

Resolution No. 2023-60

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; and

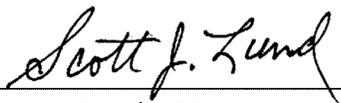
Whereas, any city participating in the comprehensive performance measurement program is also exempt from levy limits for taxes, if levy limits are in effect; and

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, 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 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 12th day of June, 2023.



Scott J. Lund – Mayor

Attest:



Melissa Moore – City Clerk



2022

Performance Measures Report



City of Fridley | 2022 Performance Measurement Report

In 2019, the City of Fridley (City), under the general direction of the City Manager, formed the Process Management Team (PMT) to improve the efficacy of City programs and services. The PMT consists of staff from each department, trained in continuous improvement, performance measurement, problem solving and leadership development.

The PMT seeks to improve business processes by reducing waste and enhancing quality. To measure the success and efficacy of key City processes, the PMT facilitates the City's participation in the Minnesota Local Performance Measurement Program (Program) offered by the Office of the State Auditor (OSA) in conjunction with Council on Local Results and Innovation.

By formally reporting on at least 10 of the 29 performance measures identified by the Program to the OSA, the City may receive two benefits: 1) A per capita reimbursement of \$0.14, and 2) An exemption from property tax levy limit if they are in effect. To participate in the Program, the City Council must adopt the minimum number of performance measures, report them at least annually to residents and submit a document detailing the actual results.

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 12, 2023, the Fridley City Council adopted a resolution authorizing the Performance Measurement Committee to submit the 2022 Performance Measurement Report to the Office of the State Auditor.

PMT Members

Melissa Moore, City Manager's Office
Olivia Raun, Communications & Engagement
Mikey Oman, Employee Resources
Cody Rossetti, Parks and Recreation
Jessica Nelson-Roehl, Parks and Recreation
John Odenthal, Public Works
Anna Smieja, Finance

Danielle Herrick, City Manager's Office
Stacy Stromberg, Community Development
Jeannie Benson, Public Works
Maddison Zikmund, Public Safety - Fire
Karen Fischer, Public Safety - Police
Touyia Lee, Public Works



City of Fridley Standard Performance Measures

For the Year Ended December 31, 2022

General	2018	2019	2020	2021	2022
Percentage change in Taxable Market Value	6.56%	12.81%	12.08%	6.29%	5.84%
Nuisance code enforcement cases per 1,000 population	49.35	58.72	33.86	35.18	28.63
Bond rating	Aa2	Aa2	Aa2	Aa2	Aa2
Accuracy of post election audit	Not selected for audit	Not selected for audit	Not selected for audit	Not selected for audit	100%
Police Services					
Part I Crime Rates	1,100	1,148	1,329	1,312	1,400
Part II Crime Rates	1,461	1,163	1,007	842	796
Part I Crime Clearance Rates	26%	28%	24%	32%	31%
Part II Crime Clearance Rates	52%	52%	42%	50%	48%
Average police response time	3:12 Minutes	3:33 Minutes	3:53 Minutes	5:39 Minutes	5:39 Minutes
Fire & EMS Services					
Insurance industry rating of fire services	Class 3	Class 3	Class 3	Class 3	Class 3
Average fire response time	6:00 Minutes	5:47 Minutes	6:07 Minutes	6:07 Minutes	5:38 Minutes
Fire calls per 1,000 population	91	94	114	102	112
Number of fires with losses resulting in investigation	45	44	39	40	31
Streets					
Average city street pavement condition rating	6.92	6.50	6.84	6.80	6.81
Expenditures for road rehabilitation per paved lane mile rehabilitated	N/A	\$194,894	\$213,794	\$210,025	\$212,700
Percentage of all jurisdiction lane miles rehabilitated in a year	0%	0.51%	3.148%	2.58%	1.58%
Average hours to complete road system during snow event	7.33	6.28	7.39	7.25	7.25
Water					
Operating cost per one million gallons of water pumped/ produced	\$1,846	\$1,957	\$1,868	\$1,886	\$1,987
Sanitary Sewer					
Number of sewer blockages on city system per 100 connections	.060	.048	.036	.012	.071



Taxable Property Market Value	2018	2019	2020	2021	2022
Percentage change	6.56%	12.81%	12.08%	6.29%	5.84%
Taxable Market Value	\$2,411,702,930	\$2,720,564,453	\$3,049,186,337	\$3,240,926,104	\$3,977,804,222

Source: Anoka County and City Assessing Division

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 a taxing jurisdiction applies those exclusion, the market value becomes the Taxable Market Value (TMV).

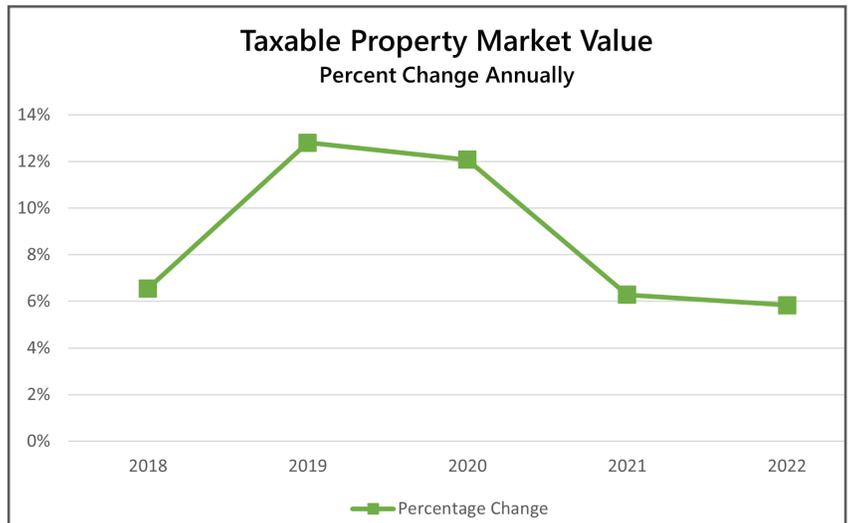
Why does it matter?

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 five years the City has experienced growth in its TMV. 2019 and 2020 were an anomaly triggered by historically low interest rates, pandemic-related stimulus and historically low housing inventory. The percentage in the TMV has stabilized to an average growth rate of 6% as tax capacity is shifting from residential to commercial, industrial and apartment properties.

The redevelopment of Holly Center, the completion of Fridley Station Village apartments and the Fridley Senior Addition have added additional tax base to the City.





Nuisance Code Enforcement Cases	2018	2019	2020	2021	2022
Cases per year	1,369	1,629	992	1,041	868
Population per year	27,742	27,742	29,300	29,590	30,313
Cases per 1,000 residents	49.35	58.72	33.86	35.18	28.63

(# 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?

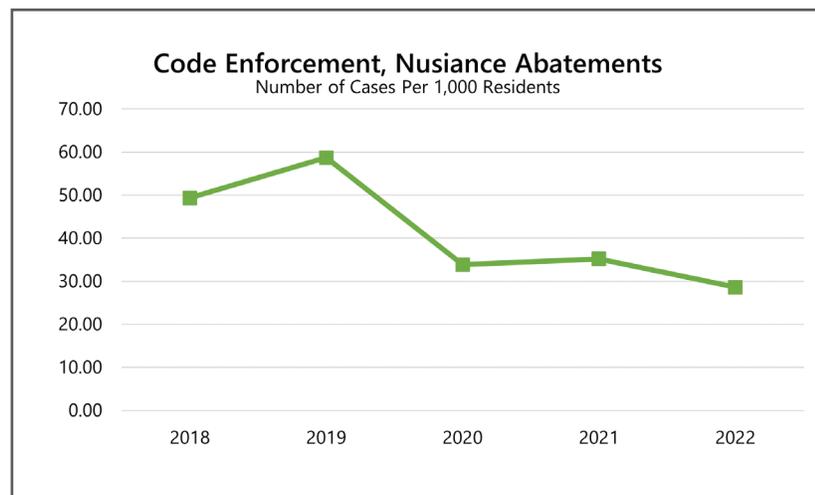
The City must preserve and protect the general welfare of its residents, including the abatement and prevention of public nuisances. Minnesota Statute § 561.01 states “Anything which is injurious to health, or indecent or offensive to the senses, or an obstruction to the free use of property, so as to 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, garbage 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?

Between 2017-2019, nuisance code enforcement cases per 1,000 residents rose due to a renewed compliance effort and the expansion of the Fridley City Code to include back or rear yard storage in 2019. The cases dropped in 2020 due to a decrease in bank-owned properties and code enforcement visits due to the COVID-19 health pandemic. In 2021 and 2022 nuisance code enforcement cases have returned to more typical caseloads for City operations.





Moody Bond Rating	2018	2019	2020	2021	2022
Rating	Aa2	Aa2	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 (2022) notes the healthy financial reserves, stable operations and strong redevelopment activities.



Election Cycle	2017	2018	2019	2021	2022
Accuracy of post election elected	Not Selected for Audit	100%			

Source: City Clerk Division

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?

The City had not been selected for audit for several years. In 2022 the Anoka County Canvassing Board randomly selected Ward 2 Precinct 1 for a post election audit. Ballots were hand counted by Election Judges for Governor, United States Representative and Secretary of State. Results of the hand count matched the results reported by the City’s vote counting equipment from Election Day.



	2018	2019	2020	2021	2022
Part I Crime	1,100	1,148	1,329	1,312	1,400
Part II Crime	1,461	1,163	1,007	842	796
Total	2,561	2,311	2,336	2,154	2,196

Source: City Police Division

Part I and Part II Crime Rates

What is it?

Crimes committed by perpetrators 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?

The Police Division responds to thousands of calls for service each year. Generally, Fridley experiences the same trends as the national average for both classifications and is similar to comparable surrounding communities.

Part I Crimes remained steady in 2022. At the same time, less violent Part II Crimes decreased to the lowest rate in five years. These changes were also consistent with the national average. In Fridley, the Police Division saw a decline in fraud and forgery, which may be attributed to businesses taking stronger actions regarding accepting checks and credit cards.



	2018	2019	2020	2021	2022
Part I Clearance Rate (%)	26%	28%	24%	32%	31%
Part II Clearance Rate (%)	52%	52%	42%	50%	48%

Source: City Police Division

Part I and Part II Clearance Rates

What is it?

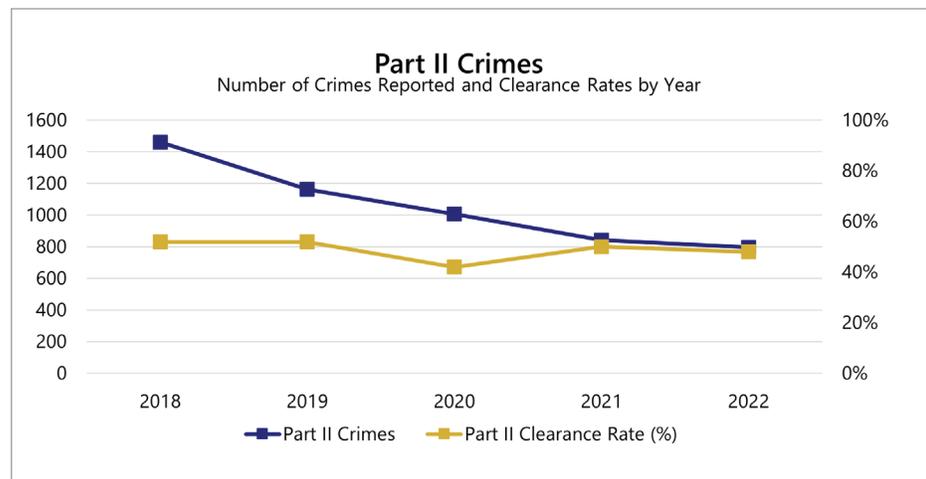
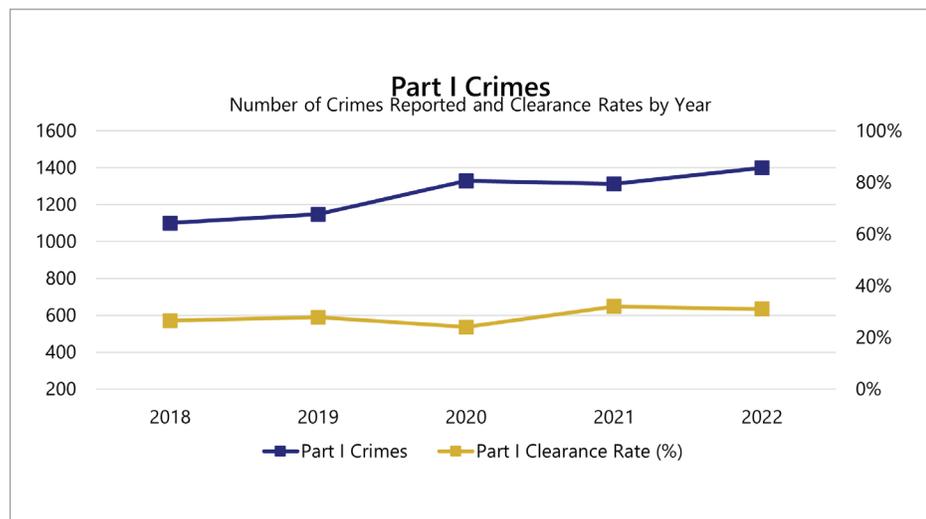
Clearance rates measure the number of calls for service involving Part I and Part II crimes leading to various resolutions including warnings, citations or even arrests. The clearance rate is calculated by dividing the number of crimes that are cleared by the total number of crimes recorded.

Why does it matter?

The Police Division promotes the safety of the community and the feeling of security through the maintenance of law and order. This includes following through and applying legal penalties for violations.

What does the data tell us?

Evaluating the rate at which Part I and Part II crimes are cleared is often used as a measure of effectiveness in solving crimes.





	2018	2019	2020	2021	2022
Average police response time	3:12 minutes	3:33 minutes	3:53 minutes	5:39 minutes	5:39 minutes

Source: City Police Division

Average Police Response Time

What is it?

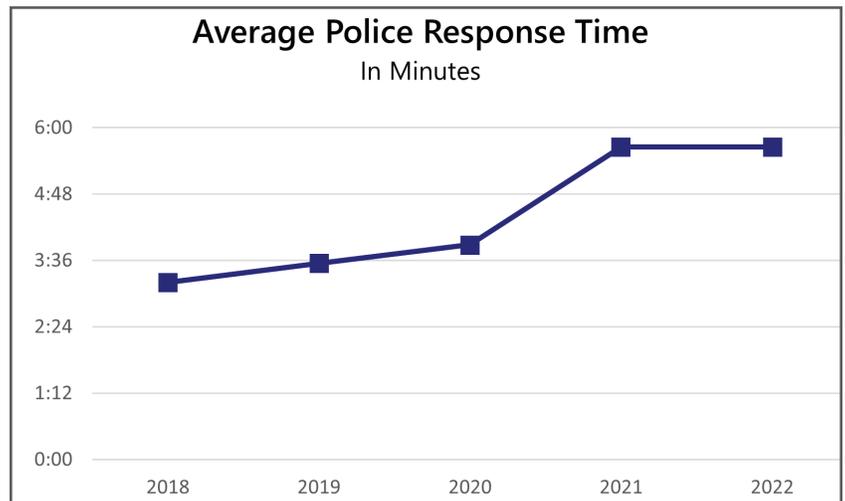
The average police response time details calls for service through the Anoka County Dispatch Center. The times do not reflect calls for service initiated by staff in the field. The measurement analyzes the amount of time from when an officer was sent on a call, to when the officer indicated they arrived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

Why does it matter?

The 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?

Response times saw an increase in 2021. This is due to new hires, training shifts, and operating at shift minimums. New officers can take a bit longer to respond to calls as they learn the layout of the City, and lower priority calls have had to wait longer than usual to be resolved due to staffing.



However, this increase in response time does not apply to urgent calls. Anoka County dispatch prioritizes calls on a scale of 1-5. Level 1 and 2 calls are urgent. If all Fridley officers are engaged in calls for service when an urgent call comes in, the City has mutual aid agreements with neighboring communities.



	2018	2019	2020	2021	2022
Insurance industry rating of fire services	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 one to 10 (one is the best, 10 is the worst) that indicates how well-protected your community is by the fire service. Insurers then use it to help set business and homeowner insurance rates. The more well-equipped a fire service 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’s size, and staffing fire stations with the minimum amount of trained firefighters.

What 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. This rating is typical of a city the size of Fridley.



	2018*	2019	2020	2021	2022
Fire calls per 1,000 population	91	94	114	102	112

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?

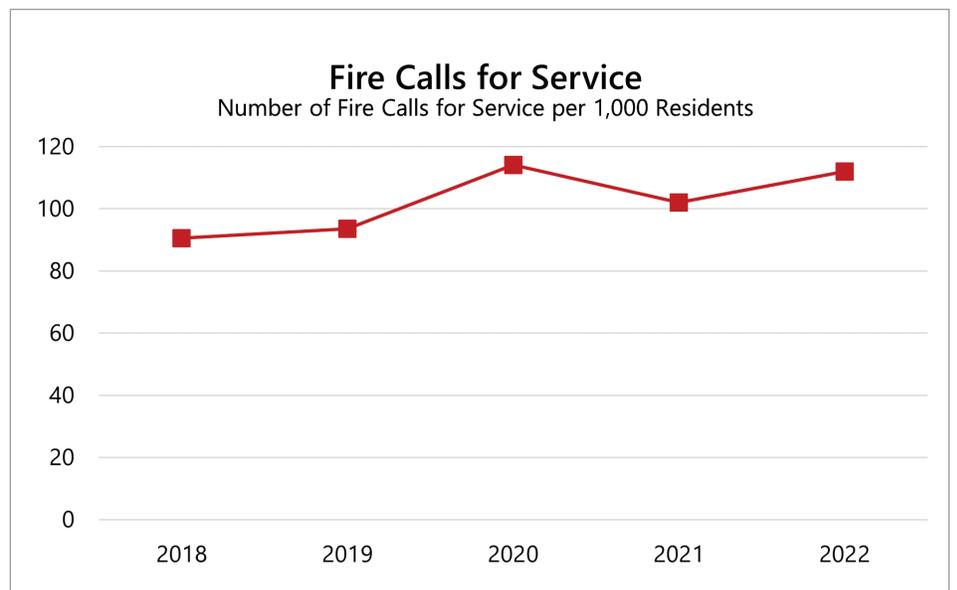
The Fire Division responded to 3,372 emergency calls in 2022. Based on the number of calls and total residents, there were 112 emergency responses per 1,000 Fridley residents.

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.

What does the data tell us?

In 2020, the Fire Division began responding to medical calls related to the pandemic, which speaks to that year’s increase. 2021 and 2022 numbers should demonstrate the City’s new average calls for service for a slightly increasing population.





	2018	2019	2020	2021	2022
Average fire response time	6 minutes	5:47 minutes	6:07 minutes	6:07 minutes	5:38 minutes

Source: City Fire Division

Average Fire Response

What is it?

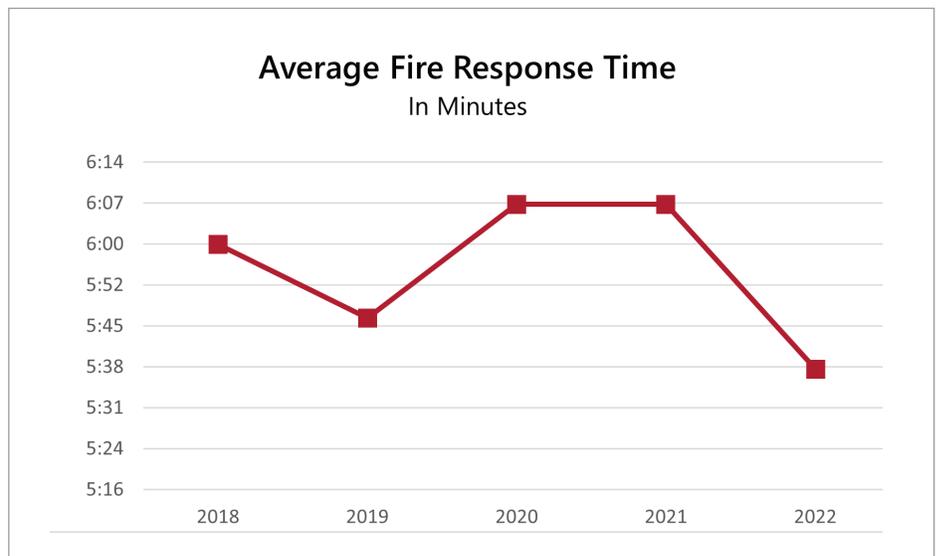
When fire services analyze their response times, they are really analyzing seconds in time. For example, the National Fire Protection Association (NFPA) 1710 standard states that “[T]he fire department’s fire suppression resources shall be deployed to provide for the arrival of an engine company within 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 minutes.

Why does it matter?

When measuring the effectiveness of fire protection services, 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?

The decrease in response time is related to an update to how the City reports response times. Now following industry best practices, the City reports response times for the first arriving fire apparatus with two or more personnel on board.





	2018	2019	2020	2021	2022
Number of fires with loss resulting in investigation	45	44	39	40	31

Source: Fire Division

Number of Fires Resulting in Investigation and Financial Loss

What is it?

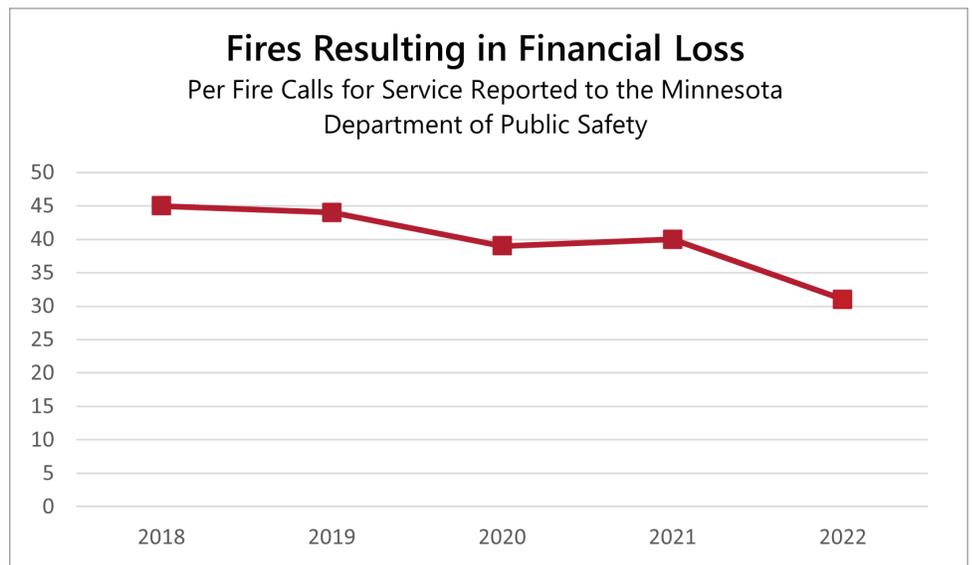
U.S. fire departments have reported an estimated 358,500 residential home fires each year. On average, there were about 2,695 deaths, 12,000 injuries and property damage averaging \$7 billion throughout the U.S. per year. Residential home fires usually start from open flames, accidents, and cooking,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

The data represents a general plateau of fires resulting in a financial loss. The Fire Division has been effective in limiting the number of significant fires and providing the same level of service, even as the city has grown in value and population with residential development.





	2018	2019	2020	2021	2022
Average City street pavement condition rating	6.92	6.5	6.84	6.8	6.81

Source: Engineering Division

Average City Street Pavement Condition Rating

What is it?

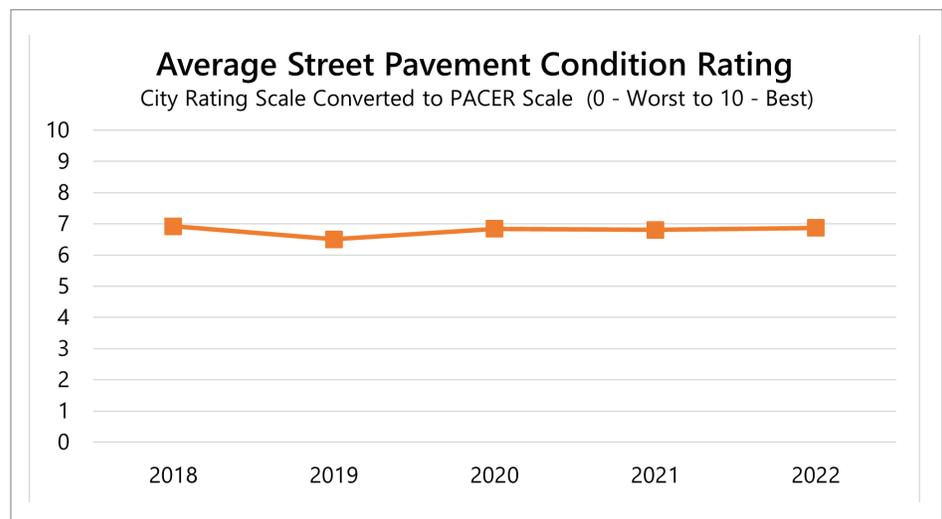
Public Works employees inspect City streets each year. Each street is given a rating on the Pavement Surface Evaluation and Rating (PASER) scale based on cracks, utility cuts and imperfections on the roadway. On the scale, zero is the worst and 10 is the best. Data previous to 2019 was based off of a 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. Year-over-year data may not reflect a fully accurate comparison due to conversion of old ratings to the new PASER system. The rating remained nearly the same in 2022 due to the offset of degradation through improvements and repairs made.





	2018*	2019	2020	2021	2022
Expenditures for road rehabilitation per paved lane mile rehabilitated	N/A	\$194,894	\$213,794	\$210,025	\$212,700

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

Expenditures for Road Rehabilitation Per Paved Line Mile Rehabilitated

What is it?

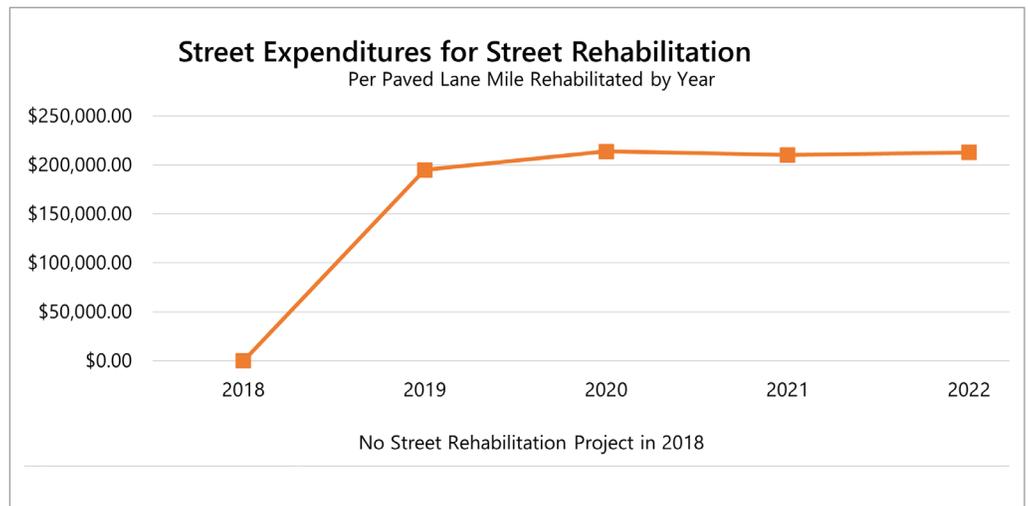
This data is measuring the cost per mile for major reconstruction of roadways. The amount is influenced by the roadway characteristics and the length of roadway segments completed in a given year.

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 demonstrates efficiency in use of funds. The streets selected in 2022 for major rehabilitation required more extensive repair due to their condition and were more costly to repair due to their width. Construction cost escalation was a contributor to the increase as well.





	2018*	2019	2020	2021	2022
Percentage of all jurisdiction lane miles rehabilitated in the year	N/A	0.51%	3.15%	2.6%	1.58%

Source: Engineering Division

Percentage of All Jurisdiction Lane Miles Rehabilitated in the Year

What is it?

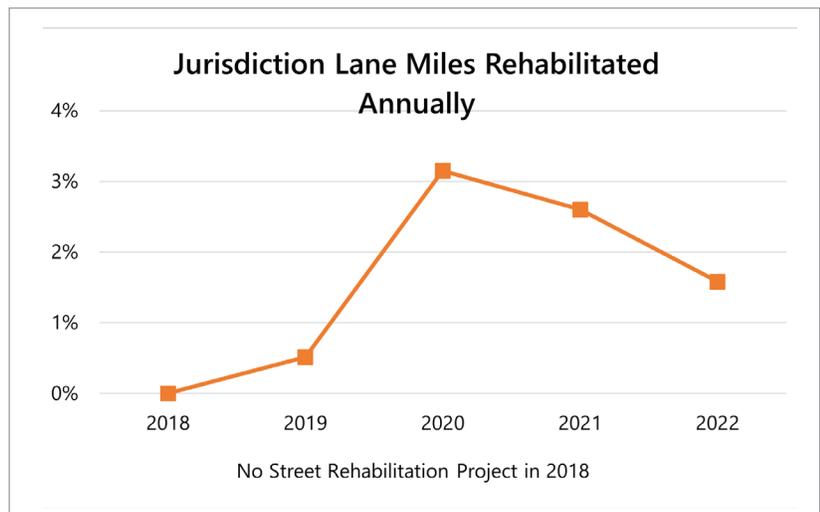
The data reflects how many lane miles out of the total miles within the City are being rehabilitated every year. The goal is to average 2.5% per year.

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 since 2020. This is related to project delivery factors (how long it takes to receive permits, amount of funding and coordination with other government agencies). 2022 was near the City’s target of 2%, which was higher than anticipated due to significant staffing changes in the City’s Engineering Division.





	2018	2019	2020	2021	2022
Average hours to complete road system during snow event	7.33 hours	6.28 hours	7.39 hours	7.25 hours	7.25 hours

Source: Streets Division

Average Hours to Complete Road System During Snow Event

What is it?

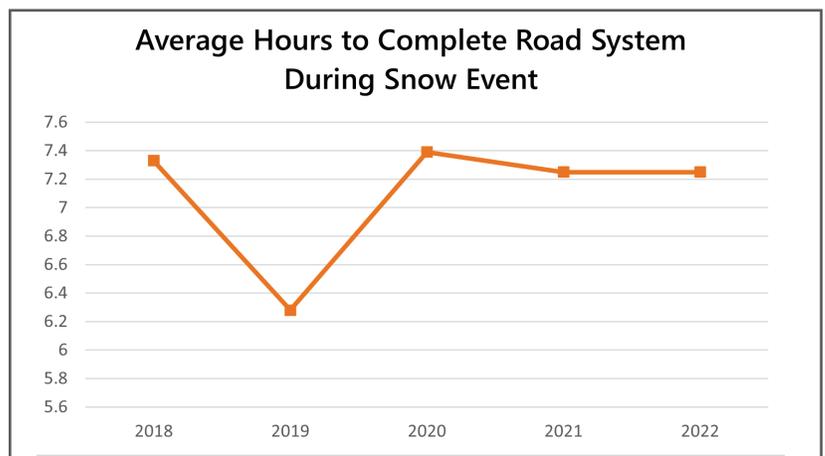
The amount of time, in hours, it takes for City plows to clear City streets. The Public Works department clears 87 miles of streets, 29 miles of trails, and 12 miles of sidewalks. In total, the City clears 180 street lane miles. Street lane miles account for both sides of the roadway being cleared.

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.





	2018	2019	2020	2021	2022
Operating cost per one million gallons of water pumped/produced	\$1,846	\$1,957	\$1,868	\$1,886	\$1,987

Operating Cost per 1 million 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 and repairs, among other items.

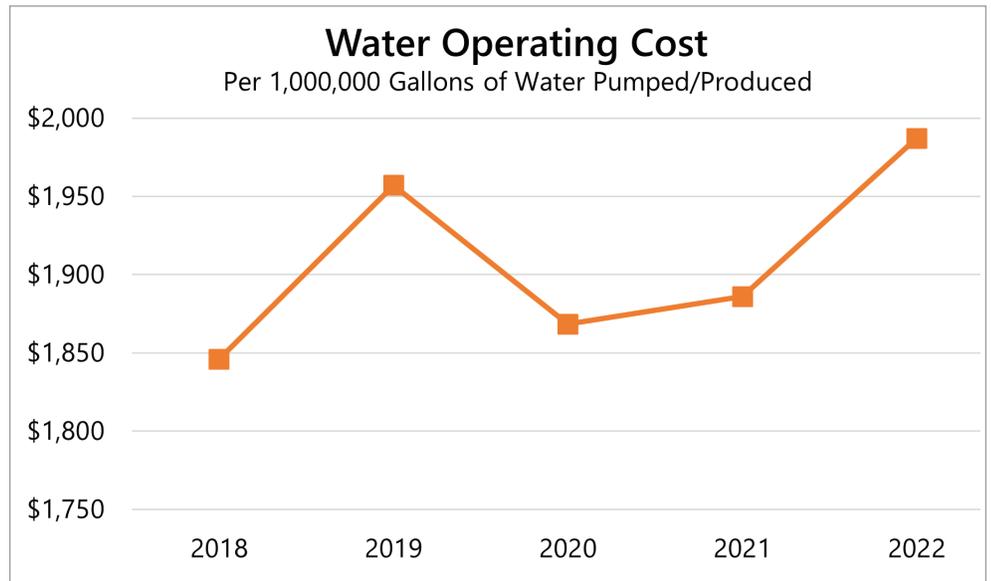
Why does it matter?

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.





	2018	2019	2020	2021	2022
Number of sewer blockages on City system per 100 connections	0.060	0.048	0.036	0.012	0.071

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 the Public Works Department 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 Sanitary 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. The increase in 2022 can be attributed to an increased use of non-flushable wipes that clog the sewer system.

