

**City of Ramsey
2015-2018 Balanced Scorecard**

Fiduciary Perspective	Customer/Stakeholder Perspective
<ul style="list-style-type: none"> • <i>Maintain the City's AA+ rating</i> • <i>Maintain a stable tax levy rate</i> • <i>Economic Development Director to initiate economic development</i> 	<ul style="list-style-type: none"> • <i>Achieve and maintain a 70 percent or higher customer satisfaction rating from residents for overall public services and safety in the community</i> • <i>Achieve and maintain an 8 minutes, 36 seconds or better for average police response time</i> • <i>Achieve and maintain an 8 minutes, 39 seconds or better for average fire response time</i> • <i>Achieve and maintain an ISO rating of 5 or better in serviced areas</i> • <i>Achieve and maintain city's ratings of 6.5 average of road conditions</i> • <i>Achieve and maintain a 70 percent or higher rating for business customer satisfaction with economic development and Police business Services</i> • <i>Achieve and maintain a maximum 10 business day plan review and 48 hour inspection window for building permits</i>
Internal Perspective	Learning and Growth Perspective
<ul style="list-style-type: none"> • <i>Achieve and maintain a 70 percent or higher satisfaction rating of policy makers by providing timely, pertinent, comprehensive information with options and recommendations to policy-makers and staff</i> • <i>Monitor development review timeline</i> 	<ul style="list-style-type: none"> • <i>Achieve and maintain 100 percent of updated job descriptions, employee development plans, and develop a performance rating strategy for employees.</i> • <i>Achieve and maintain a 70 percent or higher employee satisfaction rating of Leadership Team</i>

Fiduciary Perspective

“If we succeed, how will we look to our property owners?”

Maintain the City’s AA+ rating



The AA+ Rating was reaffirmed with 2018 bond sale.

Maintain a stable tax levy rate



Tax capacity rate reduced over time from 43.32% in 2016, 42.46% in 2017, 41.73% in 2018, and 40.30% in 2019.

Economic Development Director to initiate economic development efforts



2018 EDA work plan identified, prioritized, and monitored economic development initiatives. Major initiatives for 2018 including: Business retention and expansion, recruitment for restaurants and retail, COR development, Highway 10/RALF acquisitions, and selling of surplus City land.

Customer/Stakeholder Perspective

“To achieve our vision, how must we look to our customers?”

Achieve and maintain a 70 percent or higher customer satisfaction rating from residents for overall public services and safety in the community



The 2018 Citizen Survey showed the following satisfaction ratings of excellent/good: Police (91%), Fire (95%, and Customer Service (81%). Police and Fire responses improved over 2016 survey results.

*Achieve and maintain an 8 minutes, 36 seconds or better for average **police** response time*



Data from the new county-wide communication system indicates an average emergency response time of 5:42 minutes and 42 seconds for high priority calls, and 6 minutes and 40 seconds for low priority calls in 2018.

*Achieve and maintain an 8 minutes, 39 seconds or better for average **fire** response time*



Data from the new county-wide communication system indicates an average response time of 8 minutes and 17 seconds for emergency calls and 9 minutes and 47 seconds for non-emergency calls in 2018.

Achieve and maintain an ISO rating of 5 or better in serviced areas



100% of properties within the City's serviced areas have at least an ISO rating of 5. In August of 2017, the City's Fire Department was upgraded to an ISO rating of 4 in serviced areas. A positive reflection on our emergency communications, department operations, and water supply improvements.

Achieve and maintain city's ratings of at least a 6.5 average of road conditions



The City road reconstruction and maintenance program was developed in 2014, and was implemented with construction projects in 2015 through 2018. Currently City streets are rated at an average of 7.2. Miles of public streets rebuilt: 2018 - 1.08 miles; 2017 - 1.26 miles; 2016 – 1.89 miles; and 2015 – 1.11 miles.

Achieve and maintain a 70 percent or higher rating for business customer satisfaction with economic development and Police business Services



Based upon a 2013 Police Business Survey, 91.1% of respondents were satisfied with the Police response to calls for service. Businesses are surveyed at part of the City's business retention and expansion program. In 2017, 15 businesses were surveyed, and 79 business surveys have been conducted since 2012.

Achieve and maintain a maximum 10 business day plan review and 48 hour inspection window for building permits at least 70% of the time



A new Senior Planner position was added in 2017 in addition to process improvements and technology investments in order to continue to meet these standards. E-permits, plan submittal, and online scheduling were implemented in 2016 and 2017. Community Development has implemented an ongoing satisfaction survey to measure results and to look for ways to continue to improve.

Internal Perspective

“To satisfy our customers, property owners, and mission, what business processes must we excel at?”

Achieve and maintain a 70 percent or higher satisfaction rating of policy makers by providing timely, pertinent, comprehensive information with options and recommendations to policy-makers and staff



2018 Council/staff feedback of the City Administrator via the “CheckPoint 360” assessment tool reflected 100% alignment of executive skill set within “Favorable” zone.

Monitor development review timeline



The City has closely monitored development review timelines and achieved 100% compliance with statutory requirements, while also modifying ordinances and procedures to streamline process.

Learning and Growth Perspective

“To achieve our vision, how must our people learn, communicate, and work together?”

Achieve and maintain 100 percent of updated job descriptions, employee development plans, and develop a performance rating strategy for employees.



100% of job descriptions and performance measurements have been revised to reflect current jobs and organizational values. Employee development plans implemented in 2018 emphasizing continuous improvement. A new Public Works career development program was implemented with the 2019-2020 labor contract, with support from the University of Minnesota’s Resilient Communities Program and the City’s Labor Management Committee.

Achieve and maintain a 70 percent or higher employee satisfaction rating of Leadership Team



Based upon a 2016 employee survey, the following items were rated agree/strongly agree: Helpful work environment (80% vs. 77% in 2014), Ramsey is a good place to work (94% vs. 85% in 2014), Recommend Ramsey as workplace (94% vs. 90% in 2014), and Clear/consistent communications (69% vs. 65% in 2014). The Labor Management Committee decided an updated survey would be conducted in 2019.