#### RESOLUTION NO. 062513-01 CITY OF WAITE PARK

# RESOLUTION APPROVING THE CONTINUATION OF THE STANDARD MEASURES PROGRAM CREATED BY THE COUNCIL ON LOCAL RESULTS AND INNVOATION

WHEREAS, the City of Waite Park has been a participant in the Performance Measures Program adopting the 10 performance measures developed by the Council on Local Results and Innovation since June 20, 2011. This information assists with planning, budgeting, managing, and evaluating programs and processes for optimal future outcomes; and

WHEREAS, the City of Waite Park has implemented their Performance Measures Program by putting in place the Future Services Taskforce. This taskforce has established recommendations that are based on the input they received from holding community input forums. These recommendations and the performance measures that are addressed have been compiled into a document; and

WHEREAS, the City of Waite Park has presented these Taskforce recommendations to the City Council. The recommendations have been included in our final budget document and have been presented to the public during our annual State of the Cities Address; and

WHEREAS, the annual State of the Cities Address provides the City with an opportunity to give our businesses and residents an opportunity to hear from each of the City's departments on implementation of the recommendations while also providing the public an opportunity to give us additional feedback on the services; and

WHEREAS, the City of Waite Park will make post the Performance Measures document on the City's website for the public to see; and

WHEREAS, the City of Waite Park will continue to reach out to its residents and businesses to seek additional feedback on the 10 performance measures developed by the Council of Local Results and Innovation; and

WHEREAS, benefits to the City of Waite Park for participation in the Minnesota Council on Local Results and Innovation's comprehensive performance measurement program are outlined in MS 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;

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF WAITE PARK, MINNESOTA hereby plans to continue to report the results of the performance measure to it citizenry annually through publication, direct mailing, and posting on the City's website, or through a public hearing at which the budget and levy will be discussed and public input allowed.

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

### Adopted by the Council this 25<sup>th</sup> day of June, 2013.

Shaunna Johnson

City Administrator-Clerk-Treasurer

Richard E. Miller

Mayor

#### **ACTION ON THIS RESOLUTION:**

Motion for adoption: Member Theisen Seconded by: Member Schneider

Voted in favor of: Mayor Miller, Members Bartz, Linquist, Schneider, Theisen

Voted against: None Abstained: None Absent: None

Resolution Approved.

I hereby certify that the foregoing is a true and correct copy of a resolution adopted by the Waite Park City Council at a duly authorized meeting held on 6/25/13.

Shaunna Johnsør

City Administrator-Clerk-Treasurer



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Email: <u>cityhall@waitepark.org</u>
Website: www.waitepark.org

June 25, 2013

Re: Performance Measures Program

#### TO WHOM IT MAY CONCERN:

I have included Waite Park's information regarding the Performance Measures Program. The City of Waite Park has completed the appropriate steps needed to meet the requirement for 2013 Performance Measures Program. As a part of this program requirement, we believe it's important to highlight our process for you to ensure that you understand how we approached compliance with the Performance Measures Program.

At the time of the Performance Measures Program was beginning, the City of Waite Park was already in the process of evaluating all of our services that we provide directly to our residents. We created a Future Services Taskforce that consisted of both residents and business owners in our community. We held two community input forums where we surveyed our residents and business owners on the quality of services provided by the City of Waite Park. Our survey included the 10 performance measurement questions. We educated them on the services we provide directly to the public and also provided them with opportunities to give us their feedback on the services we provide. Once we gathered this information, we took this back to our Taskforce to be evaluated in more depth. Our Taskforce's purpose was to evaluate the feedback we received from our residents and businesses on what we could improve or streamline. Our Taskforce met several different times over the course of about 6 to 8 months evaluating services provided directly to the public. They prepared their recommendations that were included in a Final Report that included our survey, along with their recommendations for improving services to the Council. The Council approved this Report and the survey results and the recommendations from the Future Services Taskforce are on our website for the public to review.

Once the recommendations were approved by the Council, staff has spent time looking at ways to implement the recommendations of the Taskforce. We have created a Performance Measures Report that outlines the 10 performance measures, the recommendations for implementation, and the status of the implementation, in addition to the additional input we have received from residents related to our State of the Cities Address. We are still looking at other surveying options in the future to see how we are doing on our measures.

We have included a copy of the resolution adopting the Standard Measures Program and the Performance Measure Report. We believe this fulfills our 2013 requirements necessary for maintaining compliance with the Performance Measures Program. If you have any questions or need any additional information, please feel free to contact me.

Sincerely,

Shaunna Johnson City Administrator

#### 2012-2013

## **Waite Park Performance Measurement Report**

#### Background:

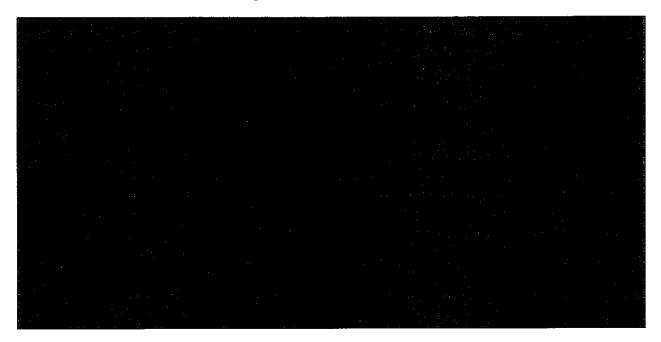
The City of Waite Park has established a Future Services Taskforce that has provided the City of Waite Park with long term goals for addressing services provided by the City of Waite Park. As part of this goals setting process, the City of Waite Park has agreed to participate in the Performance Measurement Program that was created by the State of Minnesota. This program sets out ten performance measures that the City has adopted to provide property owners with an opportunity to provide feedback on how well the City of Waite Park is providing these services to the public. Many of these measures relate to the goals established by the Future Services Taskforce and have been incorporated into the same process for determining how the City moves forward. Goals have been established as a result of this process and the City continues to provide property owners with opportunities to see the progress of these measures while also giving them opportunities to provide feedback to the City on any of the services provided.

#### 2012-2013 Performance Measurement Focus:

Annually, the City of Waite Park provides the businesses and citizens of Waite Park an update on all the services provided by the City of Waite Park. The State of the Cities Address provides a review of each department and provides an opportunity for the public to respond to the services provided by the City of Waite Park. The public is able to provide their input on the services provided by the City during this address. In addition to this, goals are communicated for the upcoming year and businesses and citizens are able to ask questions and provide input to the City. The State of the Cities Address was held on February 20, 2013. There were over 100 people in attendance of this event including both residents and businesses within the Waite Park Community. The mayor introduced the group and the City Administrator provided the overall broad review of services and the City's financial status and outlook. Each individual department head then had the opportunity to address the group highlighting where efforts are being placed based on the goals established by the Future Services Taskforce that have also incorporated are 10 Performance Measures adopted by the City Council, in addition to providing with the goals and objectives for the upcoming year. In addition to this, each department has worked on their own measures over the year and has sought input from the public. This input is included below along with the State of the Cities highlights and citizen input.

#### **Performance Measurement Highlights for 2012-2013**

**General Performance Measurement:** Based on the performance outcomes for cities, the City of Waite Park focused its efforts on the following:



<u>Future Services Overall Recommendations:</u> These are the recommendations that look at ways to improve the services included in the performance measure identified. The recommendations are based on the community input forums and involvement from the Future Services Taskforce. Each performance measure has its own set of recommendations based on the input the City of Waite Park received.

Performance Measure: Rate the overall quality of the services provided by the City of Waite Park.

- Enhance the City's Website and Other Technologies—will assist in reducing staff time in many service areas while also creating convenient and informative ways to relay information to community residents and businesses.
- Devote time to Education and Preventioninvest in the time upfront to educate
  residents and businesses of the various City processes to alleviate the time spent on
  enforcement and compliance.
- 3. <u>Collaborate more efficiently with Public Safety Services</u>- identify ways that we can share resources with other agencies that will allow us to enhance public safety services and reduce our overall demands for service.

**Performance Measure:** Rate the overall appearance of the City of Waite Park Percent Change in the taxable property market value

Focus on the Future of the Waite Park Community
 be proactive with development
 and identify ways to make the community stand out above the rest in every aspect
 of service delivery.

Performance Measure: The citizen's rating of safety in the Waite Park community.

Part I and II crime rates for the City of Waite Park

- 1. <u>Alternative Crime Reporting</u> Actively seek opportunities to reduce some of the nonemergency calls for officers by creating opportunities for citizens to report crime on-line or over the telephone.
- 2. <u>Shifting some Non-Emergency calls to lower wage workers</u> the creation of two part-time Community Service Officer positions would provide much needed support to Patrol, Investigations and Records shifting work to lower paid workers. While call response to emergency situations is currently a strength, our response to non-emergency calls is not as strong and response times can be high.
- 3. <u>Crime Free Multi-Housing</u> CFMH has been a good program for the City and we would like to see it continue and possibly expanded. While the percentage of rental units involved with CFMH is high we would like to encourage some of the larger apartment complexes not currently involved to join. Also our single family (renter) dwellings seem to be underrepresented in their participation in CFMH. In order to create a financial incentive the city could raise the rental license fee across the board but significantly reduce the fee to rental owners that comply with CFMH.
- 4. <u>Intra-departmental Coordination</u> Opportunities existing to more effectively maintain and share access to things like the Business Directory and Rental Property lists. Technology enhancements would facilitate access to information from multiple departments and more effectively coordinate the licensing, inspection and enforcement process.
- 5. <u>Technology Issues</u> While progress has been made (JAG grant) towards improving our multi-jurisdictional records management system the RMS system is not where it needs to be to satisfy our requirements. For example, a quality RMS system that has good field based reporting capabilities would significantly reduce the pressure on Records staff. This will likely require cooperation with our neighbors but we often find ourselves in a disadvantaged/subordinate position to larger agencies. These larger agencies that don't necessarily work that well together but have more resources and control of current systems.
- 6. <u>Joint Powers Agreement for Public Safety</u> Looking to the future and the increasing demands on police resources along with more sophisticated criminals and reduced budgets, it

would be to our advantage to look at alternative means to provide police service and public safety. Simply becoming a part of a larger entity may not be to our advantage but creating a new entity based on consensus under some type of joint powers agreement would allow the City of Waite Park to retain local control over police services at the same time leveraging resources of other agencies, more effectively combat regional crime problems and potentially save tax payer dollars.

7. <u>Changing Demographics</u> – the ethnic make-up of the community is changing and efforts need to be made to address issues of communication and education. The CSO positions could be used to assist in this area.

**Performance Measure:** Citizens rating of the road conditions in the City of Waite Park.

Citizens rating of the quality of snowplowing services

Implement a Capital Improvement Plan to address street and equipment needs

- a) As new amenities are added to the community, identify the impacts to equipment and staffing to ensure the ongoing costs associated with maintaining the amenities are addressed.
- b) Review the public works and other city facility needs and determine a plan to address the future needs by placing as many of these facilities together. This will reduce the overall cost. Identifying the property and securing may be important to consider soon as the cost of property will increase as the city continues to develop.
- c) Continue to invest in the infrastructure as this will be key in developing the community and in ensuring road conditions and snowplowing services will be met.

**Performance Measure:** Citizens rating of the overall quality of the water and sewer services provided by the City of Waite Park.

- 1. Consider Automatic Meter Reading-this will reduce the staff time in reading meters and will open opportunities for considering other utility billing options.
  - A great amount of time is spent reading water meters quarterly. Currently, 2 employees walk the whole city each time this task needs to be done.
- 2. Extend Fiber Optic to the water plant and to future city buildings-this provides the connectivity needed for the department to be connected with other city departments, while also providing regional opportunities in the future.

We currently have a couple of different software systems/data bases that we work from, but don't fully utilize their potential as it's difficult to merge systems or data bases. We also have problems within our department as our locations are not within close proximity to City Hall, and are not close to each other. The extension of fiber optic to these facilities would help alleviate some of these concerns.

**Performance Measure:** Citizens rating of the overall recreational services provided by the City of Waite Park.

1. Review opportunities where traffic cameras, web cameras, and/or wireless cameras can be used to assist with keeping track of amounts of snow fall, security, and also monitoring activities at park facilities including the splash pad, skating rinks etc.

With the advent of traffic cameras being installed throughout our city and/or installing our own cameras at certain locations, we could take advantage of using these for staff purposes by being able to monitor from our own offices or through a secure online locations in order to make decisions on a number of different action items. i.e. skating rinks lights are turned off and on by use of web based software. If cameras reveal there is no usage and weather projections indicate that usage will not be there, a person could go online and see that no one is using the facility and shut off the lights thus saving money. This same technology can be helpful with snow and ice on streets, traffic problems and so forth.

Performance Measure: The citizen's rating of the quality of fire protection services.

- 1. Fire prevention information available on the internet would allow for convenient, quick and efficient avenues to prevent fires. Information could include pamphlets, handouts, common questions and tips in regards to fire prevention.
- 2. Increasing the number of properties with fire preplans would allow responders to more efficiently suppress fires; thus, limiting damages and possibly saving lives.

NOTE: fire preplans are documents that the fire department creates for each property (or at least businesses and apartment buildings) that physically displays the best way to enter/exit a building, where important/hazardous obstacles may be and lets the Fire Department log any other pertinent information.

3. Creating fire prevention pamphlets that are multi-lingual would break down some of the fire prevention cultural barriers within Waite Park.

NOTE: One of the largest obstacles of fire prevention is getting information out to citizens—Waite Park has a significant population that does not speak English. Creating multilingual fire prevention information will significantly combat this problem.

4. Allowing for property owners/businesses to fill out business registration forms online would ensure accurate information for first responders; thus, reducing errors and increasing efficiencies.

NOTE: every Waite Park business is required to have a "Business Information" form on file at city hall. This form is used during by emergency responders and building inspectors to ensure the correct contact and demographic information is on hand for any given business.

- 5. Consider ways to attract and retain firefighters.
- a) Increase the number of applications for firefighter openings by means of collaboration with local businesses, posting openings in more locations than the standard city outlets (i.e. SCSU, Rasmussen, Minnesota School of Business, St. Cloud Tech, St. Cloud Help Wanted.com).
- b) Consider reviewing day time vs. night time response to determine where our needs for better recruitment exist.
- c) Consider allowing more flexibility of those that don't meet the current response criteria. Should there be exceptions for those working within Waite Park that can respond during the day to calls?
- d) Consider reaching out to the business community to seek out firefighters by encouraging them to allow their employees to be fire fighters.
- (6) Enhance technology on the trucks that would provide access for firefighters to information while in route to the scene. This could include information such as pre-fire plans, water main sizes and locations, types of recent calls made to the location and if there are pets registered at the location. Access to this information would allow firefighters to provide even better service to the citizens of Waite Park while increasing their safety by being better prepared when arriving on scene.
- a) Consider using retired firefighters to assist with fire pre-plans. This is great way for them to continue to be involved in the department while also allowing the department to use their expertise to get necessary information needed to respond to fires.

#### 2013 State of the Cities Status Report & Citizen Input:

General:

Rate the overall quality of the services provided by the City of Waite Park.
Rate the appearance of the City of Waite Park
Percent change in the taxable market value

We have updated our servers and computer systems and begun placing more information on the website that includes more development processes making it easier for customers to understand the requirements. We are also reviewing possibilities of updating our website and researching the costs of completing this work. The City has been working the past year with Minnesota School of Business on ways to update our logo and our brand. Focus this next year will be on completing a survey of our community to provide us with some input on the direction we go with creating this. The City has streamlined some of our processes dealing with enforcement alleviating the staff time involved along with providing more information upfront to customers on issues. Administrative citations have also been put into effect for those that chose not to comply. We have attempted collaboration with other agencies. While it seems

to work at the officer level quite well, collaboration on a larger scale has been challenging given some of the politics involved. We have made some progress within dispatch in this area and will focus on working with other agencies related to the types of crimes that have evolved in our community.

Taxable Market Value Information: The City of Waite Park has seen a decrease in the taxable market value as seen below. Some of these changes have impacted our levy and need to increase the levy. In addition, the City does not receive Local Government Aid and was impacted by the market value exemption. Stability in the tax system is important moving forward to allow the City to plan for future needs and services.

<u>Taxable Property Market Value</u> 2011 Payable 2012 - \$627,319,300 2012 Payable 2013 - \$606,437,600

Citizen Input: Would like to see more forms online making it easier for the customer including online payments. Also would like to be notified of city events electronically. Residents do not want the costs of enforcement affecting all residents only those that chose not to comply. Not everyone should have to pay for the few that do not comply. Public safety is an important to continue focusing our efforts on as crime continues to increase and become more serious in nature. We need to continue to find ways to work on efforts that benefit our community. Business owners expressed concerns with the increase in taxes. Their taxes went up substantially over the past year and have become more interested in understanding the reason being many of their market values have decreased.

Police:

The citizen's rating of safety in the Waite Park community Part I and II crime rates for the City of Waite Park

The police department has added an additional part time police officer and will be seeking an additional officer in the next year. Efforts this past year have been with reaching out to the senior citizens in Waite Park. The Senior and Law Enforcement Together group has created a senior center in the downstairs of city hall. It has been a great way to connect with this segment of our population. In addition, training has been focused on some of the various ethnic groups within the community as a way to reach out to other facets of our community. The police department has increased its use of volunteers to alleviate some of the costs of staffing that have been discussed. Volunteers have contributed over 1,500 hours to the department in the last year. Efforts this next year will be on looking at technology improvements and ways that we can allow citizens to complete non-emergency crimes online. Collaborative efforts with adjacent cities and agencies will continue.

Part 1 crimes for 2011 totaled 816 and Part II crimes totaled 396. A chart with the breakdown of these crimes is included. These have increased over the previous years.

Citizen Input: Pleased with the senior center and the relationship the police department has established with this segment of our population. Concerns have been expressed with some of the rental property in the community and would like to see more efforts concentrated on addressing enforcement in these areas. These properties house many criminals that create concerns for the community. The types of crimes are also concerning to the public and believe that pursuing collaborative efforts to address these crimes that are in the best interest of our city would be a way to address some of this given many of these crimes occur in the adjacent cities as well. It will also allow us to pool our resources to be more effective to address the crime.

Public Works: The citizen's rating of the road conditions in the City of Waite Park.

The citizen's rating of the quality of snowplowing services

The City has been able to continue with our seal coating which allows us to put our streets on a 7-10 year rotation. We are also looking at the conditions of the roads and the alleys and will focus efforts this next year on maintenance. Snowplowing has been a challenge given the amount of snow that has been received. We continue to identify equipment needs and

**Citizen Input:** Many of the alleys need to be repaved. There are also some roadways that need to be improved including 2<sup>nd</sup> Avenue North, the frontage road by Slumberland, and 1<sup>st</sup> Street South is some examples. Snowplowing has been good and residents are satisfied with how its been handled.

Public Works: The citizens rating of the overall quality of the water and sewer services provided by the City of Waite Park.

The City has spent the last year evaluating our water and sewer rates. Both have increased over the last several years. The sewer rates are a result of the regional waste water treatment expansion with the other area cities and are really not something the City has much control over at this point. The water rates have increased as a result of the water bond and inflation in addition to a lack of development. The past year, the City has evaluated the system and has developed a plan to look at minimizing future increases. In addition, the City has begun to look at new meters and some newer technologies that will assist with reducing staff time with reading water meters. The City is also looking at online payments for residents and considering changing the billing cycle to either monthly or bi-monthly verses quarterly.

**Citizen Input**: Concern with the increases in the cost of utilities. Some have suggested online payments or credit card use. There is also some interest in monthly billing but others like the bill quarterly.

Public Works: The citizens rating on the overall recreational services provided by the City of Waite Park.

The City continues to add trails and amenities to our park system. This past year has focused on improvements to our splash pad. Turf around the playground equipment has been installed and will hopefully reduce some of the issues with the water system on the splash pad. Volunteers have been great to provide their help with our landscape beds throughout our parks system.

**Citizen Input**: Many are pleased with the healthy living trail and the splash pad and believe they have been great amenities to our park system in Waite Park. Some have expressed concerns with vandalism in some of the parks and have requested that the City look at ways to address this.

#### Fire: The citizen's rating of the quality of fire protection services.

The Fire Department has a new fire chief in place after the former chief has retired. Efforts in the department have been on recruiting new firefighters as there are several that are planning on retiring in the next year. The department is working on their internal policies and also focusing efforts on the maintenance of their equipment to ensure that it is up to date and working properly.

**Citizen Input**: There has been a general sense of satisfaction by the residents of the fire department. Some have expressed a desire to see the fire department provide more fire prevention education to businesses as time allows.

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# **Community Input Forum Results**

Service Public Works Animal Control	Description of Service Handles issues related to domestice and wild animals 24/7. Licenses domestic animals, enforces animal control ordinance and addresses animal complaints	Question I am satisfied, unsatisfied or have no opinion on this service provided by the City.	Satisfied%	Unsatisfied%	No Opinion%
Yard Maintenance  Recreational Activit	Includes maintaining all yard waste, brush, tree trimming, and special refuse pick ups.  Recreational services provided by	I am satisfied, unsatisfied or have no opinion on this service provided by the City.  I am satisfied, unsatisfied or have no	84%	8%	8%
Public Utilities	the City including ice skating and hockey rinks, indoor gym use, park pavillion, and splash pad.  Provide water and sewer services	opinion on this service provided by the City.  I am satisfied, unsatisfied or have no	79%	3%	18%
Waste Collection/G	including meter installation, meter reading, shutoffs, and billing.	opinion on this service provided by the City.  I am satisfied, unsatisfied or have no opinion on this service provided by	100%	ON TOTAL	0%
Snow Removal	Clearing streets, alleys, trails, sidewalks by means of plowing and salt/sanding pavements.	the City.  I am satisfied, unsatisfied or have no opinion on this service provided by the City.	100%	0%	0%
Police Non-Emergency Po		I am satisfied, unsatisfied or have no opinion on this service provided by the City.	100% 74%	2%	. 0%
Community Policing	Services Provided to the community as it relates to crime prevention and education including child safety, crime prevention, and educational initiatives.	I am satisfied, unsatisfied or have no opion on this service provided by the City.	55%	8%	36%
Police Administrativ	Processes requests for police records, provide fingerprinting services for employers and individuals, and process background information requests. Additional services include returning recovered stolen property,, subpeona services for court or public hearing, and issuing parade, gun, and hunting permits.		100%	336	9%
Emergency Call Re	sponse Respond to any emergency call dispatched through Stearns County. These include in progress crimes, medical, accidents, etc.	I am satisfied, unsatisfied or have no opinion on this service provided by the City.	95%	9%	5%
Community Develop Planning & Zoning	Meets with prospective developers on potential future development projects, addresses existing business concerns, and answers questions of propective developers or residents on projects.	I am satisfied, unsatisfied or have no opinion on this service provided by the City.	96%	0%	43%
Building Permit Pro Enforcement	Reviews applications and plans, issues permits, processes land use applications, and enforces building and zoning codes on any development activity on commercial properties including building, fire, rental, nuisance issues and zoning.	I am satisfied, unsatisfied or have no opion on this service provided by the City.	81%	6%	13%
Administration Information Techno	Maintains city-related information to the public on the public information channel including rebroadcast of council, planning, and park board meetings. Provides other related information regarding the City on city's web page.	I am satisfied, unsatisfied or have no opinion on this service provided by the City.	76%	0%	2496
Fire Fire Emergency Ro	materials, car accidents, animal rescue, and ice water rescue in the community including wet stuff and red stuff.	I am satisfied, unsatisfied or have no opinion on this service provided by the City.	87%	100	Control of the contro
Weather Spotting  Fire Prevention	Responds to potential weather threats for the area and identifies potential storms conditions and reports them to Dispatch for alerts to the public.  Provides fire education to schools	I am satisfied, unsatisfied or have no opinion on this service provided by the City.  I am satisfied, unsatisfied or have no	69%	8%	25%
	and businesses. Completes fire inspections as it relates to fire prevention to the business or community requesting it.	opinion on this service provided by the City.	100%	0%	