



Strategic Profile Progress Report 2013 - 2014



Ensuring that we care for what we have and prepare for the future.

Spirit of Minnetonka Award Winners

Table of contents

Our Mission, Vision and Guiding Principles..... 3
 The organization..... 4
 City services..... 4
 Strategic goals..... 5
 Responsible stewards..... 6
 Natural environment..... 7
 Public safety..... 8
 Transportation..... 9
 Community development..... 10
 Recreational.....11
 Organizational merit..... 12



Dave Johnson - 2014

- 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 Shared Values - Excellence with Integrity
Doing the right thing, at the right time, for the right reason.

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.



L to R: Tony Wagner, Brad Wiersum, Tim Bergstedt, Terry Schneider, Bob Ellingson, Patty Acomb, Dick Allendorf

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*
- *Contagious Enthusiasm*
- *Authentic Communication*
- *Outcome-Focused Teamwork*
- *Healthy Human Relationships*
- *Shared Success*

Community Organizations: Minnetonka has several organizations founded on the principles of giving back to the community. Some of these community and service organizations include: Music Association of Minnetonka, Minnetonka Rotary Club, Sojourner Project, 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 Minnetonka 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

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

- 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.

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

- 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.

We will maintain quality public safety for our residents and businesses

- 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.

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

- 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.

We will support well-planned, responsible community development

- 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.

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.

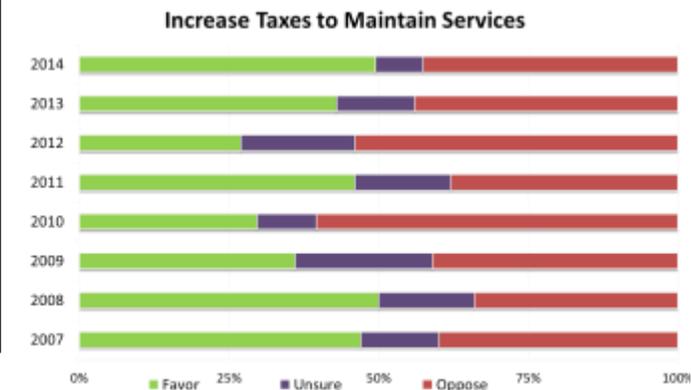
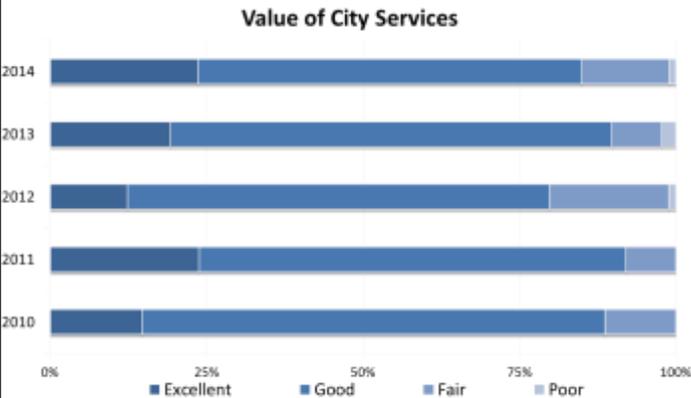
We will be *responsible stewards* of the city's physical assets, human capital and financial resources

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 2015-2019 Capital Improvement Program, which incorporates the long-term infrastructure and asset management budgets, and the 2015-2019 Economic Improvement Program, a long-term planning tool for development activities and funding were presented and are scheduled for adoption in June.

Several processes were improved this year to more effectively communicate with residents. @MtkaSparrowRd was implemented to tweet real-time construction updates, Williston Fitness Center and the Minnetonka Farmers' Market have Facebook pages and eminnetonka.com was enhanced to meet the need of a growing number of mobile platform users. iLegislate was implemented for City Council and Planning Commission packets.

Administration created a new onboarding process to assist new employees become more successful in the organization, conducted a communications exercise with the leadership team and also undertook a succession planning exercise for the organization. Requirements of the Affordable Care Act were fulfilled during the past year and implementation will be ongoing.

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. Continue to analyze workers compensation processes and determine best practices.

Create a budget for the city that incorporates long-term planning and measures 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.

Provide and preserve a quality utility system, based on a financially sustainable plan for reconstruction and ongoing maintenance.

Begin implementation of electronic payment of vendors to reduce cost, risk and improve efficiency of issuance.

Develop plan for welcoming new residents to the community and investigate feasibility of implementation.

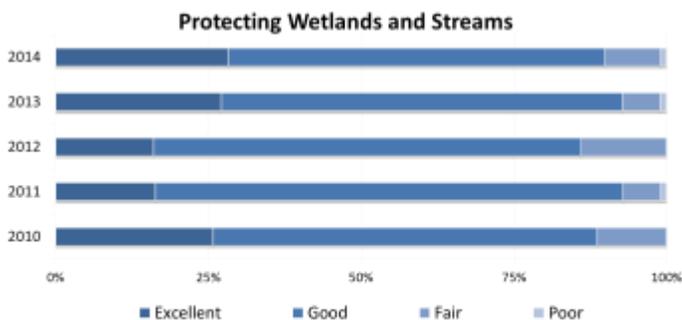
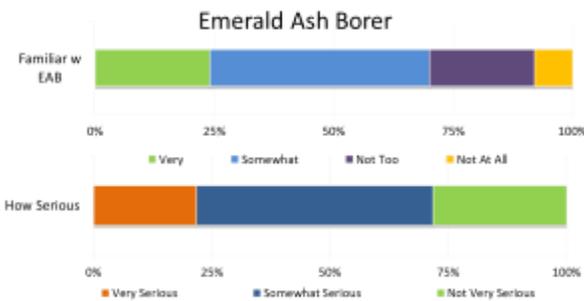
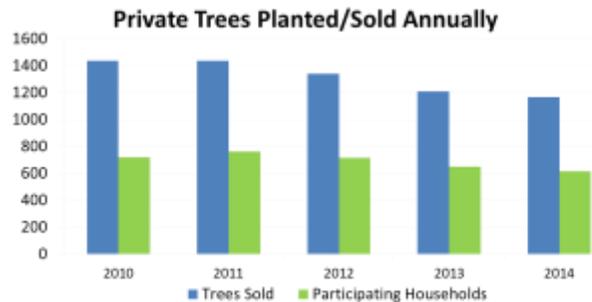
We will protect and enhance the unique *natural environment* of our community

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 approved Tonka on the Creek development demonstrates a balance between growth and conservation. With direction and suggestions by city staff, the developer incorporated unique storm water management techniques, ecological restoration plans, and a partial green roof concept.

The MPCA approved the city's storm water management permit.

The city continues to collaborate with other public agencies to monitor the progress of emerald ash borer and participates in a regional task force to create and raise awareness regarding aquatic invasive species.

Various articles about natural resources risks and conservation techniques have been included in *Minnetonka Memo* and *InSite* intranet site.

The first phase of the emerald ash borer program to proactively address the oncoming arrival of the threat was implemented.

Attained "Step Two" status in Green Step Cities program.

Since the energy efficiency projects began in 2007, over \$947,000 has been accumulated in utility (natural gas and electricity) savings or approximately \$158,000 annually which has kept utility expenses at a below normal level.

Future Actions

Explore options for including solar energy in new commercial and multi-family residential projects that do not impact natural resources.

Work through the Green Step Cities program to reach the goal of becoming a "Step Three City."

Collaborate with commercial property owners in grant applications for Infiltration and Inflow mitigation.

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.

Participate in Property Assess Clean Energy (PACE) program of the St. Paul Port Authority, designed to encourage retrofitting of properties to save energy.

Educate residents on water consumption impacts that occur seasonally. Enforce sprinkling regulation violations that occur on commercial property.

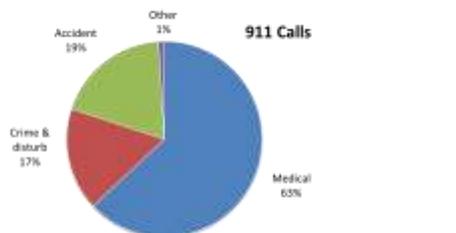
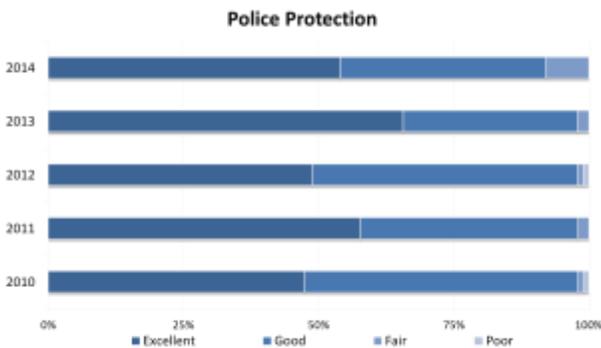
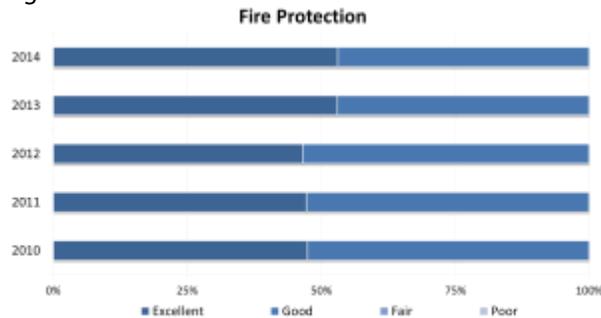
We will maintain quality *public safety* for our residents and businesses

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

Used benchmark data and identified service call locations requiring a joint hazard response. Staff has documented these potential first respondent “hot spots” and prepared response protocols for these unique locations that pose specific risks to occupants and responders that would have a severe impact on the community.

E-government technology continues to be implemented, with the use of NeoGov to streamline hiring, field-based reporting and Everbridge for city-wide reverse-911 callouts.

Staff is developing legal mechanisms to govern maintenance and repair of private fire hydrants and related private infrastructure. More than 2,700 public hydrants are inspected and maintained annually.

Police and fire jointly identified and participated in public education and regional transit planning efforts.

Written operational protocols between the police department and Ridgedale security have been established. These protocols focus on establishing roles and responsibilities when responding to calls for service on Ridgedale Center property.

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

During emergency and critical events improved situational awareness communications amongst departments.

Future Actions

Present policies for governance and maintenance of private fire hydrants and related private infrastructure.

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

Implement Public Safety Records Management software and additional e-government technology.

Conduct a leadership team workshop in fall 2014 for all-hazards preparedness education, response and coordination. Provide emergency management training for elected officials.

Public safety teams will continue to review platform safety measures pertaining to the Southwest Light Rail Transit project and collaborate on public education when feasible.

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

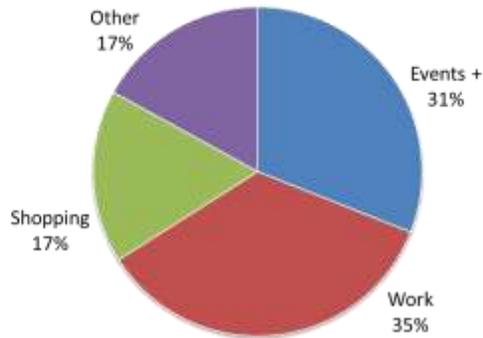
Key Strategies

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

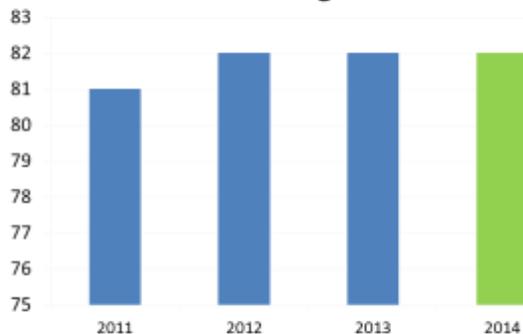
Collaborating with our state, regional and local partners in the timely development of shared highways and streets.

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

Public Transit



Pavement Management Index



Progress

The efficient use of the milling machine in the street preservation program continues to result in cost savings for engineering projects. Work began on the I-394 westbound ramp at Ridgedale Drive in April and will be completed by October 30th.

SWLRT planning continues, including walk-shed and bike-shed analysis, as the municipal consent process begins. A special committee was formed to review station areas and safety issues.

A joint city council study session with the city of Hopkins took place to discuss the Shady Oak Road project.

Improvements in the Opus area to Red Circle Drive were highlighted along with the annual plan for street renovation and preservation during the 2015-2019 Capital Improvement Program.

Raised awareness with state legislature and 494 Commission regarding need for an additional general purpose lane in both directions of I-494 from Highway 55 to I-94, a project that MnDOT is now undertaking.

Approved new transit cooperation agreement with Metro Transit for transit service in the city and implemented new intra-city circulator route as well as quarterly check-in meetings.

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 continue to explore street improvement districts.

Incorporate repair strategies and maintenance policies to develop a sidewalk ADA transition plan and a snow-and-ice control policy.

Continue to participate in quarterly check-in meetings with Metro Transit to improve service and evaluate/market the intra-city circulator service.

Conduct a walk-shed and bike-shed analysis of the Ridgedale area.

We will support well-planned, responsible [community development](#)

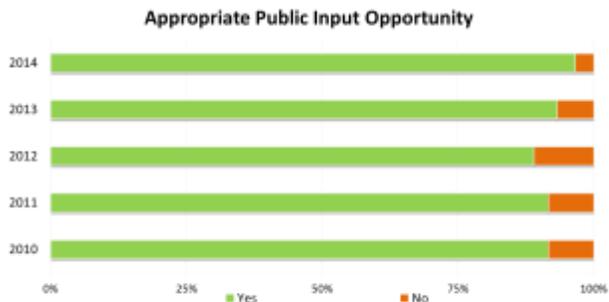
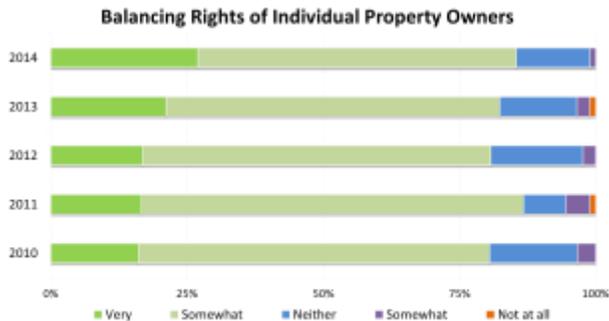
Key Strategies

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

Trail connections to village centers were incorporated on County Road 4 between Highway 62 and County Road 3.

A new PUD ordinance was drafted after careful consideration to address the tension between lot size and mid-priced housing of small lot developments.

Progress has begun on the Ridgedale Area Vision with the opening of Bar Louie, Macy's retail expansion and the demolition approval to prepare for the Nordstrom addition. Also, planning has begun on the conversion of the Highland Bank property into residential apartments. Specific pages were developed for the Ridgedale area to be included in the 2015-2019 CIP.

Planning efforts continue with the city of Hopkins on the Shady Oak Road and Shady Oak LRT station design, redevelopment opportunities and roadway improvements.

Working on a pilot project with a builder to educate single-family homebuyers about the benefits of fire sprinkler installation.

Future Actions

Develop unique opportunities for transit oriented development.

Implement a marketing strategy for the city and select EIP programs.

Make web improvements for Open to Business program.

Update PUD and introduce changes to the sign ordinance if appropriate.

Continue to refine the index that measures the type and condition of the city's housing in order to monitor quality and improvements over time.

Implement the Ridgedale Area Vision and related improvements.

Continue to facilitate discussion of lot sizes in city.

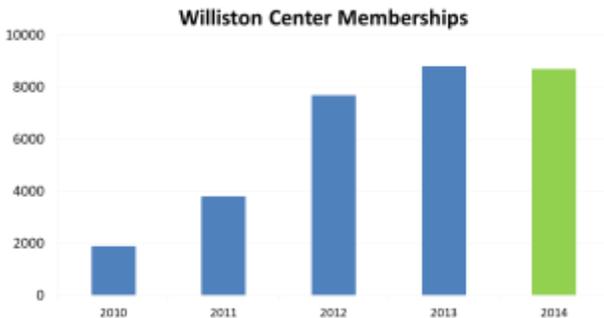
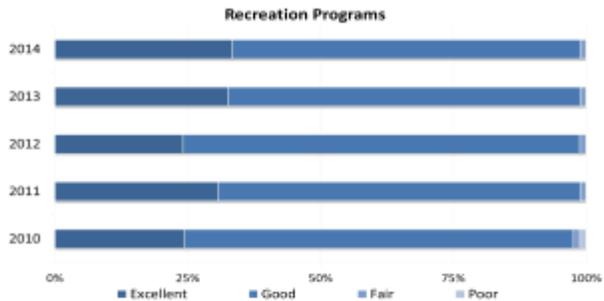
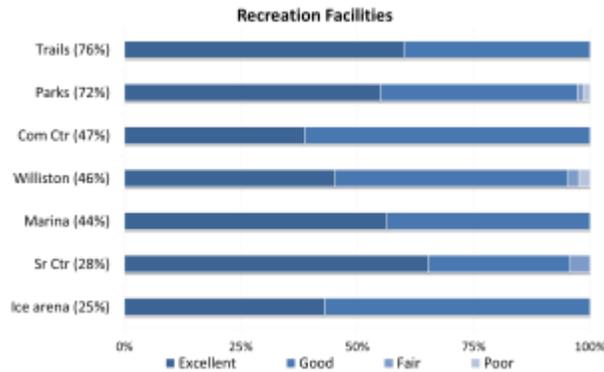
We will provide excellent *recreational* amenities

Key Strategies

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 programs for the youth demographic by expanding the Hop-Kids program from a summer session to year-round through use of existing programs and expansion of others.

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

Updated the Athletic Field Needs Study and presented the findings and recommendations to the City Council and Park Board and included ideas in the 2015-2019 CIP.

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 facility improvement projects for the Civic Center Campus and included them in the 2015-2019 CIP.

Identified and recommended opportunities for future recreational connectivity included in the CIP and regionally with Hennepin County and Three Rivers Park District. Contacted interested land owners in the Minnetonka Mills area for possible acquisition.

Capitalized on the integration of the *Senior Script* into the *Minnetonka Memo* newsletter by broadening program choices and also conducted focus groups to identify future branding and programming opportunities.

Completed assessment to determine current and long-range internal programming space needs.

Future Actions

Implement new recreation management software to improve customer service.

Analyze and adjust programming targets with an emphasis on the 18-and-under demographic. Continue to explore and develop partnerships with outside agencies to enhance recreational program and trail improvement offerings.

Secure and enhance access to programming space to ensure access for all age groups.

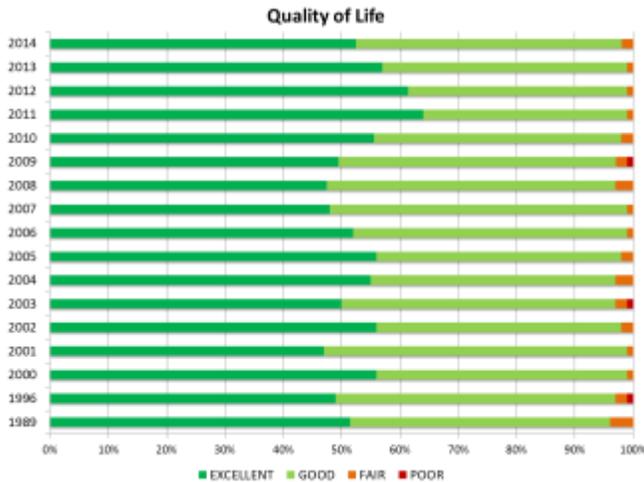
Maintain an open dialogue between programming, parks and facilities with the enhanced goal of making improvements to each that benefit our residents.

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

Finalize plans and complete construction of new Williston Center/Regional Trail parking area.

Community Survey Results - Organizational Merit

Responsible stewards: A



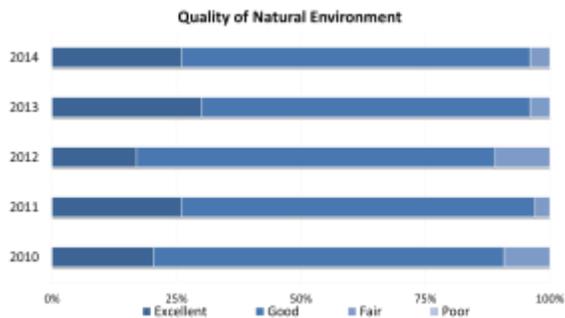
Residents are extremely satisfied with their quality of life in Minnetonka, with 99% rating it as excellent or good. Nearly half of all those surveyed cited factors related to our natural setting, and close to one-third listed their neighborhood as what they like most about the community.

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 14% noted disliking high taxes, down slightly from 15% 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 30 years running, the city has received the Government Finance Officers Award for Excellence in Financial Reporting. The city's tax rate is among the lowest, despite the lack of special assessments.

As noted, 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 2013, 40% of residents favored an increase in property taxes if it were needed to maintain city services at their current level. In 2014, that has increased to more than 50%. Over 83% support the use of city funding to manage the Emerald Ash Borer on public lands and more than 71% support to manage on private lots.

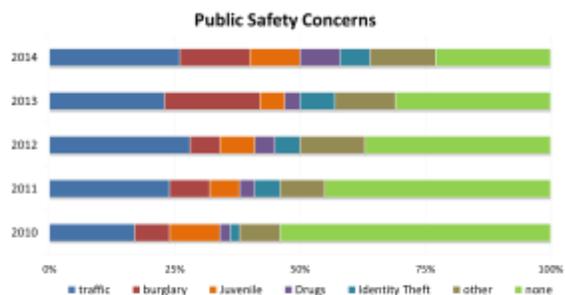
Natural environment: A-



Overall ratings of the city's efforts to protect the natural environment remain very positive. Nearly 96% 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 97% find the city's information on protecting the natural environment and conserving water to be very or somewhat helpful. Almost two thirds of residents indicate they took steps to reduce harmful runoff on their properties. Seven in ten are familiar with the Emerald Ash Borer and over 70% of respondents feel it is a serious threat to Minnetonka.

Public safety: A-



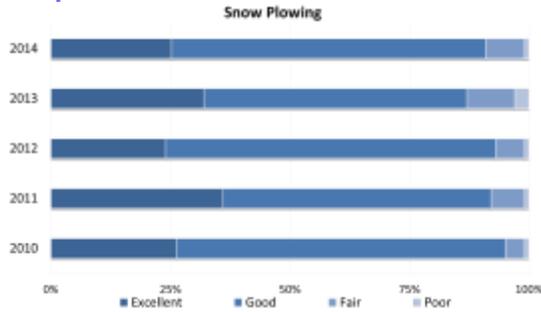
Police and fire services ratings are overwhelmingly positive, near and at 100% approval respectively. Ninety-eight percent of those calling 9-1-1 rated the way employees handled the situation positively, and ratings were similar to those calling the police and fire departments for non-emergency calls.

Ninety-one percent say there is no area in Minnetonka where they feel unsafe. Of the respondents who felt unsafe, 41% percent listed areas without sidewalks and busy intersections as the reason. There is a slight reduction in the perennial concern about residential speeding, from 49% citing it as a problem in 2012 to 45% in 2013. The seriousness of their concern has diminished, with 21% (36%) rating the problem as very serious and 74% (61%) as somewhat serious.

For those who were stopped by a Minnetonka police officer for a traffic violation, 98% felt the officer acted in a professional manner. Nearly 92% found the fire department's "What If" program to be helpful.

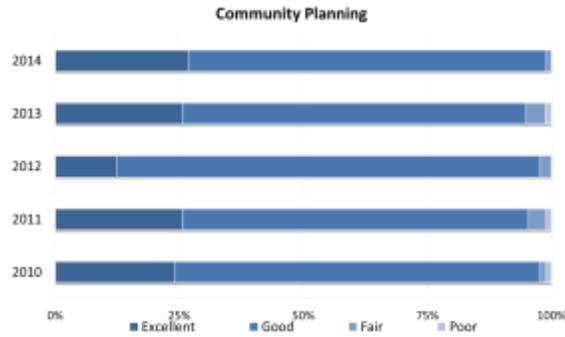
Community Survey Results - Organizational Merit

Transportation: B+



Almost 70% 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 the city experienced record amounts of snow and ice, yet 92% positively rated the quality of snow plowing and 96% positively rated trail maintenance.

Community development: A-



Residents were 98% positive about the city’s quality of community planning. Nearly nine 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. More than 70% of residents would be committed to staying in Minnetonka if they chose to upgrade or downsize their house size.

On average, eight out of ten residents feel neighborhood nuisances such as upkeep of homes and yards are not a problem, while 13% feel they are only a minor problem. This is an improvement from 2013.

Recreation Services: A



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

Trails are the most-used recreational amenity (75%), followed by park visits (72%), the community center (47%), Williston Center (46%), marina (44%), senior center (28%) and ice arena (25%). 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 3.685, slightly higher (3.644) than last year.

Minnetonka City Council

Terry Schneider, Mayor

Dick Allendorf, At-large, seat A

Patty Acomb, At-large, seat B

Robert Ellingson, Ward 1

Tony Wagner, Ward 2

Brad Wiersum, Ward 3

Tim Bergstedt, Ward 4

Leadership Team

Geralyn Barone, City Manager

Perry Vetter, Assistant City Manager

Lee Gustafson, City Engineer

Corrine Heine, City Attorney

Dave Johnson, Recreation Services Director

Merrill King, Finance Director

Jacqueline Larson, Community Relations Manager

David Maeda, City Clerk

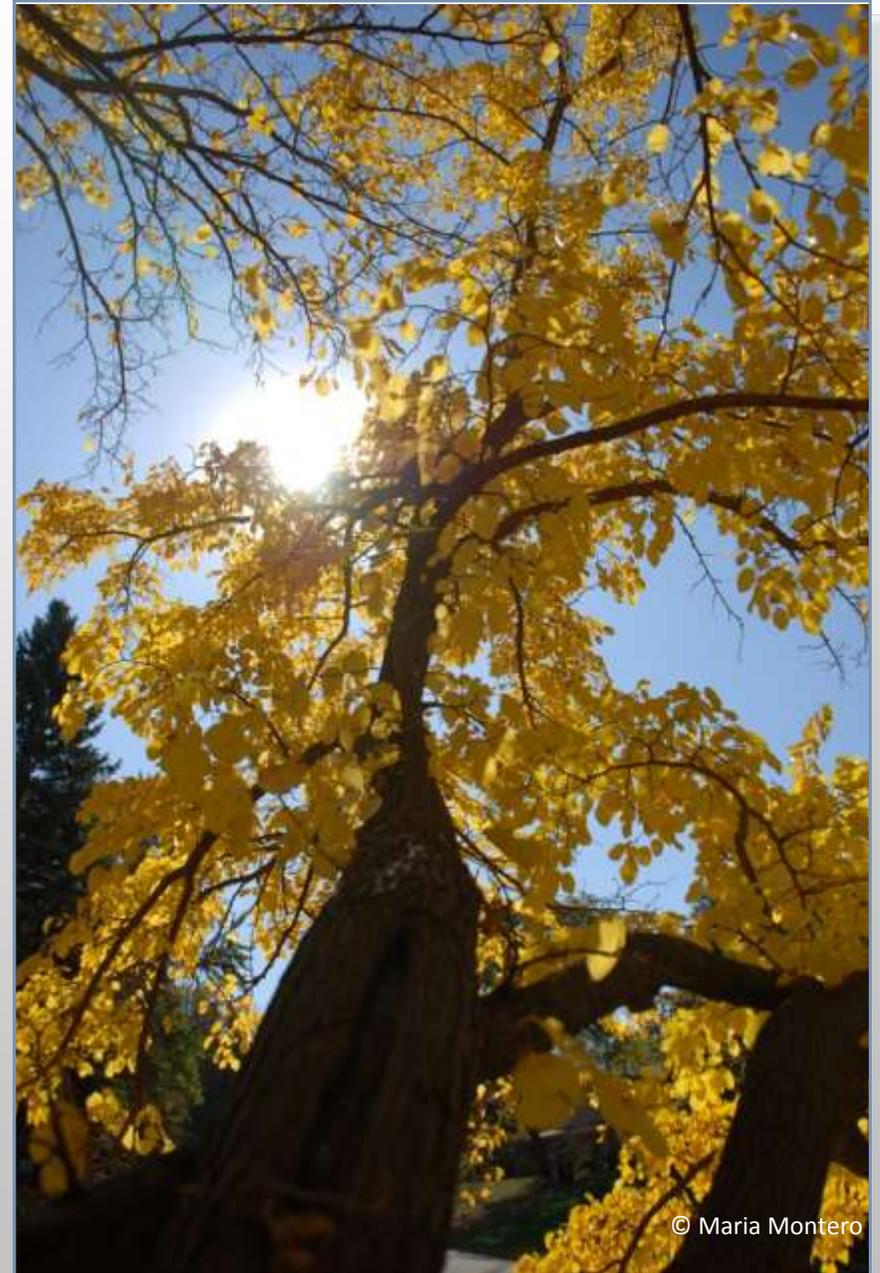
Sue Poulos, Human Resources Manager

Mark Raquet, Police Chief

John Vance, Fire Chief

Brian Wagstrom, Public Works Director

Julie Wischnack, Community Development Director



© Maria Montero