

# 2021-2022 Strategic Plan Update

## VALUES

Ethics and Integrity

Fiscal Responsibility

Cooperation and Teamwork

Open and Honest Communications

Excellence and Quality in the Delivery of Service

Treating People with Respect and Fairness

Adaptability and Continuous Learning

## VISION

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

## MISSION

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

## OBJECTIVES

Financial Stability

A Balance of Rural Character and Urban Growth

An Active and Connected Community

Smart, Citizen-Focused Government

An Effective Organization

## STRATEGIES

Identify and implement operational efficiencies, cost savings and additional funding sources while maintaining and increasing transparency and accountability.

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 and Trails Capital Improvements along with Recreational Programming.

Spotlight sustainability and efficiency through public facilities and infrastructure investments.

Strengthen and enhance our identity, brand and image.

Improve City's communication.

Improve and sustain high organizational morale.

# ACTION PLAN

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
<b>Strategy: Identify and implement operational efficiencies, cost savings and additional funding sources while maintaining and increasing transparency and accountability.</b>				
1. Evaluate current funding source of Pavement Management Program (and history) and determine whether or not to implement a new funding source for Program.	Q3 2021	Budget Impact = High	To bring all options for road funding including those in work session stated by Mayor Kuzma and council member survey, noted on 5/18/21 strategic planning work session as a part of the 22 budget discussion in July and August of 2021.  Bring to Council a resolution to end Ordinances 20-11, 20-12, 20-13 as of 12/31/2021.  Include regular pavement maintenance in discussion.	Kurt Ulrich
2. Implement a Workflow Tool	2021	Budget Impact = Low	Experienced cost savings as a result of improved workflow. Improved service.	Jason Fredrickson
3. Consider refinancing debt to capitalize on low interest rate	2021	Budget Impact = Medium	Cost savings and debt service.	Diana Lund
4. Consider better social media management platform	Q4 2021	Existing Staff Budget Impact = Low	Simplified and streamlined social media posting process to increase breadth of messaging.	Megan Thorstad/Jason Fredrickson
5. Improve the Employee Union Contract Negotiation Process	Q3 2021	Existing Staff Budget Impact = Low	Improved communication and decision-making conduit with City Council.	Colleen Lasher
6. Consider interactive modules to enhance the customer experience to quickly find information.	Q1 2022	Budget Impact = Medium	Improved interaction with technology to improve customer self-service options.	Jason Fredrickson
<b>Strategy: Promote economic growth and development.</b>				
7. Continue Business Retention and Expansion efforts for retail and industrial.	Ongoing	Existing Staff: Budget Impact = Low	Stable base of local employers, representing the largest opportunity for future growth of jobs and tax base.  Increase the number of business visits.  Improve the quality and attendance at EDA events.  5,000 square feet of new retail space per year on average.  50,000 square feet of new industrial per year on average.	Sean Sullivan/EDA
8. Consider strategic infrastructure investments to prepare more shovel ready parcels.	Q2 2022	Budget Impact = Medium	Primary Effort = West Armstrong Retail/West Armstrong Industrial Redevelopment Area.	Sean Sullivan/EDA

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
9. Complete a Comprehensive City Code Audit and Update	Q1 2022	Budget Impact Medium	Reduce redundant regulations and regulations that conflict with City's vision or otherwise detract from City's economic development goals.	Chloe McGuire/Planning Commission
<b>Strategy: Create a positive image for residential neighborhoods, business districts and key corridors.</b>				
10. Deleted			<i>City Council is committed to meeting with the Planning Commission to review the development plan/master plan for The COR in the Fall of 2021.</i>	
11. Consider a Proactive Multifamily Property Management Program and Crime Free Multifamily Housing Program	2021	Existing Staff Budget Impact = High RCP Report	Ensure that multifamily properties maintain high quality and free of nuisance.  Consider a Crime Prevention Multifamily Program.  Consider a coalition of multifamily property managers to ensure property managers hold each other accountable and provide adequate long-term maintenance.	Jeff Katers Chloe McGuire
12. Create a Volunteer Program to partner with local community members that create opportunities for the community to own cleanup projects and spotlight in communications.	2022	Budget Impact = Medium	Better community ownership of community events and community cleanup efforts.  Spotlight existing community cleanup efforts on social media.	Joint Venture between Public Works and Community Development
<b>Strategy: Improve the safety and mobility of transportation corridors.</b>				
13. Complete County Road 5 Corridor Study.	Q4 2022	Budget Impact = Medium	Unified long term vision for Nowthen Boulevard.  Improved safety and reduced congestion.  Ensure adequate capacity for planned development.	Bruce Westby/Public Works Committee
14. Advance the Ramsey Gateway Plan.	Ongoing	Existing Staff/Resources Budget Impact = High RCP Report	Unified vision for Highway 10.  Improved safety and reduced congestion.  Secured final funding for the Highway 10/169 Plan (currently at \$92M of \$138M)	Bruce Westby/Public Works Committee
15. Update Priority Street Light Program and Pedestrian Safety Plan.	Q1 2022	Existing Staff/Resources Budget Impact = Medium	Improved pedestrian and vehicle safety at critical intersections.	Bruce Westby/Public Works Committee
<b>Strategy: Connect the community through Parks and Trails Capital Improvements along with Recreational Programming.</b>				
16. Establish a Funding Plan to Complete Parks Capital Replacement Improvements.	Q2 2022	Existing Staff/Resources Budget Impact = Medium RCP Report	Adequate parks, trails and public spaces, both future and existing.  Unique recreation destinations.	Mark Riverblood/Park and Recreation Commission

Action	Timeframe	Resources	Key Outcomes and Indicators	Responsible Party
17. Implement and Spotlight the Recreation Programming Plan	Q3 2021 Ongoing	Existing Staff/Resources Budget Impact = Low	Increased awareness of recreational opportunities.	Mark Riverblood/Park and Recreation Commission
<b>Strategy: Spotlight sustainability and efficiency through public facilities and infrastructure investments.</b>				
18. Develop Implementation Plan for Water Supply Treatment.	Q4 2021	Budget Impact = High	Reduce levels of iron and manganese in municipal water supply.	Bruce Westby/Public Works Committee
19. Consider Local Open Space Preservation Funding, if initiated by Ballot Referendum.	2022	Budget Impact = High	Preservation of many Exceptional Quality Ecological Areas (as defined by Natural Resources Inventory).	Chris Anderson/EPB
<b>Strategy: Strengthen and enhance our identity, brand and image.</b>				
20. Provide quarterly updates to USPS to secure new Ramsey ZIP Code.	Ongoing	Existing Staff Budget Impact = Low RCP Report (community identity)	ZIP Code will identify itself as Ramsey.  Provide regular updates.  Detailed Update in 2026.	Kurt Ulrich
21. Consider Creating and Promoting a Holiday Light Challenge	Q4 2021	Existing Staff Budget Impact = Low	Create additional awareness of community and create additional social connections.	Megan Thorstad/Recreation Specialist
<b>Strategy: Improve City's communication.</b>				
22. Improve proactive and time-relevant communication.	Ongoing	Existing Staff Budget Impact = Low RCP Report	Explore new avenues to tell the story of Ramsey and market the community to prospective residents and businesses.  Stay relevant by harnessing new technologies and social media platforms to evolve with the ever-changing media landscape.	Megan Thorstad
<b>Improve and sustain high organizational morale.</b>				
23. Update Telecommuting Policy	Q3 2021	Existing Staff Budget Impact = Low	Recruitment and retention tool for existing and future employees.	Colleen Lasher
24. Consider additional Employee Events to strengthen relationships.	Q2 2022	Existing Staff Budget Impact = Low	Improved organizational morale.	Colleen Lasher
25. Complete an Employee Survey	Q4 2021	Existing Staff Budget Impact = Low	Establish baseline metric of existing organizational morale.	Colleen Lasher

*Budget Impact Key; Low = Existing Staff/thousands of dollars; Medium = Additional Staff/Consultants/tens of thousands of dollars; High = capital improvement/hundreds of thousands of dollars.*

*RCP Report = Partnership with the University of Minnesota completed in 2018. This partnership created a library of resources and policy alternatives. A full list of completed reports can be found online at [rcp.umn.edu/ramsey-projects](http://rcp.umn.edu/ramsey-projects).*

## PARKING LOT LIST/FUTURE PROJECTS

Action	Strategy
Improve background data provided in conjunction with establishing Rates and Charges, especially for Development Impact Fees. .	Identify and implement operational efficiencies, cost savings and additional funding sources.
Complete Organization Staffing Plan.	Improve and sustain high organizational morale.
Complete Streetscape Plan for Key Corridors.	Create a positive image for residential neighborhoods, business districts and key corridors.
Complete a Highway 47 Plan ( <i>after current Bunker/47 intersection improvements</i> )	Improve the safety and mobility of transportation corridors.

The above are important topics, but are not the highest priority of the Council and will only be worked on if not interfering with approved Action Items and as time/resources allow.

## CULTURE

- Utilize Strategic Plan to prioritize budget requests.
- Leverage additional funding sources.
- Seek grants to do high priority projects.
- Seek public and private partnerships.
- Improve Park and Recreation revenue through user fees and sponsorships.
- Provide adequate public safety staffing based upon common metrics (i.e., calls for service, time of day caseload, land use and population, citizen expectations).
- Continue Staff Recognition Programs.
- Increase awareness of various employee resources.
- Enhance Community Engagement in policy decision-making processes.
- Enhance customer service through process improvement.
- Strive to reflect the demographics of the community.