



Three -Year Working Mission Statement: To work together to responsibly grow our community, and to provide quality, cost-effective, and efficient government services.

Three -Year Working Vision Statement: Achieve economic vitality with strategic infrastructure investments through market-driven growth.

2013-2015 Balanced Scorecard

Fiduciary Perspective <i>“If we succeed, how will we look to our property owners?”</i>	Customer/Stakeholder Perspective <i>“To achieve our vision, how must we look to our customers?”</i>
<ul style="list-style-type: none"> • Maintain the City’s AA+ rating (Ongoing) • Increase percent change in the taxable property market value annually 	<ul style="list-style-type: none"> • Achieve 85 percent rating for overall quality of services provided by the City of Ramsey by 2014 • Achieve the standard of measures set for cities by the State of Minnesota (Ongoing)
Internal Perspective <i>“To satisfy our customers, property owners, and mission, what business processes must we excel at?”</i>	Learning and Growth Perspective <i>“To achieve our vision, how must our people learn, communicate, and work together?”</i>
<ul style="list-style-type: none"> • Improve decision-making processes by X by providing timely, pertinent, comprehensive information with options and recommendations to policy-makers and staff by 2013 • Implement one seamless development process by 2014 • Enhance internal/external communications that builds on the Three-Year Strategic Action Plan (Ongoing) 	<ul style="list-style-type: none"> • Achieve 100 percent of revised job descriptions, development plans, and develop an enhanced performance rating strategy for employees by December 2013 • Achieve 100 percent buy-in of the approved Three-Year Strategic Action Plan by employees by December 2013 • Achieve a 90 percent or higher rating amongst employees work environment by 2014 • Build bench strength throughout the organization by 2015

Definition: “A Balanced Scorecard is a management system that can channel the energies, abilities, and specific knowledge held by people throughout the organization toward achieving long-term strategic goals (strategic initiatives.) It is also a measurement system. The Balanced Scorecard uses measures in four categories – financial performance, customer knowledge, internal business (organization) process and learning and growth – to align individual, organizational, and cross-departmental initiatives and to identify entirely new processes for meeting customer and shareholder (community) objectives.” (Designed by Kaplan and Norton)

