

City of Minnetonka



Strategic Profile 2012 - 2013 Report



Presented and approved May 20, 2013

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Spirit of Minnetonka Award Winners



2013	Steve Malecha
2012	Fong Yang
2011	Larry Schnack
2010	Elise Durbin
2009	Joe Wallin
2008	Bob Manor
2007	Gary Lauwagie
2006	Jo Colleran
2005	Virg Herrmann
2004	Desyl Peterson
2003	Dean Elstad
2002	Amy Cheney
2001	Sandy Surges
2000	Sandy Streeter
1999	Kathy Magrew
1998	Mike Johnson
1997	Wendy Anderson
1996	Bert Tracy
1995	Ron Rankin





Our Mission

Provide the **core public services** residents and business rely upon in their daily lives, while striving to preserve and enhance the distinctive character that makes Minnetonka a **special place to live**.

Our Vision

Minnetonka will be the **community of choice** where people live, work, play and conduct business in a **naturally beautiful environment**.

Our dedicated employees will deliver **dependable, quality services** with a **positive, helpful attitude**.

Our Guiding Principles

- We will focus on excellent **Customer Service** by striving to do the right thing, at the right time, for the right reason to meet the needs of our customers.
- We will set the standard for **innovative leadership** by forging collaborative partnerships, adopting new technologies and promoting effective service delivery.
- We will foster **open and inclusive communication** to encourage community involvement, and to maintain the trust and respect of those we serve.
- We will live our **shared values** of authentic communication, contagious enthusiasm, shared success, outcome focused teamwork, adaptable learning and innovation, and healthy human relationships.

Adopted May 16, 2011

The Organization

Minnetonka is a charter city with a council-manager form of government. Minnetonka is represented by seven elected officials, including the mayor and six council members.



Administrative functions are the responsibility of the city manager who oversees the Administrative Services, Legal, Community Development, Engineering, Finance, Police, Fire, Recreation Services and Public Works departments.

Organizational Culture: The city of Minnetonka is an organization committed to excellence and integrity with a reputation as a leader and innovator in the Twin Cities. The key to success for the city is its *shared values* of the entire organization:

- *Adaptable Learning & Innovation*
- *Authentic Communication*
- *Healthy Human Relationships*
- *Contagious Enthusiasm*
- *Outcome Focused Teamwork*
- *Shared Success*

Community Organizations: Minnetonka has several organizations founded on the principles of giving back to the community. Some of the community and service organizations that are part of the community include: Music Association of Minnetonka, Minnetonka Rotary Club, ICA Foodshelf, Resource West, Glen Lake Optimists, Twin West Chamber of Commerce and the Minnetonka Historical Society.

City Services

Administrative Services: Manages routine operations of the city, including communication with elected officials, human resources, information technology, public relations, elections and official city records.

Community Development: Administers inspections, environmental health, building permits, planning and zoning, licensing and housing and redevelopment.

Engineering: Oversees design, management and construction of the city's infrastructure.

Fire Department: Performs fire suppression, rescue, fire code enforcement and public fire education. The department includes 80 paid-on-call firefighters and five full-time staff.

Finance: Provides budget preparation, capital planning, assessing, payroll, utility billing, purchasing, investments and city asset management.

Legal Department: Handles most of the city's criminal and civil legal work.

Police Department: Engages in a community policing philosophy, focusing on building relationships with residents, schools and businesses. The department includes 56 sworn officers and 19 non-sworn support members.

Public Works: Maintains the city's infrastructure and includes natural resources and forestry, recycling, parks and trails, water and sewer utilities, streets, buildings and fleet.

Recreation Services: Offers year-round programming and operates several facilities including the Community Center, Williston Fitness Center, indoor ice arenas and a marina.

Regional Leadership: Minnetonka is proud to be a regional leader in innovative and precedent-setting solutions. City staff are encouraged to be at the cutting-edge of issues facing the city and the Twin Cities. City officials enjoy sharing new approaches to problems by contributing time and ideas to regional organizations such as the League of Minnesota Cities and with their respective professional organizations.

Major Goals	Key Strategies
<p>We will be <i>responsible stewards</i> of the city’s physical assets, human capital and financial resources</p>	<ul style="list-style-type: none"> → Providing good value for the dollars entrusted to us. → Managing for the long-term to ensure the city’s ongoing ability to provide quality services at a reasonable price. → Sustaining core services and continuing infrastructure investments, while living within our means.
<p>We will protect and enhance the unique <i>natural environment</i> of our community</p>	<ul style="list-style-type: none"> → Carefully balancing growth and development with preservation efforts that protect the highly valued water and woodland resources of our community. → Developing and implementing realistic long-term plans to mitigate threats to water quality, urban forests, and the unique natural character of Minnetonka. → Taking an active role in promoting energy and water conservation, sustainable
<p>We will maintain quality <i>public safety</i> for our residents and businesses</p>	<ul style="list-style-type: none"> → Implementing appropriate recommendations in the Public Safety Management and Operations Study to address the evolving police, fire and emergency service needs of our community, including an aging and more diverse population → Providing seamless, coordinated and integrated public safety services through common protocols and shared practices among departments and personnel. → Leading collaborative efforts with other agencies to cost-effectively provide quality public safety services, with an emphasis on coordinated technology, equipment and programs.
<p>We will work to meet the <i>transportation</i> needs of our residents and businesses</p>	<ul style="list-style-type: none"> → Providing and preserving a quality local street system, based on a financially sustainable plan for reconstruction and ongoing maintenance. → Collaborating with our state, regional and local partners in the timely development of shared highways and streets. → Actively participating in regional light rail planning and development to ensure that community needs and interests are served.
<p>We will support well-planned, responsible <i>community development</i></p>	<ul style="list-style-type: none"> → Carefully balancing individual property rights with community-wide interests, while respecting the unique character of Minnetonka’s neighborhoods. → Initiating programs and policies that broaden housing choices to both meet the needs of our aging population and attract young residents. → Actively promoting the vitality of designated village centers, which integrate uses and connect people to commercial, residential, employment, and public activities. → Supporting business retention and expansion and attracting new businesses to help our private sector be economically competitive.
<p>We will provide excellent <i>recreational</i> amenities</p>	<ul style="list-style-type: none"> → Offering a full range of programs for people of all ages and ability levels. → Responsibly maintaining our parks, trails and recreational facilities, while fairly balancing user fees with general community support. → Renewing, expanding and maintaining a trail system to encourage outdoor recreation, and improve the connectivity and walkability of the community.

We will be *responsible stewards* of the city's physical assets, human capital and financial resources

Key Strategies

Providing good value for the dollars entrusted to us.

Managing for the long-term to ensure the city's ongoing ability to provide quality services at a reasonable price.

Sustaining core services and continuing infrastructure investments, while living within our means.

Progress

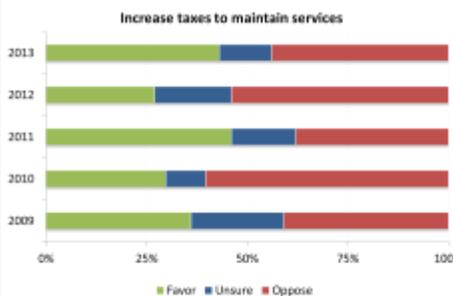
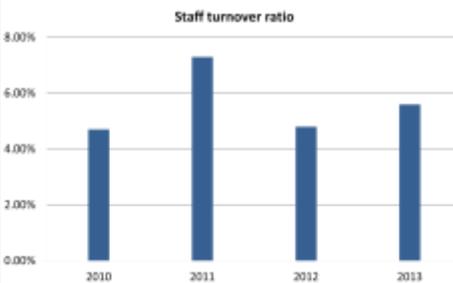
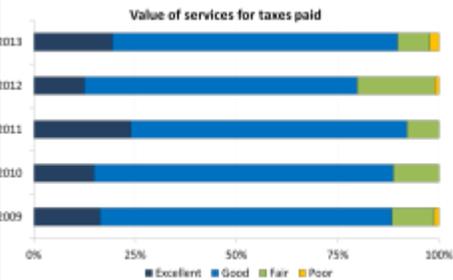
Annually the community survey results, department performance measures and industry benchmarks are reviewed to ensure the use of appropriate, available service delivery options and technology.

The 2014-2018 Capital Improvement Program, which incorporates the long-term infrastructure and asset management budgets, and the 2014-2018 Economic Improvement Program, a long-term planning tool for development activities and funding were presented and are scheduled for adoption in June.

The November 2012 *Minnetonka Memo* included a revised layout to improve communications and increase understanding of city taxes.

A performance evaluation system, supervisor training, and talent planning were implemented to measure productivity and provide ongoing development of the workforce.

Benchmark and trending data is used to analyze city services, such as road index ratings, community survey results, key budget measures and energy management savings.



Future Actions

Conduct an annual survey, analyze key organizational processes and enhance communications with the public.

Create a budget for the city that incorporates long-term planning and measure productivity, quality of work and ongoing development of the workforce.

Use policy priority systems for developing budgets and establishing benchmarks for city services and infrastructure.

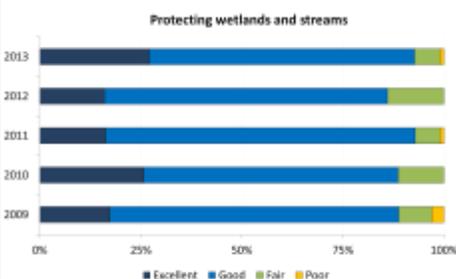
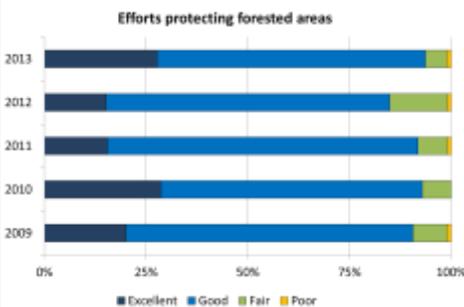
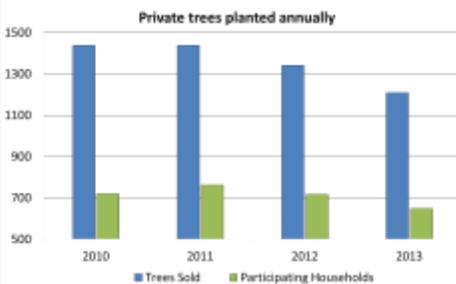
We will protect and enhance the unique *natural environment* of our community

Key Strategies:

Carefully balancing growth and development with preservation efforts that protect the highly valued water and woodland resources of our community.

Developing and implementing realistic long-term plans to mitigate threats to water quality, urban forests, and the unique natural character of Minnetonka.

Taking an active role in promoting energy and water conservation, sustainable operations and infrastructure, recycling and environmental stewardship.



Progress

The success of the Resilient Communities Project has given the city options to consider, such as incentives for incorporating conservation design into developments.

Education on environmental threats, such as the Emerald Ash Borer, have been successful with residents. Staff has been cross-trained to quickly identify hazards during their daily operations. Multiple articles have been published in the *Minnetonka Memo* and exhibits have been displayed during city events.

Park and facility improvements have promoted water conservation through the use of smart controller technology and weather station irrigation retrofits.

Rain gardens were installed and a wetland was restored on private property as part of the 2012 road reconstruction project .

Future Actions

Evaluate Resilient Communities Project program suggestions to encourage developments that balance growth, including the promotion of energy and water conservation.

Continue to work with the MPCA to receive approval for the city's storm water management permit.

Partner with agencies to create awareness about identified upcoming threats to the natural resources of Minnetonka, including Emerald Ash Borer and clearly communicate the city's strategy.

Continue to educate residents and staff about the programs, risks and techniques that affect natural resources in the city.

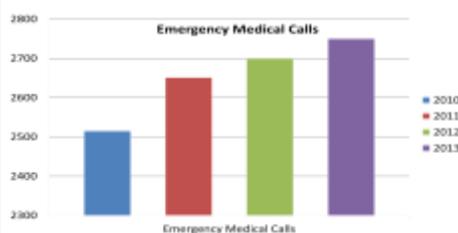
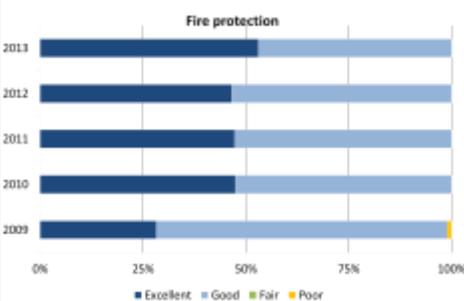
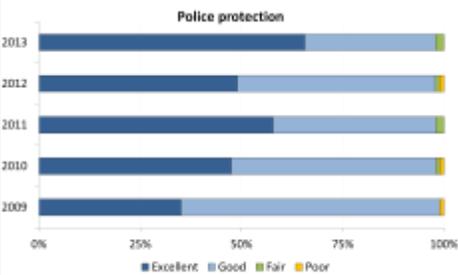
We will maintain quality *public safety* for our residents and businesses

Key Strategies

Implementing appropriate recommendations in the Public Safety Management and Operations Study to address the evolving police, fire and emergency service needs of our community, including an aging and more diverse population

Providing seamless, coordinated and integrated public safety services through common protocols and shared practices among departments and personnel.

Leading collaborative efforts with other agencies to cost-effectively provide quality public safety services, with an emphasis on coordinated technology, equipment and programs.



Progress

Benchmark statistics for 9-1-1 call taker and volume have been added and are collected quarterly.

An inventory of all fire hydrants was completed, with inspections and maintenance conducted on more than 2,700 hydrants.

Written operational protocols between the police department and Ridgedale security have been established.

E-government technology has been implemented allowing for critical incident communication, social media notification, new neighbor packets and police officer recruitment.

Emergency management teams from fire, public works and police have conducted table top exercises focusing on incident roles and responsibilities.

Police and fire continue to collaborate in the area of public education.

Future Actions

Use benchmark data to identify specific calls for service and guidelines for joint response. Identify potential first respondent "hot spots" in preparation for response protocols and training at these unique locations.

Continue to evaluate and implement e-government technology.

Conduct review of safety procedures for retail crime unit at Ridgedale Center.

Develop legal mechanisms to govern maintenance and repair of private fire hydrants and related private infrastructure.

Continue to participate, collaborate and identify areas of public education and regional transit planning.

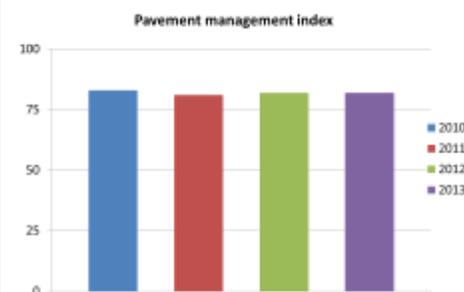
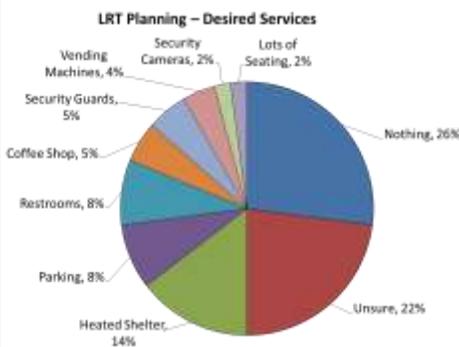
We will work to meet the *transportation* needs of our residents and businesses

Key Strategies

Providing and preserving a quality local street system, based on a financially sustainable plan for reconstruction and ongoing maintenance.

Collaborating with our state, regional and local partners in the timely development of shared highways and streets.

Actively participating in regional light rail planning and development to ensure that community needs and interests are served.



Progress

The efficient use of the milling machine in the street preservation program resulted in a \$130,000 cost savings to engineering projects.

A yearly plan for street preservation programs was presented during the Capital Improvement Program for 2014-2018.

Collaboration with MNDot resulted in the approval of the I-394 westbound ramp at Ridgedale Drive and work with Hennepin County resulted in the necessary improvements to Minnetonka Blvd/169 as they relate to property access, traffic flow and trails.

Environmental Impact Statement comments were submitted and input provided during the preliminary engineering phase of the SWLRT planning. Road, bridge and trail locations were studied and a work plan was provided to accommodate future integration with light rail transit in the OPUS area.

The Metro Transit sector study was completed and presented highlighting various service improvements near village centers.

Future Actions

Establish design criteria for SWLRT station areas, interface, bus loading, bikeway connections and redevelopment.

Continue to pursue regional improvements to help relieve pressure on local streets. Amend the I-394 zoning ordinance if necessary and construct westbound on-ramp at Ridgedale Drive.

Incorporate repair strategies and maintenance policies to develop a sidewalk ADA transition plan.

Arrange and participate in quarterly check-in meetings between city and Metro Transit to improve service and study the feasibility of a circulator bus service within the city.

We will support well-planned, responsible *community development*

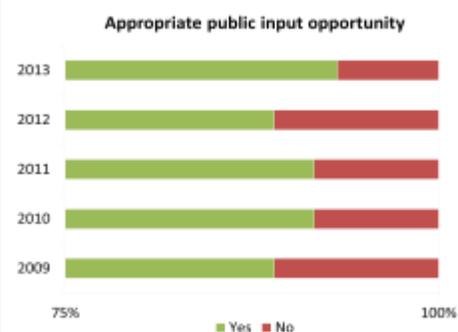
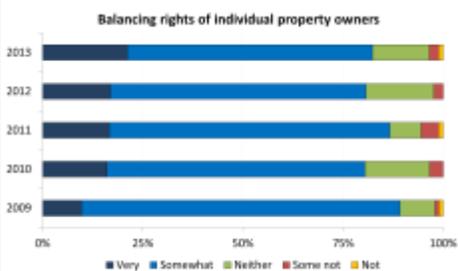
Key Strategies

Carefully balancing individual property rights with community-wide interests, while respecting the unique character of Minnetonka's neighborhoods.

Initiating programs and policies that broaden housing choices to both meet the needs of our aging population and attract young residents.

Actively promoting the vitality of designated village centers, which integrate uses and connect people to commercial, residential, employment, and public activities.

Supporting business retention and expansion and attracting new businesses to help our private sector be economically competitive.



Progress

The Resilient Communities Project has provided research, guidelines and analysis in the areas of small lot developments, affordable housing, mid-range pricing for homes and transit oriented zoning.

Intra-city transit connections for village center areas were presented in collaboration with Metro Transit.

Trail connections to village centers were incorporated at County Road 101 near Highway 7, County Road 5, near Highway 169, Glen Lake and Ridgedale areas.

The Ridgedale area village study was presented. Final public input and council review will be completed in June.

A marketing section was included in the Economic Improvement Program and improvements for the Open to Business program will be incorporated.

As a regional leader, staff testified at the state legislature for the continuation of the special service district and housing improvement area legislation. Special service district information sheets are distributed to interested businesses. The HIA was adopted for Cedar Ridge.

Future Actions

Establish criteria for consideration of small lot developments and engage the city council and EDAC in a discussion to address the tension between lot size and mid-priced housing.

Develop policy approaches to transit oriented development.

Implement a marketing strategy for the city and select EIP programs. Make web improvements for Open to Business program.

Review PUD and sign ordinances and update if appropriate.

Develop an index to measure the type and condition the city's housing to monitor quality and improvements over time.

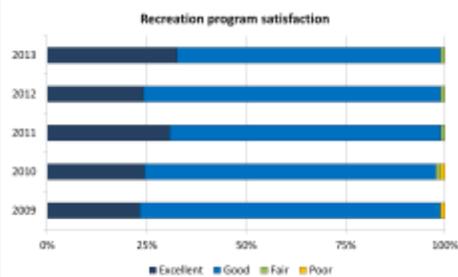
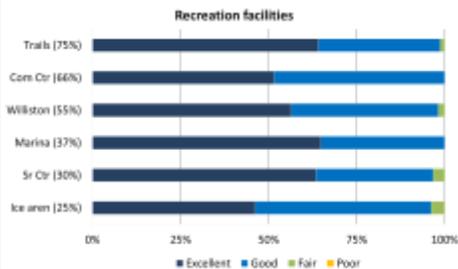
Implement the Ridgedale Area Vision and related improvements.

We will provide excellent *recreational* amenities

Offering a full range of programs for people of all ages and ability levels.

Responsibly maintaining our parks, trails and recreational facilities, while fairly balancing user fees with general community support.

Renewing, expanding and maintaining a trail system to encourage outdoor recreation, and improve the connectivity and walkability of the community.



Progress

Emphasized programming targets on the 55 & over demographic and offered senior programming off-site.

Collaborated with communities and outside agencies to expand and evaluate program opportunities for Minnetonka residents and special-needs youth.

Developed program revenue formulas, reviewed facility fee comparisons, evaluated user feedback information and completed operational analysis.

Researched upgrades to program and web applications to improve registration, marketing and customer service. Incorporated the use of social media to market programs, services and facilities.

Identified and recommended opportunities for future recreational connectivity included in the Capital Improvement Program and regionally with Hennepin County and Three Rivers Park District.

Integrated the Senior Script into the *Minnetonka Memo* newsletter to reach broader audience.

Future Actions

Analyze and adjust programming targets with an emphasis on the pre-school demographic.

Annually conduct programming reviews with recreation services department and parks and trails division staff.

Continue dialogue with regional agencies to collaborate and implement trail improvement opportunities.

Create comprehensive planning guides for facility improvements across divisions for maintenance and capital planning.

Community Survey Results - Organizational Merit

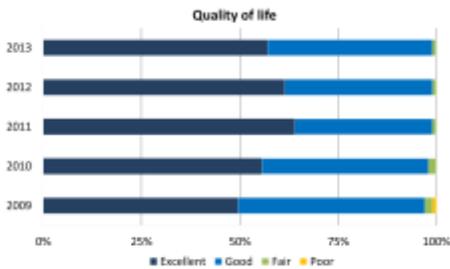
Responsible stewards: A

Residents are extremely satisfied with their quality of life in Minnetonka, with 99% rating it as excellent (2/3) or good (1/3). Nearly half of all those surveyed cited factors related to the natural setting as what they like most about the community.

Over one third of those surveyed stated there was nothing they disliked about living in Minnetonka. The metro average for such boosters is six percent, placing Minnetonka significantly above the mean. This year only 15% noted disliking high taxes, down from 20% a year ago.

The city's financial position remains strong with a renewed Aaa bond rating; only six percent of cities nationwide receive this top rating. For 28 years running, the city has received the Government Finance Officers Award for Excellence in Financial Reporting. And the city's tax rate is amongst the lowest, despite the lack of special assessments.

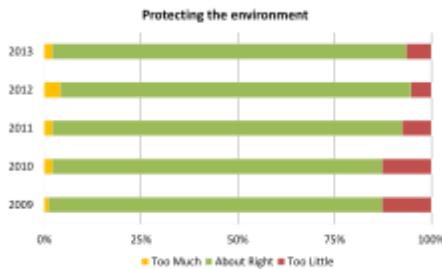
The community's appetite for taxes is stabilizing. Last year, eight in ten residents positively rated the quality and value of city services based on the property taxes paid. This year, nine in ten felt that way. In 2012, one third of residents favored an increase in property taxes if it were needed to maintain city services at their current level. In 2013, that has increased to above 40% and over 77% support the use of city funding to manage the Emerald Ash Borer program.



Natural environment: A-

Overall ratings of the city's efforts to protect the natural environment remain very positive. Nearly 98% of those with an opinion positively rated the quality of the city's natural resources management. Nearly 92% felt the city is doing the right amount to protect the environment and nine in ten rated the overall quality of the natural environment as excellent or good.

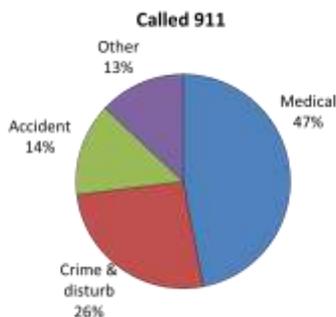
Educational efforts are paying off, as 95% find the information on protecting the natural environment and conserving water to be very or somewhat helpful. Almost 60% of residents indicate they took steps to reduce harmful runoff on their properties. Seven in ten are familiar with the Emerald Ash Borer and 64% of respondents feel it is a serious threat to Minnetonka.



Public safety: A-

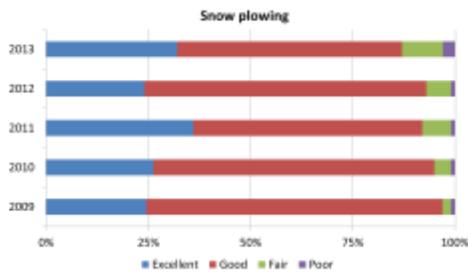
Police and fire services ratings are overwhelmingly positive, near and at 100% approval. Ninety percent of those calling 9-1-1 rated the way employees handled the situation positively, and ratings were similar to those calling the police and fire departments for non-emergency calls.

Ninety-one percent say there is no area in Minnetonka where they feel unsafe. Of the respondents who did feel that way, 68% percent listed those areas without sidewalks and busy intersections as the reason. There is a slight reduction in the perennial concern about residential speeding, from 54% citing it as a problem in 2012 to 49% in 2013. The seriousness of their concern has grown, with 36% (24%) rating the problem as very serious and 61% (66%) as somewhat serious.



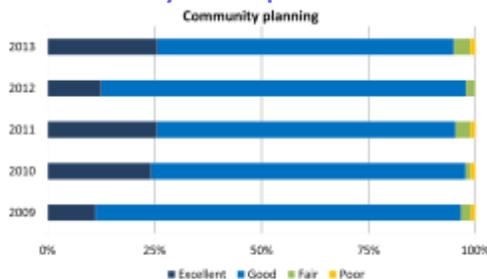
Community Survey Results - Organizational Merit

Transportation: B+



Two-thirds of residents surveyed rated the quality of pavement repair and patching as excellent or good, a rating 20% higher than the metro average. This season we experienced an above average amount of snow, yet 87% positively rated the quality of snow plowing.

Community development: A-



Residents were 95% positive about the city's quality of community planning. Nearly eight in ten feel the city is successful in balancing individual property rights with interests of the wider community, the highest positive ratings in the metro area.

On average, three-fourths of residents feel neighborhood nuisances such as upkeep of homes and yards are not a problem, while 20% feel they are only a minor problem. This is consistent with 2012. Compared to last year, eight percent less residents cite noise as a minor problem.

Recreation Services: A



Thirty-one percent of survey respondents participated in city-sponsored recreation programs, down from 35% last year. Notably, 98% responded positively about the quality of recreation programs and services.

Trails are the most-used recreational amenity (75%), followed by the community center (66%), Williston Center (55%), marina (37%), senior center (30%) and ice arena (25%). Growth was demonstrated in the number of respondents using each amenity. Ratings of recreational facilities are the highest in the metro area, with most at 95% or higher rating. Finally, parks and trails maintenance ratings are 98% favorable.

Organizational Grade: A-

Combined ratings of the city's vision and mission, guiding principles, and each of the six strategic goals result in an overall organizational grade of A- for this year, consistent with last year's grade. The city's actual "grade point average" is 3.644, slightly higher (3.629) than last year.

Minnetonka City Council

Terry Schneider, Mayor

Dick Allendorf, At-large

Patty Acomb, At-large

Robert Ellingson, Ward 1

Tony Wagner, Ward 2

Brad Wiersum, Ward 3

James Hiller, Ward 4

Leadership Team

Geralyn Barone, City Manager

Kevin Fox, Acting Fire Chief

Lee Gustafson, City Engineer

Dave Johnson, Recreation Services Director

Merrill King, Finance Director

Jacque Larson, Community Relations Manager

David Maeda, City Clerk

Desyl Peterson, City Attorney

Sue Poulos, Human Resources Manager

Mark Raquet, Police Chief

Perry Vetter, Assistant City Manager

Brian Wagstrom, Public Works Director

Julie Wischnack, Community Development Director

