

RESOLUTION NO. 2020 - 32

**A RESOLUTION AUTHORIZING PARTICIPATION OF THE CITY OF FRIDLEY IN
THE MINNESOTA LOCAL PERFORMANCE MEASUREMENT PROGRAM**

WHEREAS, in 2010, the Minnesota Legislature created the Council on Local Results and Innovation; and

WHEREAS, the Council on Local Results and Innovation developed a standard set of performance measures that will aid residents, taxpayers, and state and local elected officials in determining the efficacy of counties in providing services and measure residents' opinion of those services; and

WHEREAS, benefits to the City of Fridley are outlined in Minnesota Statute § 6.91 and include eligibility for a reimbursement as set by State statute; and

WHEREAS, any city participating in the comprehensive performance measurement program is also exempt from levy limits for taxes, if levy limits are in effect; and

WHEREAS, the City Council has adopted and implemented at least 10 of the performance measures, as developed by the Council on Local Results and Innovation, and a system to use this information to help plan, budget, manage and evaluate programs and processes for optimal future outcomes.

NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of Fridley will report the results of the performance measures to its citizenry by the end of the year through publication, direct mailing, posting on the city's website, or through a public hearing at which the budget and levy will be discussed and public input allowed; and

BE IT FURTHER RESOLVED, The City Council of the City of Fridley will submit to the Office of the State Auditor the actual results of the performance measures adopted by the city.

**PASSED AND ADOPTED BY THE CITY COUNCIL OF THE CITY OF FRIDLEY THIS
22nd DAY OF JUNE, 2020.**



SCOTT J. LUND - MAYOR

ATTEST:



DANIEL TIENTER - CITY CLERK



2019

Performance Measures Report



City of Fridley | 2019 Performance Measurement Report

In summer 2019, the City of Fridley Process Management Team was formed with representatives from every department. After completing an in-depth analysis of customer service standards at the Fridley Civic Campus, the team was separated into two subcommittees: Process Improvement and Performance Measurement.

The Process Improvement Subcommittee was tasked with reviewing applications from departments requesting specific processes to be analyzed and improved. The Performance Measurement Subcommittee was assigned with developing a report on the required measures for the State of Minnesota Performance Measurement Program through the Council on Local Results and Innovation (CLRI).

The Performance Measurement Committee coordinated with City departments to report on 17 measures in the report. The measures were divided into four categories: General, Police, Fire and Public Works (Streets, Water and Sanitary Sewer).

Within the report, there is a full overview of the elected performance measures data, as well as individual data sets and descriptions of the measurements. Descriptions include what data is being measured, why the data is important, and what the results mean for the City of Fridley.

On June 22, 2020, the Fridley City Council adopted a resolution authorizing the Performance Measurement Committee to submit the 2019 Performance Measurement Report to the Office of the State Auditor.

For the 2019 report, the Process Management Team consisted of the following members:

Performance Measurement Subcommittee

Brooke Hall, Chair
Roberta Collins
Melissa Moore
Sherree Smith
Stacy Stromberg
Dan Tienter
Mai Vang

Process Improvement Subcommittee

Beth Kondrick, Chair
Julie Beberg
Mike Grundman
Becca Hellegers
Patrick Maghrak
Jill Salo



City of Fridley Standard Performance Measures For the Year Ended December 31, 2019

General	2016	2017	2018	2019
Percentage Change in Taxable Market Value	2.30%	6.60%	12.80%	6.37%
Nuisance Code Enforcement Cases per 1,000 population	50.80	26.12	49.35	58.72
Bond Rating	Aa1	Aa2	Aa2	Aa2
Accuracy of Post Election Audit	Not selected for audit	Not selected for audit	Not selected for audit	Not selected for audit
Police Services				
Part I Crime Rates	1,049	1,118	1,100	1,148
Part II Crime Rates	1,355	1,412	1,461	1,163
Part I Crime Clearance Rates	26%	25%	26%	28%
Part II Crime Clearance Rates	53%	50%	52%	52%
Average Police Response Time	4:07 Minutes	3:27 Minutes	3:12 Minutes	3:33 Minutes
Fire & EMS Services				
Insurance Industry Rating of Fire Services	Class 3	Class 3	Class 3	Class 3
Average Fire Response Time	6:00 Minutes	5:00 Minutes	6:00 Minutes	5:47 Minutes
Fire Calls Per 1,000 Population	123	128	91	94
Number of Fires with Losses Resulting in Investigation	47	35	45	44
Streets				
Average City Street Pavement Condition Rating	7.04	7.08	6.92	6.50
Expenditures for Road Rehabilitation per Paved Lane Mile Rehabilitated	\$156,361	\$150,803	N/A	\$194,894
Percentage of All Jurisdiction Lane Miles Rehabilitated in a Year	1.91%	1.68%	0%	0.51%
Average Hours to Complete Road System During a Snow Event	6.42 Hours	6.88 Hours	7.33 Hours	6.28 Hours
Water				
Operating Cost per 1,000,000 Gallons of Water Pumped/Produced	\$1,618	\$1,741	\$1,846	\$1,957
Sanitary Sewer				
Number of Sewer Blockages on City System per 100 Connections	\$1,618	\$1,741	\$1,846	\$1,957



Taxable Property Market Value	2016	2017	2018	2019
Percentage Change	2.30%	6.60%	12.80%	6.37%
Taxable Market Value	2,212,047,755	2,263,260,400	2,411,702,930	2,720,564,453

Source: Anoka County and City Assessor’s Office

Percent Change in the Taxable Market Value

What is it?

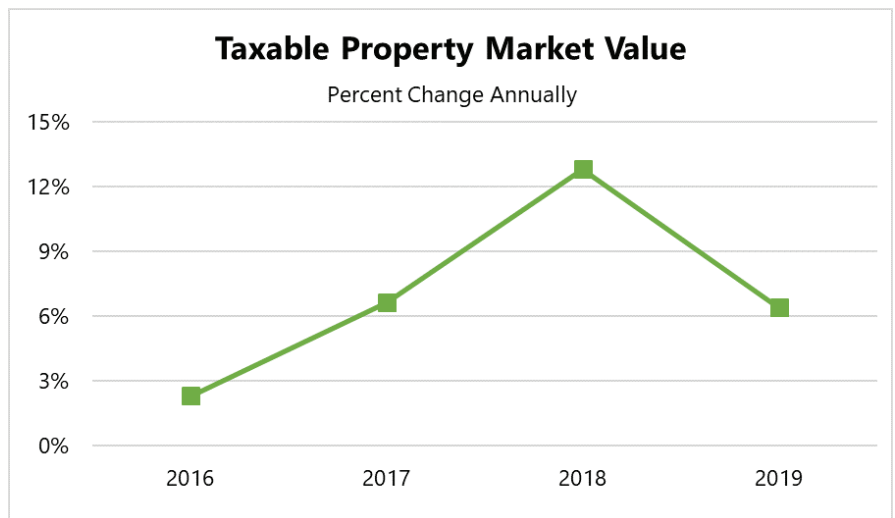
As a local taxing jurisdiction, property taxes are the principal funding source for the City and its operations. For some real property, a portion of its market value may be excluded from taxation, such as the Homestead Market Value Exclusion. Once taxing jurisdiction applies those exclusions, the market value becomes the Taxable Market Value (TMV).

Why does it matter?

The City uses the TMV to help determine the tax liability for each property within its jurisdiction. Usually, when the TMV for the City increases, the property tax rate decreases, and a property pays less in City property taxes. In other words, when the City grows and there are more properties to pay taxes, they can all pay a little less.

What does the data tell us?

Over the past few years, the City experienced a significant growth in the TMV, increasing about 22.9% since 2016. Generally, the City attributed this change to several substantial redevelopment projects, including Cielo Apartment Homes, Park of Commerce, and Northern Stacks, among others. Coupled with other changes in the local real estate market, the City was able to generate additional property tax revenues for the entire Fridley community.





Nuisance Code Enforcement Cases	2016	2017	2018	2019
Cases per year	1,398	726	1,369	1,629
Population per year	27,520	27,792	27,742	27,742
Cases Per 1,000 Residents	50.80	26.12	49.35	58.72

(# of cases/population) X 1,000 = Cases per 1,000 population, Source: City Planning Division & Population ASC Source

Nuisance Code Enforcement Cases (Per 1,000 Residents)

What is it?

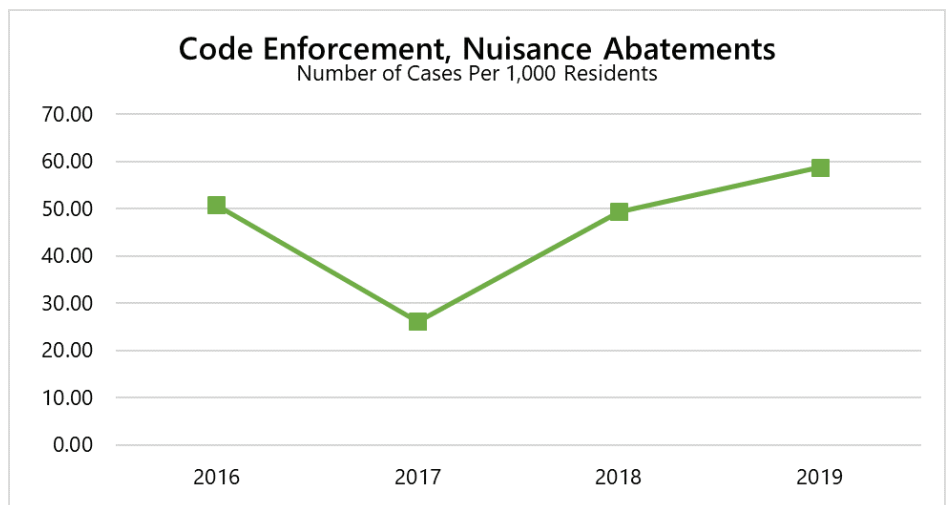
The City must preserve and protect the general welfare of its residents, which includes the abatement or prevention of public nuisances. Minnesota Statute § 561.01 states "Anything which is injurious to health, or indecent or offensive to the senses, or an obstruction to the free use of property, so as to interfere with the comfortable enjoyment of life or property, is a nuisance."

Why does it matter?

Public nuisance ordinances are designed to preserve the peace, quality of life, morals and public health of a community. The Fridley City Code regulates a number of activities to prevent the creation of public nuisance including: compost, refuse and yard waste storage; exterior storage; fences; housing and lawn maintenance; home occupations; noise; vehicle parking, sale and storage; and vision safety. These efforts make the City a safe, vibrant, friendly and stable home for families and businesses.

What does the data tell us?

Over the past three years, nuisance code enforcement cases per 1,000 residents continue to increase. This is due primarily to a renewed compliance effort, and the expansion of the City Code to include back/rear yard storage in 2019. As a result, the City anticipates nuisance code enforcement cases to increase in the next three years then return to typical caseloads.





Moody Bond Rating	2016	2017	2018	2019
Rating	Aa1	Aa2	Aa2	Aa2

Source: Moody's Investor Services

Bond Rating

What is it?

On occasion, the City issues debt, known as bonds, to support capital improvements (e.g., road rehabilitation). The process tends to be similar to a mortgage used for a home – a financial institution lends money to the City, and the City agrees to repay it with interest over many years. To verify the City's ability to make those payments, it receives a bond rating from an independent agency, Moody's Investor Services (Moody's). The agency evaluates the City on several factors, such as economic stability, management practices, and financial performance.

Why does it matter?

A bond rating may be thought of as a measure of risk or the likelihood that the City would not be able to make debt service payment, also known as default. Therefore, a financial institution uses the bond rating to determine the cost to the City to borrow money – expressed as a higher or lower interest rate. The higher the bond rating, the lower the interest rate and vice versa. In some situations, a lower bond rating (higher interest rate) could cost hundreds of thousands of dollars in additional interest costs.

What does the data tell us?

The City maintains an Aa2, or the third highest bond rating from Moody's. The most recent bond rating (2019) notes the healthy financial reserves, stable operations and strong redevelopment activities. In 2016, Moody's Investor Services downgraded the City when it borrowed about \$50,000,000 to construct the Fridley Civic Campus, noting the concentration of the property tax base, elevated debt load and lower than average household incomes for the community.



Election Cycle	2016	2017	2018	2019
Accuracy of Post Election Elected	Not Selected for Audit	Not Selected for Audit	Not Selected for Audit	Not Selected for Audit

Source: City Clerk’s Office

Accuracy of Post-Election Audit Results

What is it?

According to the Office of the Secretary of State, “Minnesota Statute § 206.89 states that after every state general election, Minnesota counties perform a post–election review of election results returned by the optical scan ballot counters used in the state. The review is a hand count of the ballots for each eligible election (US President, US Senator, US Representative, and Governor) in the selected precincts compared with the results from the voting system used in those precincts.”

For Anoka County (County), the County Canvassing Board must conduct a review of at least four precincts, or three percent of the total number of precincts in the County, whichever is greater. The precincts must be selected randomly.

Why does it matter?

Post–election audits allow the City, other levels of government, and the public to verify election results, deter voter fraud, discover errors and promote confidence in the election(s) process. In turn, the review helps the City improve internal processes and service delivery.

What does the data tell us?

Since 2016, the County has not selected the City for a post–election audit. To date, the City has not experienced any concerns or issues with election accuracy or vote counts.



	2016	2017	2018	2019
Part I Crime	1,049	1,118	1,100	1,148
Part II Crime	1,355	1,412	1,461	1,163
Total	2,404	2,530	2,561	2,311

Source: City Police Division

Part I and Part II Crime Rates

What is it?

Crimes committed by offenders are classified as either Part I or Part II crimes. Part I crimes include homicide, sexual assault, robbery, aggravated assault, burglary, larceny-theft (shoplifting, pickpockets), motor vehicle theft, and arson. Part II crimes include other assaults, forgery and counterfeiting, fraud, embezzlement, stolen property (buying, receiving, possessing), prostitution, sex offenses, drug abuse violations, offenses against family and children, driving under the influence, drunkenness, disorderly conduct and all other offenses.

Why does it matter?

This data reported by the Department of Public Safety reflects the City's commitment to promoting public safety. Partnering with the community through engagement, leadership and education, assists in keeping Part I and Part II crime rates low.

What does the data tell us?

This data is used to determine whether Public Safety's initiatives to engage residents in efforts to lower crime rates are satisfactory.

Part I and Part II Clearance Rates

What is it?

Clearance rates measure the number of calls for service involving Part I and Part II crimes that lead to various resolutions including warnings, citations or even arrests. The clearance rate is calculated by dividing the number of crimes that are cleared by the total number of crimes recorded.



	2016	2017	2018	2019
Part I Clearance Rate (%)	26%	25%	26%	28%
Part II Clearance Rate (%)	53%	50%	52%	52%

Source: City Police Division

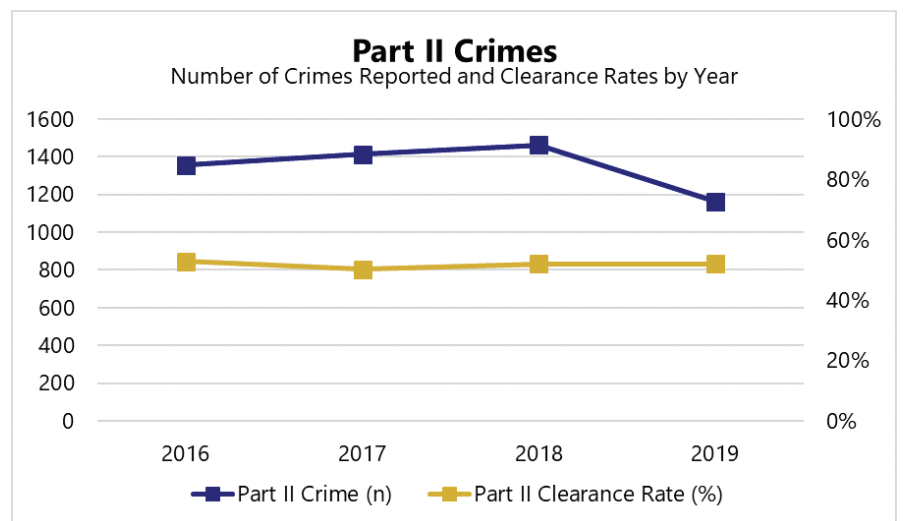
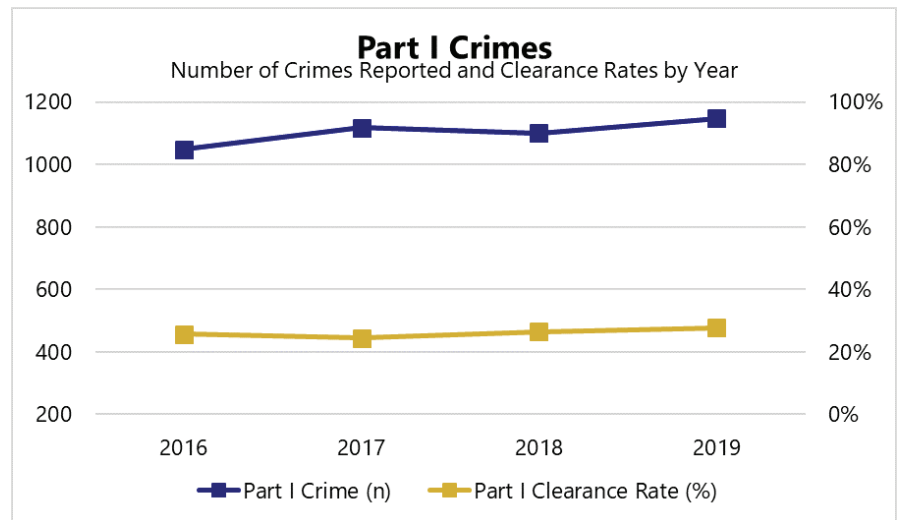
Part I and Part II Clearance Rates (Continued)

Why does it matter?

This data reported by the Department of Public Safety reflects the City's commitment to promoting public safety. Partnering with the community through engagement, leadership and education, assists in keeping Part I and Part II crime rates low.

What does the data tell us?

Fridley police respond to thousands of calls for service each year. This measure demonstrates how Public Safety's initiatives to engage and educate residents keeps Part I and Part II crime rates as low as possible.





	2016	2017	2018	2019
Average Police Response Time	4:07 minutes	3:27 minutes	3:12 minutes	3:33 minutes

Source: City Police Division

Average Police Response Time

What is it?

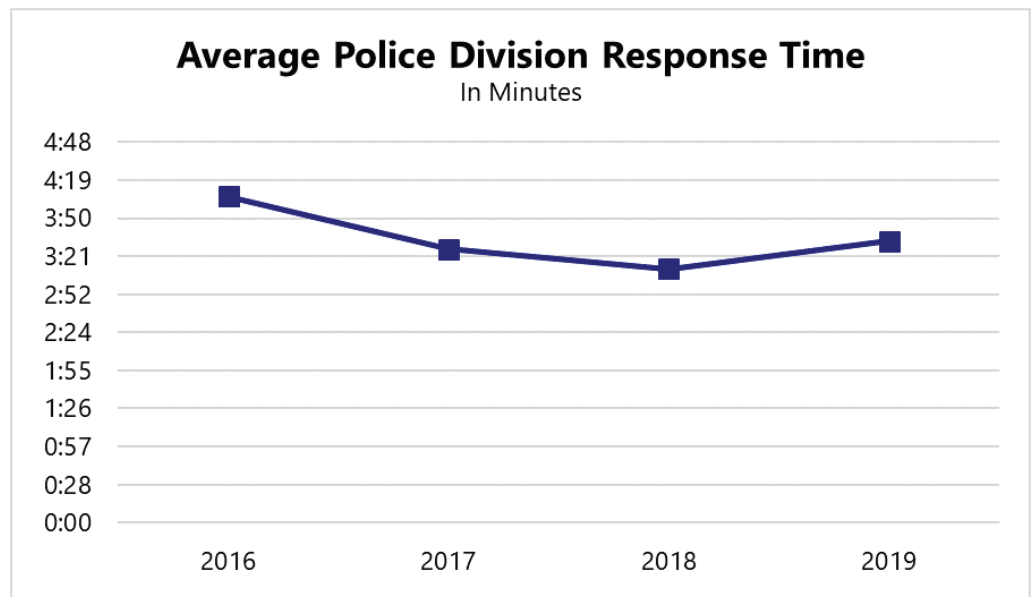
The average police response time details calls for service through the Anoka County Dispatch Center. The times do not reflect calls for service initiated by staff in the field. The measurement analyzes the amount of time from when an officer was sent on a call, to when the officer indicated they arrived on scene.

Why does it matter?

The Department of Public Safety – Police Division promotes the safety of the community and the feeling of security through the maintenance of law and order, crime prevention, timely response to requests for police service, and positive contacts with the public.

What does the data tell us?

Clearance rates and response times reflect the hard work and dedication of all members of the Fridley Police Division. The Fridley Police Division takes great pride in the service provided to residents, businesses and visitors to our city.





	2016	2017	2018	2019
Insurance Industry Rating of Fire Services	Class 3	Class 3	Class 3	Class 3

Source: City Fire Division

Insurance Industry Rating of Fire Services (Rating/Every 5 Years)

What is it?

A company called Insurance Services Office (ISO) creates ratings for fire departments and their surrounding communities. An ISO fire insurance rating, also referred to as a fire score or Public Protection Classification (PPC), is a score from 1 to 10 (1 is the best, 10 is the worst) that indicates how well-protected your community is by the fire department. Insurers then use it to help set business and homeowner insurance rates. The more well-equipped a fire department is to put out a fire, the less likely houses will be lost to a structure fire. There is less risk to the home, and therefore it is less expensive to insure.

Why does it matter?

In order to maintain a good ISO rating, a city must demonstrate their ability to provide fire protection through many different areas, such as the ability to deliver a minimum amount of water to a fire through well-maintained fire hydrants, having fire engines that deliver a minimum amount of water in gallons per minute (GPM), maintaining enough fire engines for the city size, and staffing fire stations with the minimum amount of trained firefighters.

Why does the data tell us?

The Fire Division has been able to maintain an ISO rating of Class 3 consistently over the years ,according to the Public Protection Classification Summary Report (PPC). The results are based on emergency communication, fire department equipment and operations, city water supply, and community risk reduction surveys.



	2016	2017	2018	2019
Fire Calls per 1,000 Population	123	128	91*	94

Source: City Fire Division. *In 2018, fire response changed for medical-related calls. Allina began providing primary response for medicals and fire response was reserved for priority medical calls. This accounts for the difference from 2018 and 2019.

Fire Calls per 1,000 Population

What is it?

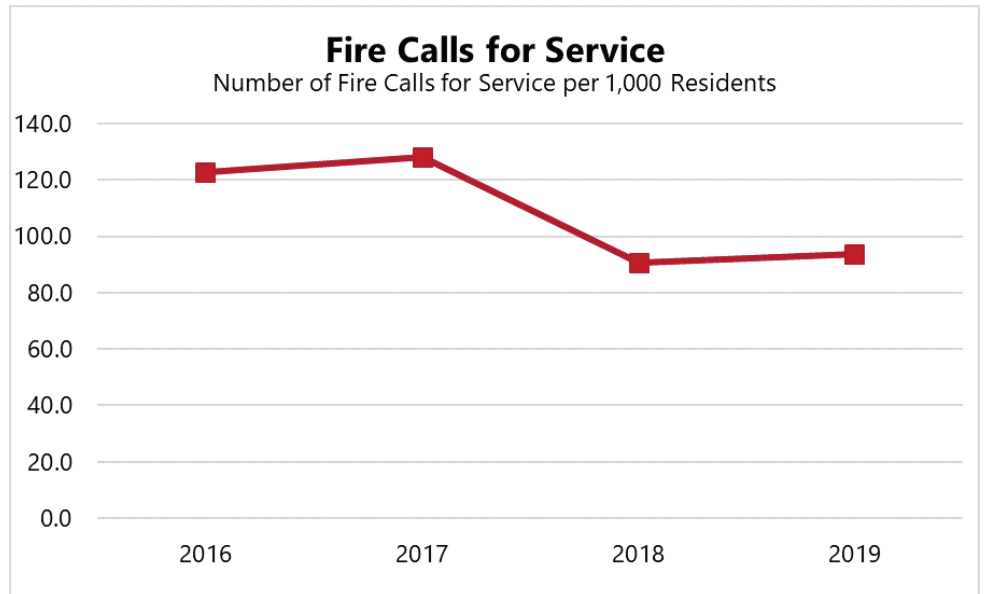
The Fire Division responded to 2,595 emergency calls in 2019. Of those calls, 107 were fire calls and 61 of the 107 were structure fires. As of 2019, the current population in Fridley was 27,742. Based on the number of calls and total residents, there were 94 emergency responses per 1,000 Fridley residents.

Why does it matter?

The Fire Division projects an increase of more than 14 percent in emergency response calls over the next few years. This is based on the planned future residential housing and multi-story developments that lead to an estimated increase of 4,000 residents. The increase will determine future growth, staffing, equipment, and the supply needs of the division.

Why does the data tell us?

With an increase in residential and commercial developments, there will be population growth. The projected addition of 4,000 residents will lead to an increased likelihood of more emergency response calls. The projected increase in calls may be higher than estimated due to the future developments, including multi-housing and long-term care facilities. This data will result in changes to the division’s budget, staffing, inspections, firefighter retention and recruiting, as well as fire apparatus.





	2016	2017	2018	2019
Average Fire Response Time	6 minutes	5 minutes	6 minutes	5.47 minutes

Source: City Fire Division

Average Fire Response

What is it?

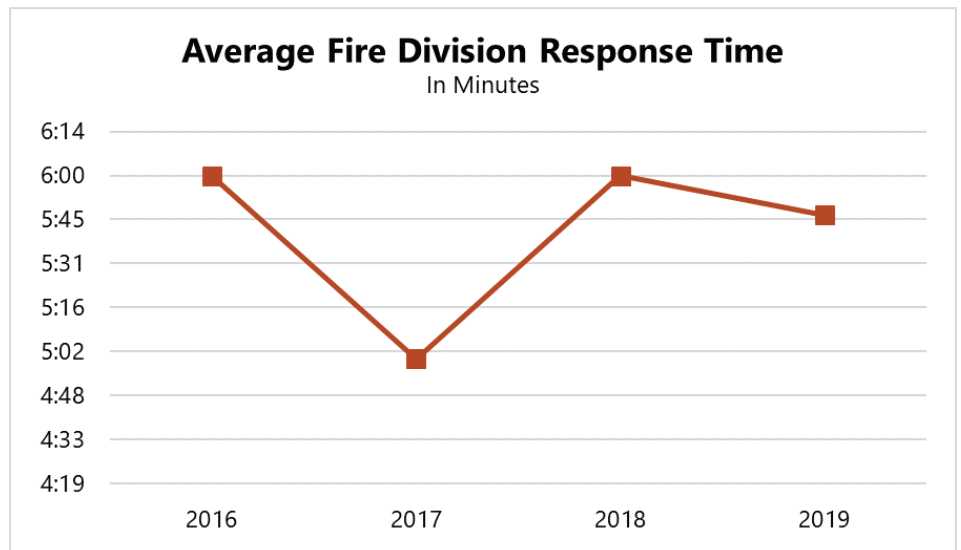
When fire departments analyze their response times, they are really analyzing seconds in time. For example, the National Fire Protection Association (NFPA) 1710 standard states that “[T]he fire department’s fire suppression resources shall be deployed to provide for the arrival of an engine company within a 240-second travel time (four minutes) to 90 percent of the incidents.” That means every second counts, including call answering time (15 seconds), call processing time (60 seconds), and turnout time (80 seconds). For the City’s paid-on-call firefighters, response time from home is approximately 6-10 min.

Why does it matter?

When measuring the effectiveness of fire divisions, response times are the key indicator. It determines if more resources are needed to effectively serve and protect communities. Therefore, it is crucial that local governments take these statistics seriously and allocate resources according to the specific needs of their local fire departments.

What does the data tell us?

Fire response times provide valuable information for divisions to determine where best to allocate their resources, fire station locations, firefighter hiring, and equipment.





	2016	2017	2018	2019
Number of fires with loss resulting in investigation	47	35	45	44

Source: Fire Division

Number of Fires Resulting in Investigation and Financial Loss

What is it?

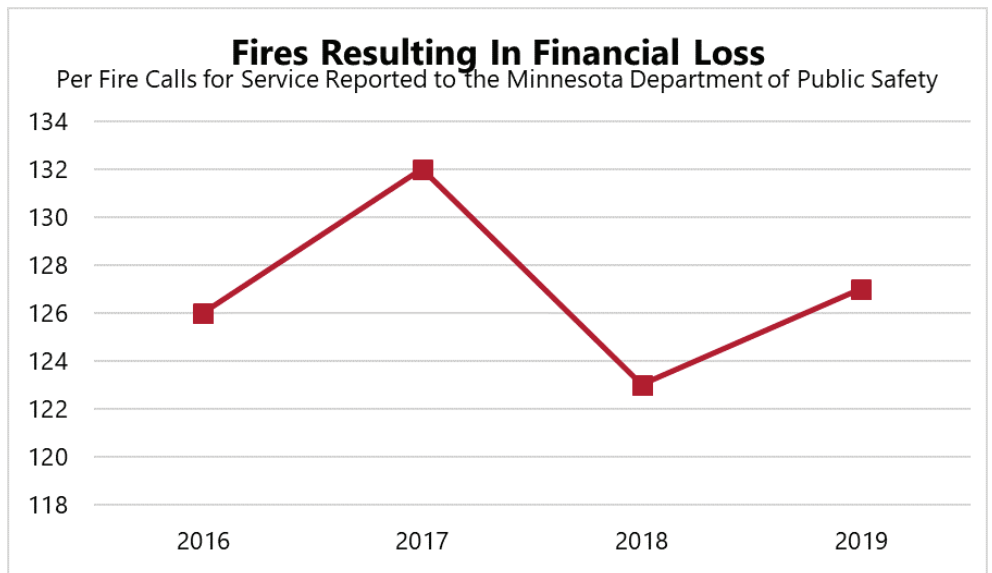
Between 2011 and 2015, U.S. fire departments reported an estimated 358,500 residential home fires each year. On average, there were about 2,695 deaths, 12,000 injuries and property damage averaging \$7 billion throughout the U.S. per year from 2011 through 2015. Residential home fires usually start from open flames, accidents, and cooking, among other causes.

Why does it matter?

Documenting fires that resulted in investigation and financial losses as a result of the fires is a crucial tool in decision-making and helping to reduce loss to life/property due to fires. Estimating financial loss and property value are important pieces of data when assessing fire response at local, state, and national levels.

What does the data tell us?

Tracking investigations and financial loss helps a city determine if their fire protection programs are working. For example: if a city has a properly trained staff that responds in an efficient manner, the number of investigations and financial loss should decrease. This also reflects on the city's ability to inspect and enforce fire code as well as the effectiveness of any public education programs that the city may provide.





	2016	2017	2018	2019
Average City Street Pavement Condition Rating	7.04	7.08	6.92	6.5

Source: Engineering Division

Average City Street Pavement Condition Rating

What is it?

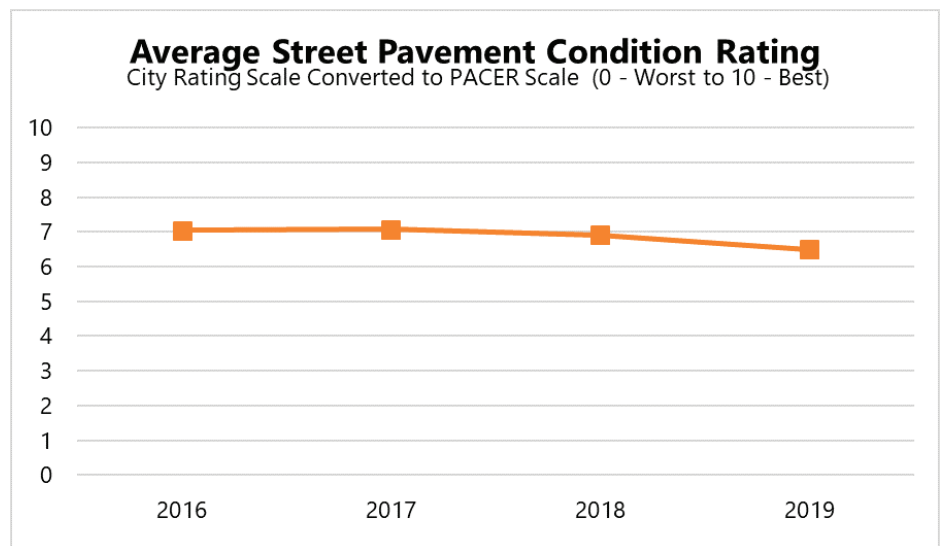
Public Works employees inspect City streets each year. Each street is given a rating on the Pavement Surface Evaluation and Rating (PASER) scale based on cracks, utility cuts and imperfections on the roadway. On the scale, 0 is the worst and 10 is the best. Data previous to 2019 was based off of a unique Fridley scale. 2019 was the first year on the PASER system, which has a different rating methodology. Ratings prior to 2019 were converted to the new system.

Why does it matter?

Regular roadway minor maintenance methods such as roadway and crack sealing and micro surfacing are cost-effective approaches to maintaining pavement in relatively good condition. If a roadway has too low of a rating, minor maintenance is ineffective, and it will need to be reconstructed entirely – which is much more expensive. Continued maintenance helps slow the aging of the pavement. However, once the pavement is 50-60 years old, too much minor maintenance is needed, and a full rehabilitation is often the most efficient method of maintaining pavement quality.

What does the data tell us?

The ratings are used to determine whether the City’s road maintenance and rehabilitation strategies are satisfactory, and if there is a change in pavement quality, which may indicate that a higher or lower investment in pavement preservation is required. Current year-over-year data may not reflect a fully accurate comparison for 2019 due to conversion of old ratings to the new PASER system.





	2016	2017	2018	2019
Expenditures for road rehabilitation per paved lane mile rehabilitated	\$156,361	\$150,803	N/A*	\$194,894

Source: Engineering Division *There was no rehabilitation project for 2018.

Expenditures for Road Rehabilitation Per Paved Line Mile Rehabilitated

What is it?

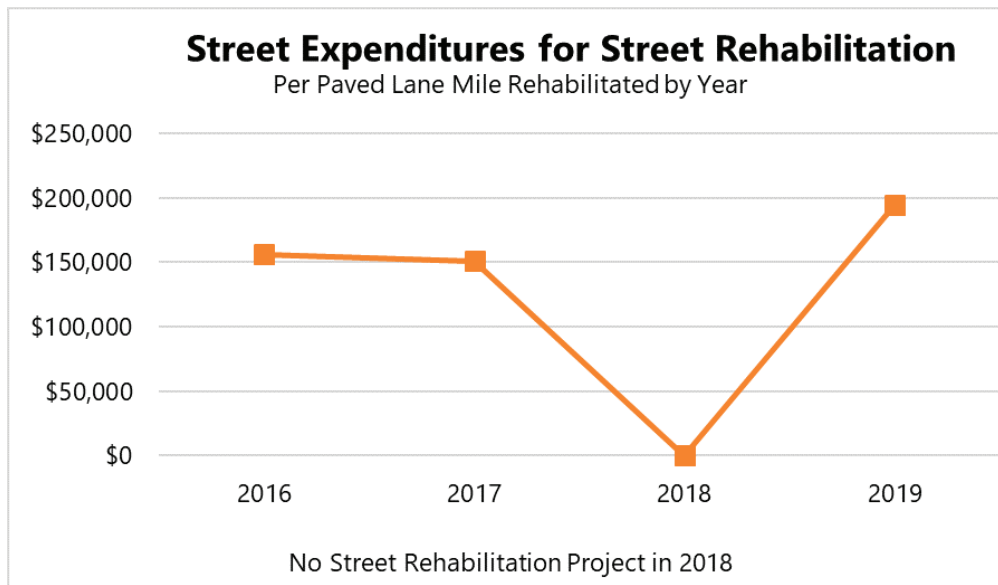
This data is measuring the cost per mile for major reconstruction of roadways. The amount is influenced by the roadway characteristics and the length of roadway segments completed in a given year.

Why does it matter?

This data shows how cost-effective the rehabilitation methods are, illustrates increases in cost of construction, and if improvements need to be made in the manner in which roads are reconstructed. This number also reflects the numerous factors influencing the complexity of construction and rehabilitation of roadways.

What does the data tell us?

The data tells the City how cost-effective rehabilitation projects are, and displays efficiency in use of funding.





	2016	2017	2018	2019
Percentage of all jurisdiction lane miles rehabilitated in the year	1.91%	1.68%	N/A	0.51%

Source: Engineering Division

Percentage of All Jurisdiction Lane Miles Rehabilitated in the Year

What is it?

The data reflects how many lane miles out of the total miles within the City are being rehabilitated every year. The goal is to average 2.5 percent per year.

Why does it matter?

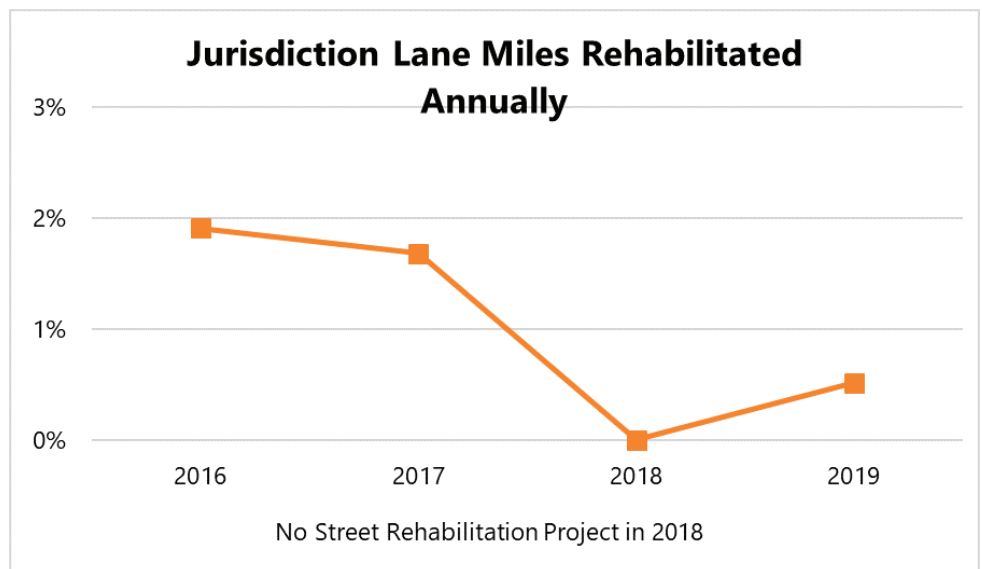
If mileage is lower and streets are not being rehabilitated, the average age of the pavement gets older and the quality of streets are reduced. To provide for a stable budget and yet be cost-effective and provide the best service to residents via streets, the number of miles rehabilitated should be relatively consistent each year and meet the percentage goal on average.

What does the data tell us?

The data shows a decrease in the number of miles rehabilitated in 2019 compared to previous years. This is related to project delivery factors (how long it takes to receive permits, amount of funding, and coordination with other city/county/state projects in the area), which can affect how quickly projects are completed.

The City is doing increased

mileage and completing a backlog of previous years' projects to exceed this goal in 2020.





	2016	2017	2018	2019
Average Hours to Complete Road System During Snow Event	6.42 hours	6.88 hours	7.33 hours	6.28 hours

Source: Streets Division

Average Hours to Complete Road System During Snow Event

What is it?

The amount of time, in hours, it takes for City plows to clear City streets.

Why does it matter?

Winter road safety is extremely important to the community. Average hours of a plow route affect ability and safety of travel which can influence work commutes, reduce school closures, keep businesses open, and the ability to use recreation amenities.

What does the data tell us?

The data is an indicator of how efficient the plow routes/drivers are and the level of customer service the City is delivering to the residents. Data in a given year also indicates quantity and frequency of snow events, type of snow (light/heavy), ice conditions and timing and duration of snowfall. Data can vary year-over-year depending on how many snowfalls occurred and conditions at the time of snowfall.



	2016	2017	2018	2019
Operating Cost in Dollars per 1,000,000 gallons of water	\$1,618	\$1,741	\$1,846	\$1,957

Source: Water Division

Operating Cost per 1,000,000 Gallons of Water Pumped/Produced

What is it?

The treatment, storage, and distribution operating costs for every million gallons of drinking water produced and delivered. The cost includes labor, supplies, maintenance, equipment, repairs, etc.

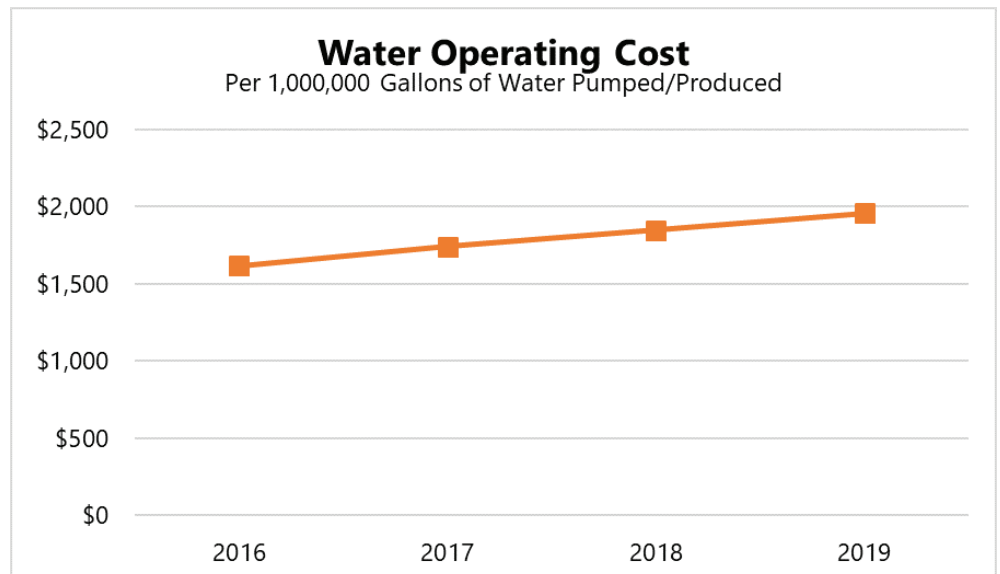
Why does it matter?

The data is illustrative of the decline in water use due to effective conservation methods. The data also reflects increased costs of water treatment due to improved regulations and annual inflation costs of supplies, labor, and equipment.

What does the data tell us?

Year-over-year, the cost per gallon of water produced has been increasing slightly. While overall operating costs have remained stable, many of these costs are fixed regardless of production.

Customers are conserving water, which leads to an increase in operating costs for a given volume of drinking water treated and delivered. As an example, even with less water going through a pump, its cost to maintain and eventually be replaced are dependent on its age rather than its use. Filters, storage tanks, distribution pipes and other components of the



City's water treatment and delivery system must be maintained regularly, regardless of use.



	2016	2017	2018	2019
Number of Sewer Blockages on City System per 100 Connections	0.012	0.036	0.060	0.048

Source: Sewer Division

Number of Sewer Blockages on City System per 100 Connections

What is it?

The amount of times that Public Works responds to an emergency sewer main blockage per 100 connections in a year. Blockages can be caused by improper disposal of non-flushable materials including grease and non-flushable wipes, tree root intrusion into sewers, and lack of coordination of service cleaning by contractors.

Why does it matter?

Frequency of blockages is very low, and demonstrates the City's effective maintenance program for cleaning the sewer mains. The program reduces incidents of sewage backups that impact customers. When a blockage affecting a home does occur, residents are encouraged to contact the City to have Public Works check to verify whether there is a blockage in the main or sewer service. This may save the resident from having to pay a contractor to clean the service.

What does the data tell us?

The data shows how effectively the Sewer Division is cleaning mains on a regular basis. The City's goal is to meet recommended cleaning of all mains within a two-year to five-year cycle. The City has exceeded this goal for over a decade, cleaning the entire system every 1.5 years. Year-over-year data shows that blockages are very infrequent, and the continued routine maintenance is effective.

