00 in cost may be done only with Landlord's prior written consent. Notwithstanding the above, Tenant shall not make any alterations to the structure, plumbing, electrical, or HVAC systems of the Building without the prior written consent of Landlord.

11. **Signage.** Tenant is permitted signage above the Premises. Costs for signage to be at that expense of the Tenant and must be compliant with sign code and obtain required City approvals.

12. **Assignment or Subletting.** Tenant may not assign, transfer, mortgage or encumber this Lease, and may not sublet, rent or permit occupancy or use of the Premises, or any part thereof, by any third party; no assignment or transfer of this Lease shall be effectuated voluntarily, by operation of law, or otherwise. Any of the foregoing will hereinafter be referred to as an "Assignment" for purposes of this Lease.

13. **Destruction of Premises.** If the Premises are totally destroyed (or so substantially damaged as to be wholly untenable) by storm, fire, earthquake or other casualty, this Lease shall terminate as of the date of such destruction or damage, and Rent shall be accounted for between Landlord and Tenant as of that date. If the Premises are damaged but not rendered wholly untenable and the damage can be fully repaired within 90 days from the date of the damage, Rent shall abate in proportion as the Premises have been damaged, and Landlord shall restore within said 90 day time limit, whereupon payment of full Rent shall re-commence. In the event Landlord fails or refuses to fully repair the Premises within said 90 days, Tenant may terminate this Lease.

14. **Removal of Fixtures.** Unless otherwise approved by Landlord, Tenant must, prior to the termination of this Lease, remove all fixtures and equipment which Tenant has placed in the Premises. Tenant must repair all damage caused by removal of fixtures or equipment.

15. **Entry by Landlord.** Landlord or its agents or representatives may enter the Premises at all reasonable hours to inspect the same, clean, make repairs, alterations and additions thereto or exhibit the Premises to prospective tenants, purchasers or others, or for other reasonable purposes as Landlord may deem necessary or desirable, and Tenant shall not be entitled to any abatement or reduction of Rent, or any other sums due. Tenant waives any claim for damages or for any injury or inconvenience or for interference with Tenant's business, and any other loss occasioned thereby.

16. **Default.** If Tenant defaults for 10 days after written notice from Landlord in paying any Rent, including additional rent, or if Tenant shall be declared bankrupt or insolvent according to law or if Tenant shall make an assignment for the benefit of its creditors or if Tenant shall violate or default in any other covenants, agreements, stipulations or conditions herein and such violation or default shall continue for ten 10 days after written notice from Landlord of such violation or default, then and in such case Landlord lawfully may immediately, or at any time thereafter, and without notice or demand, enter into and upon the Premises, or any part thereof, in the name of the whole, and repossess the same and expel Tenant and those claiming under it and remove their

effects, forcibly if necessary, without being taken or deemed to be guilty of any manner of trespass, and prejudice, and Landlord shall have all remedies and recourse which might otherwise be used by Landlord for arrears of Rent or any breach of covenants contained in this Lease.

17. **Quiet Enjoyment.** Landlord covenants and agrees to allow Tenant to peacefully have, hold and enjoy the Premises during the Lease Term, provided that Tenant pays the Rent set forth herein and performs all of Tenant's other agreements and obligations set forth herein.

18. **Nuisance.** Tenant shall conduct its business and control its agents, employees, invitees and visitors in such a manner as not to create waste, odors, nuisance, or interfere with, annoy or disturb any other tenant of Landlord in its operation of the Building or the Premises.

19. **Hold Harmless and Liability Insurance.** Except in the case of the negligence of Landlord, its agents or its employees, Tenant agrees to indemnify, save, hold harmless and defend Landlord against all claims, losses or liabilities for injury or death to any person or for damage to or loss of use of any property arising or resulting from the occupancy or use by Tenant of the Premises. Landlord shall not be liable to Tenant, its agents, employees, representatives, customers or invitees for any personal injury, death or damage to property caused by theft, burglary, water, gas, electricity, fire or for any other cause occurring on or about the Premises. All property kept, stored or maintained in the Premises shall be so kept, stored or maintained at the sole risk of the Tenant. Tenant further agrees to indemnify, defend and hold harmless Landlord from and against any and all claims arising from any breach or default in the performance of any obligation on Tenant's part to be performed under the terms of this Lease. Further, in no event shall Landlord be liable for damages caused by Tenant or Tenant's employees or agents. The provisions of this Paragraph shall survive the expiration or termination of this Lease with respect to any damage, injury, death, breach or default occurring prior to such expiration or termination.

During the Lease Term and any extension thereof, Tenant shall at all times have in full force and effect a policy of general public liability insurance in the amount of the greater of \$2,000,000.00 or the maximum liability for tort liability pursuant to Minnesota Statutes Section 466.04 and any amendments thereto, which insurance shall insure Landlord and Tenant against liability for acts of Landlord and Tenant.

20. **Hazard Insurance.** It shall be the responsibility of Landlord to keep the Premises and its interest therein covered by hazard insurance against loss or damage by fire and other perils. Landlord shall provide to Tenant copies of such insurance policies upon reasonable request of Tenant.

21. **Time of the Essence.** Time is of the essence with regard to this Lease and the terms therein.

22. **Relationship of Parties.** This Lease shall create the relationship of Landlord and Tenant between the parties and none other.

23. **Holding Over.** If Tenant remains in possession of the Premises, or any part thereof, after the expiration or termination of the Lease Term with the express written consent of Landlord, Tenant shall be deemed to be occupying the Premises as a Tenant at will, subject to all the conditions, provisions and obligation of this Lease insofar as the same can be applicable to a tenant at will; provided, however, that the Rent required to be paid by Tenant during any holdover period shall be a minimum of 1.5 times the monthly Rent which Tenant was obligated to pay for the month immediately preceding the end of the Lease Term, for each month or any part thereof, of any such holdover period. In the event of holding over by Tenant after expiration or termination of this Lease without the written consent of Landlord, Tenant shall be in breach of this Lease and Landlord shall be entitled to all of its rights and remedies under this Lease, in law, or in equity. No holding over by Tenant after the Lease Term shall operate to extend the Lease Term or renew this Lease. In the event of any unauthorized holding over, Tenant shall indemnify Landlord against all claims for damages by any other tenant to whom Landlord may have leased all or any part of the Premises covered hereby effective upon the expiration or termination of the Lease.

24. **Surrender of Premises.** At the termination of this Lease, Tenant shall surrender the Premises and all keys thereof to Landlord.

25. **Eminent Domain.** If the entire Premises are taken by any public authority under the power or threat of eminent domain, then the term of this Lease shall cease as of the day possession shall be taken by such public authority, and the Landlord shall make a pro rata refund of any Rent that has been paid in advance by Tenant for a period beyond the date of the taking. In the event that less than the entire Premises is so taken and provided the Premises are not rendered untenable thereby, then this Lease shall terminate only at the option of the Landlord. In the event that only a part of the Premises is so taken and that this Lease does not so terminate, there shall be a pro rata reduction in Rent to the extent that such taking interferes in any way with Tenant's use of the Premises, and all other terms and provisions of this Lease shall remain in full force and effect. All damages awarded for such taking shall belong to and be the property of the Landlord, irrespective of the basis on which they were awarded.

26. **Subordination.** Tenant agrees that, at the Landlord's election, this Lease shall be subordinate to any land Lease or mortgage now on or to be placed in the future

on the Premises or Building and to any and all advances to be made thereunder and to the interest thereon and to all renewals, replacements and extensions thereof, provided that such subordination shall not materially affect either party's obligations under this Lease. Tenant hereby appoints Landlord as its attorney-in-fact to execute such documents as may be required to accomplish such subordination.

27. **No Waiver.** No reference to any specific right or remedy shall preclude Landlord from exercising any other right or from having any other remedy or from maintaining any action to which it may otherwise be entitled either at law or in equity. Landlord's failure to insist upon a strict performance of any covenant of this Lease or to exercise any option or right herein contained shall not be a waiver or relinquishment for the future of such covenant, right or option; but the same shall remain in full force and effect.

28. **Captions.** The captions and headings herein are for convenience and reference only.

29. **Brokers.** Each of the parties represents and warrants to the other that there are no claims for brokerage commission or finder's fees in connection with the execution of this Lease, except for Premier Commercial Properties, LLC, who represents the Landlord. Each party agrees to indemnify the other against, and hold it harmless from, all liabilities arising from any such claim including, without limitation, reasonable attorney's fees in connection therewith.

30. **No Partnership.** This Lease does not create a joint venture or partnership relation between the parties hereto.

31. **Notices.** All communications, demands, notices or objections permitted or required to be given or served under this Lease shall be in writing and shall be deemed to have been duly given or served if delivered in person to the other party or its duly authorized agent or if deposited in the United States mail, postage prepaid, for mailing by certified or registered mail, return receipt requested, and addressed to the other party to this Lease at the addresses set forth below for each party, or if to a person not a party to this Lease, to the address designated by a party to this Lease in the foregoing manner.

Landlord: City Administrator
City of Ramsey
7550 Sunwood Drive
Ramsey, Minnesota 55303

Tenant: Apostle Samuel Toure
 God's Kingdom Ministry
 10975 Brittany Drive North
 Champlin, MN 55316
 612-390-2403

Either party may, by written notice to the other party, designate a different address to which notices must be sent. Such written notice designating a different address must state the party's newly designated address and must be provided by following the above notice requirements. Commencing on the 10th day after a party gives notice designating a new address to which notices must be sent, the newly designated address shall be the party's address for the purpose of all communication, demands, notices or objections permitted or required to be given or served under this Lease.

32. **Force Majeure.** The time within which any of the parties hereto shall be required to perform any act or acts under this Lease, except for the payment of monies, shall be extended to the extent that the performance of such act or acts shall be delayed by acts of God, fire, windstorm, flood, explosion, collapse or structures, riot, war, labor and/or legal disputes, delays or restrictions by government bodies, inability to obtain or use necessary materials or any cause beyond the reasonable control of such party, provided however that the party entitled to such extension hereunder shall give prompt notice to the other party of the occurrence causing such delay.

33. **Minnesota Law.** This Lease shall be construed and enforced in accordance with the laws of the State of Minnesota. The parties agree that the Minnesota state courts will have exclusive jurisdiction over any dispute arising out of this Lease.

34. **Entire Agreement.** This Lease constitutes the entire agreement between the parties relating to the subject matter described herein. The terms of this Lease are contractual and are intended to be legally binding. This Lease supersedes any and all prior agreements between the parties relating to the subject matter described herein. No party has relied upon any statements, representations, or promises that are not set forth in this Lease. No changes to this Lease will be valid or enforceable unless they are in writing and signed by all of the parties.

35. **Equal Drafting.** In the event any party asserts a provision of this Lease is ambiguous, this Lease must be construed to have been drafted equally by the parties.

36. **Savings Clause.** Each provision of this Lease is separate and distinct and individually enforceable. In the event any provision hereof or the application of any such provision under any circumstance is declared to be unlawful or invalid, the enforceability of all the other provisions shall not be affected.

37. **Counterparts.** This Lease may be executed in multiple counterparts, each of which shall be an original, but all of which together shall constitute a single agreement.

38. **Security And Damage Deposit.** Tenant contemporaneously with the execution of this Lease, has previously deposited with Landlord the sum of Three Thousand Five Hundred Eighty-seven and 00/100 Dollars (\$3,587.00), receipt of which is hereby acknowledged by Landlord, which deposit is to be held by Landlord, as a security and damage deposit for the faithful performance by Tenant during the term hereof or any extension hereof. Prior to the time when Tenant shall be entitled to the return of this security deposit, Landlord may commingle such deposit with Landlord's own funds and to use such security deposit for such purpose as Landlord may determine. In the event of the failure of Tenant to keep and perform any of the terms, covenants and conditions of this Lease to be kept and performed by Tenant during the term hereof or any extension hereof, then Landlord, either with or without terminating this Lease may (but shall not be required to) apply such portion of said deposit as may be necessary to compensate or repay Landlord for all losses or damages sustained or to be sustained by Landlord due to such breach on the part of Tenant, including, but not limited to overdue and unpaid rent, any other sum payable by Tenant to Landlord pursuant to the provisions of this Lease, damages or deficiencies in the reletting of the Leased Property, and reasonable attorney's fees incurred by Landlord. Should the entire deposit or any portion thereof, be appropriated and applied by Landlord, in accordance with the provisions of this paragraph, Tenant upon written demand by landlord, shall remit forthwith to Landlord a sufficient amount of cash to restore said security deposit to the original sum deposited, and tenant's failure to do so within five (5) days after receipt of such demand shall constitute a breach of this Lease. Said security deposit shall be returned to Tenant, less any depletion thereof as the result of the provisions of this paragraph, at the termination of this Lease. Tenant shall have no right to anticipate return of said deposit by withholding any amount required to be paid pursuant to the provision of this Lease or otherwise.

EXHIBIT A



CC Work Session

Meeting Date: 05/27/2025

Primary Strategic Plan Initiative:

Information

Title:

2025 Strategic Planning Session

Purpose/Background:

Attached to the case is the draft 2025 Strategic Plan, with redlined edits. This plan was prepared following the first planning session held on April 1, 2025 and the second held on May 13, 2025. The plan was developed through ideas shared by council and staff members. The plan is meant to identify attainable and measurable objectives to move Ramsey towards accomplishing or furthering the established goals within the plan. This plan also recognizes previous year's accomplishments and recognizes key items identified during a reflection activity on the city and our operations. This discussion item is meant to finalize the plan for formal adoption at the next meeting. Several items within the plan are being worked on with plans to bring forward work session discussions in the coming meetings.

Recommendation:

Provide staff final edits to be incorporated into the plan prior to final adoption on a future consent agenda.

Outcome/Action:

Provide staff final edits to be incorporated into the plan prior to final adoption on a future consent agenda.

Attachments

2025 Strategic Plan - DRAFT

Form Review

Inbox	Reviewed By	Date
Brian Hagen	Brian Hagen	05/22/2025 03:23 PM
Form Started By: Brian Hagen		Started On: 05/22/2025 02:31 PM
Final Approval Date: 05/22/2025		

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

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

VISION

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- 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 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

DRAFT

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.

CC Work Session

Meeting Date: 05/27/2025

Primary Strategic Plan Initiative: Enhance City’s communication through transparency and accountability.

Information

Title:

Review Future Topics/Calendar

Purpose/Background:

The first attachment is the current list of future topics for work session discussions. Items are drawn from Council requests at meetings, or are related to topics that have been identified in the City's strategic plan. Tentative dates have been assigned. The second attachment includes Councilmember initiatives for future work session topics. Those items are up for discussion and, with consensus, will be added to the future topics list.

Recommendation:

For Council review - no formal action necessary.

Outcome/Action:

For Council review.

Attachments

Future Topics List

Councilmember Topic Requests

Form Review

Inbox

Brian Hagen

Form Started By: Katie Schmidt

Final Approval Date: 05/22/2025

Reviewed By

Brian Hagen

Date

05/22/2025 03:24 PM

Started On: 05/22/2025 09:26 AM

	<u><i>Tentative City Council Future Work Session Topics</i></u>	
Proposed Date	Topic	Minutes (Estimate)
2025		
June 10	Audit	
June 10	NEOGOV Discussion	
June 24	City Administrator Performance Evaluation	30
June/July	Consider Accepting Community Art Plan Donation	
6/24	Paving Gravel Roads	
7/08	Budget	
7/22	Budget	
8/12	Budget	
8/26	Budget	
9/09	Budget	
TBD	Animal Ordinance	
TBD	Pollpad Update	
TBD	Fire Department Staffing	
TBD	Trades Expo – CM: KB, CR	
TBD	Subdivision Code	
TBD	Hwy 10 Pedestrian Overpass	
TBD	City Facility Safety Improvements	
TBD	Prevailing Wage Policy – CM: KB, EP	
TBD	Veterans Park Discussion – CM: KB, EP	
TBD	Quarterly Police & Fire Updates – CM: KB, CR	
TBD	Public Safety Deep Dive – CM: KB, CR	
TBD	Public Indecent Exposure Ordinance Discussion – CM: RH, MO	

	<u><i>Councilmember Initiatives for Future Work Session Topics</i></u>
Proposed by CM	Topic
Buscher	Wage Theft Enforcement
Heineman	Ramsey Christmas Market
Heineman	Waterfront Venue Ideas

CC Work Session

Meeting Date: 05/27/2025

Primary Strategic Plan Initiative: Enhance City’s communication through transparency and accountability.

Information

Title:

Update on Outside Committees

Purpose/Background:

This case will be added to the second work session meeting every other month. This provides an opportunity for the full Council to receive an update on outside committees from the Councilmembers who serve on those committees.

Outside Committees:

- Anoka County Fire Protection Council (ACFPC) - Last meeting April 24, 2025
- Anoka County Joint Law Enforcement Council (JLEC) Last Meeting - April 23, 2025
- Fire Relief Association - Last Meeting - February 12, 2025
- Lower Rum River Watershed Management Organization (LRRWMO) - Last Meeting - May 15, 2025
- North Metro Mayors Association - Last Meeting - May 21, 2025
- Twin Cities Gateway Board - Last Meeting - March 18, 2025
- Quad Cities Cable Communications Commission (QCTV) Last Meeting - April 16, 2025

Recommendation:

For Council Discussion - no formal action necessary.

Outcome/Action:

For Council review.

Attachments

No file(s) attached.

Form Review

Inbox	Reviewed By	Date
Brian Hagen	Brian Hagen	05/22/2025 02:58 PM
Form Started By: Katie Schmidt		Started On: 05/19/2025 01:04 PM
Final Approval Date: 05/22/2025		