

City of Minnetonka Strategic Profile Report 2014 - 2015



Preferences
Perceptions
Recognition
Awareness
Consciousness
Appreciation
Realization
Knowledge
Grasp
Understanding
Comprehension
Cognizance
Impression
Idea
Conception
Notion
Thought
Belief
Judgement
Estimation



Presented May 11, 2015

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Spirit of Minnetonka Award Winners

2015	Jacque Larson
2014	Dave Johnson
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 businesses 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 City Manager GERALYN BARONE 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 these community and service organizations include: Music Association of Minnetonka, Minnetonka Rotary Club, Sojourner Project, ICA Foodshelf, Resource West, Glen Lake Optimists, TwinWest 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

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.

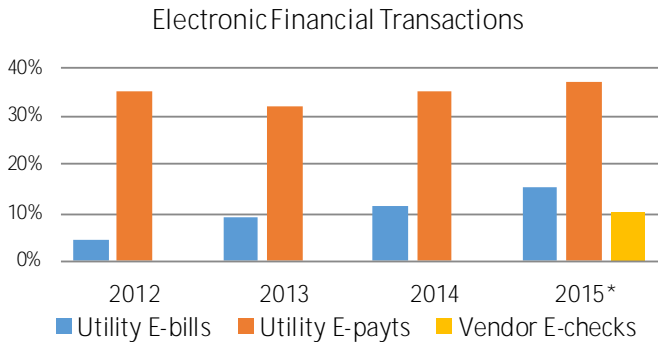
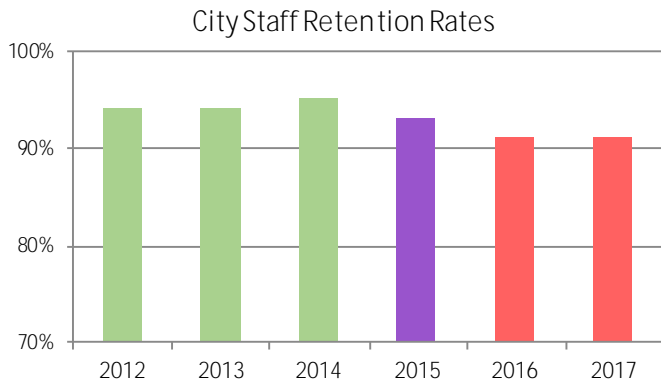
We will be *responsible stewards* of the city's physical assets, human capital and financial resources

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 2016-2020 Capital Improvement Program, which incorporates the long-term infrastructure and asset management budgets, and the 2016-2020 Economic Improvement Program, a long-term planning tool for development activities and funding were presented and are scheduled for adoption in May.

Several processes were improved this year in order to more effectively connect with residents. @Safer_101 and @MtkStRehab were implemented to tweet real-time construction updates, six e-newsletters were converted to begin measuring readership metrics, and eminnetonka.com was enhanced to meet the need of alternate platform users. The tree sale was moved to an on-line ordering and payment option. Fiber optic redundancy was enhanced through partnerships.

The new employee onboarding process is moving to web based software, and data security requirements were met. Current year requirements of the Affordable Care Act were fulfilled and workers compensation process analyzed. E-payments of vendors has gone live improving efficiency of issuance and meeting business and public expectations.

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. A utility infrastructure sustainability study and financial plan was presented to the council.

Future Actions

Conduct an annual survey, analyze key organizational processes and enhance connections with the public. Use metrics and data to improve or enhance business 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 city owned facility and utility system, based on a financially sustainable plan for reconstruction and ongoing maintenance. Position the city to attract and retain a talented workforce. Audit electronic security and develop plans for improvements.

Implement plan for welcoming new residents to Minnetonka and ensure marketing, preferences and perception plans are designed. Rollout Minnetonka Matters to improve citizen engagement. Participate in the electronic pollbook pilot program with Hennepin County.

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

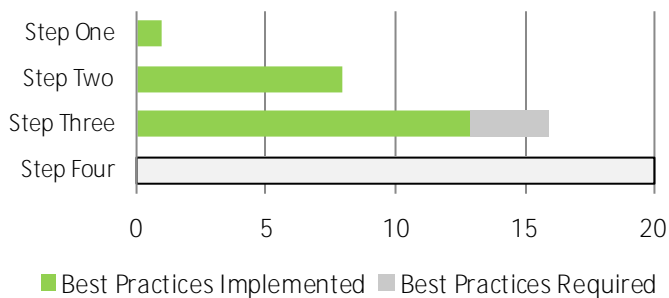
Key Strategies:

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

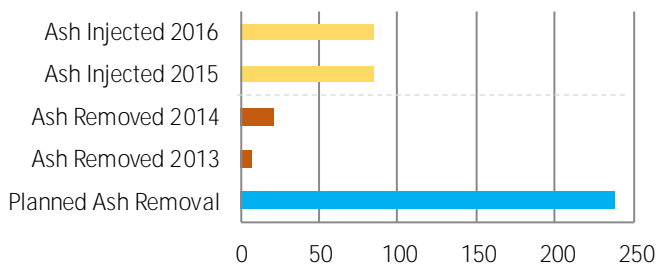
Developing and implementing realistic long-term plans to mitigate threats to water quality, urban forests, and the unique natural character of Minnetonka.

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

Green Step Cities - Progress Achieved



Emerald Ash Borer Project - City Property



Progress

The city continues to discuss and encourage solar energy opportunities within new developments. The Ridge was constructed with solar technology.

The city continues to work through the Green Step program, implementing 13 of 16 best practices required to become a “Step Three City.”

The city has established and continues to promote energy conservation standards through the Class 5 program, which is a behavior based energy reduction effort for employees.

Through redevelopment at Ridgedale, the city has collaborated with mall ownership to address existing infiltration and inflow issues.

City staff continues work with other agencies – including other cities, watershed districts, Lake Minnetonka Conservation District, Hennepin County, the Department of Agriculture – to educate the public regarding invasive species.

The city entered into a joint powers agreement with the St. Paul Port Authority to offer the Property Assess Clean Energy (PACE) program to Minnetonka businesses.

Various articles about water consumption and conservation have been included in the Minnetonka Memo.

In the maintained parkland areas 408 ash trees have been evaluated and are slated to be injected (170) or removed (238) in a 4-year phased, plan approach. All trees removed will be replaced with a diversity of other species.

Future Actions

Identify three sources of potential illicit discharge and develop a program to create awareness.

Develop a plan to upgrade existing city owned street lighting, especially in redevelopment or project areas, to LED technology to further increase energy savings using the Electric Franchise budget.

Develop new methods to evaluate the success of the city’s energy conservation initiatives.

Coordinate with other agencies to evaluate new or existing grant programs for installation of energy and water conservation items such as rain water sensors and low flow shower heads in homes.

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

Explore participation on alternate renewable initiatives, such as solar gardens, and an increased emphasis on organics collection.

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

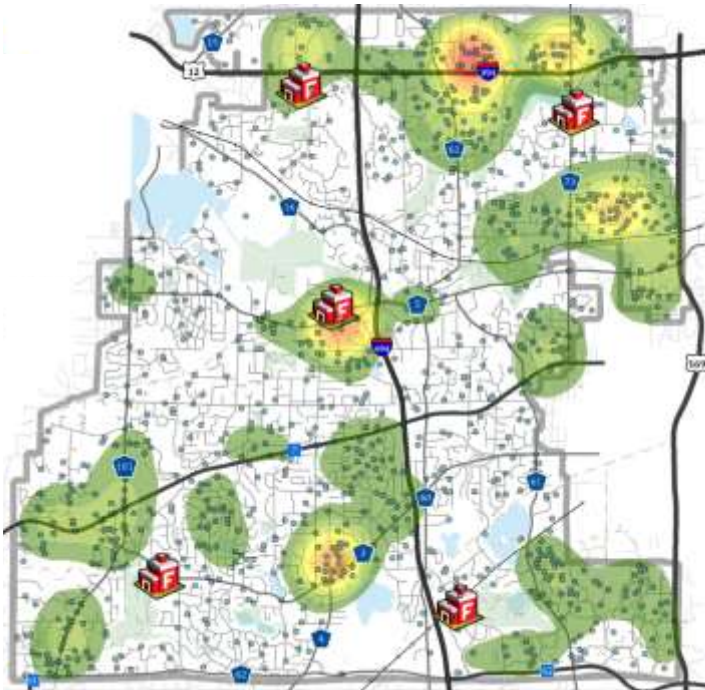
Key Strategies

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.

Fire Emergency Call Locations - All Types



Progress

Quarterly review of 911 core work processes include call answer, hold, and call process times that are then used to assist in managing staffing needs.

Introduction of policies regarding the maintenance of private hydrants.

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

Staff has been participating in the configuration of the new public safety Tri-Tech records management system. Implementation is expected Fall/Winter 2015.

E-government technology continues to be implemented, using of NeoGov software for officer/sergeant evaluations and fire department hiring. Online background packets are also available and staff continues to use Twitter as an option when disseminating public safety information.

Joint police and fire training on current trends/threats, including Ebola, active shooter and Blue Card (a method to standardize local incident command) in public safety.

Implemented shared and redundant Public Safety Answering Point (PSAP) resources between Minnetonka and St. Louis Park.

Leadership team and council participated in all-hazard workshops, including preparedness education, response and coordination.

Future Actions

Fire and Police will work with engineering consultant to determine options to address police parking and fire space needs.

Review impact of Ridgedale redevelopment on police staffing assigned to Ridgedale corridor.

Implementation of Tri-Tech records management, CAD (computer aided dispatch) and mobile system.

Participate in multi-agency all-hazards regional response training drills.

Realign fire department apparatus and equipment based on today's deployment model.

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

Key Strategies

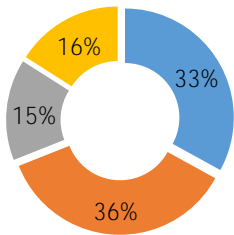
Providing and preserving a quality local street system, based on a financially sustainable plan for reconstruction and ongoing maintenance.

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

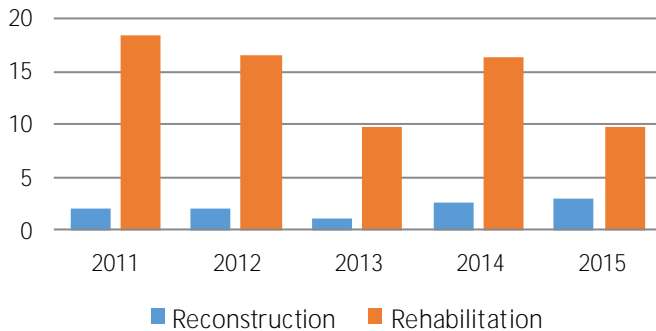
Actively participating in regional light rail planning and development to ensure that community needs and interests are served.

Public Transit Destinations

■ Events ■ Work ■ Shopping ■ Other



Miles of Local Street Preservation



Progress

Collaborated with a number of groups, including the Met Council's SW Project Office, Hennepin County, other SWLRT corridor cities, and the Shady Oak Development Strategy consultant to provide feedback on LRT and station components (including park & ride lots, pedestrian & bike connections, overall design criteria for the corridor, platform design, & public art).

Completed construction on the westbound I-394 / Ridgedale on-ramp, and began construction on the addition of a third lane in each direction on I-494. Concept plans have been developed for the Cartway Lane realignment west of Plymouth Road with construction anticipated in 2016.

Drafts amendments to the I-394 district are complete. Testified several times in support of Street Improvement District legislation.

Snow and Ice Policy was adopted by council on February 9. In February, Public Works crews began performing snow removal on the sidewalks at the County Rd 5 and 101 intersection.

Participated in quarterly meetings with Metro Transit to review and evaluate current bus service, discuss future changes, and market routes.

Master planning of a Ridgedale walkshed was postponed due to the addition of the Cartway Lane project, and is now scheduled to be done this upcoming year to include Cartway Lane and the changes to the Plymouth Road project.

Future Actions

Ridgedale area master planning: Complete high-level concepts to identify areas for decorative lighting, sidewalks, private sidewalks, and possibly aesthetic treatments along roadways.

Work with the Southwest Project Office to assess the feasibility of the city's locally requested capital improvements (17th Avenue extension and Smetana infill preparation).

Produce utility, roadway and stormwater concepts/layouts to accommodate future redevelopment at the Shady Oak station area.

Begin Opus area capital improvements outlined in the CIP. Develop associated master trail plan identifying trail changes associated with LRT, and new trails needed to serve the LRT Opus station. Included in the trail plan will be identifying locations for new trail lighting.

Coordinate all the regional and local street improvements; I-494, TH 169, CR 101, CR 61, and many miles of local street construction to minimize impacts to businesses and residents.

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

Key Strategies

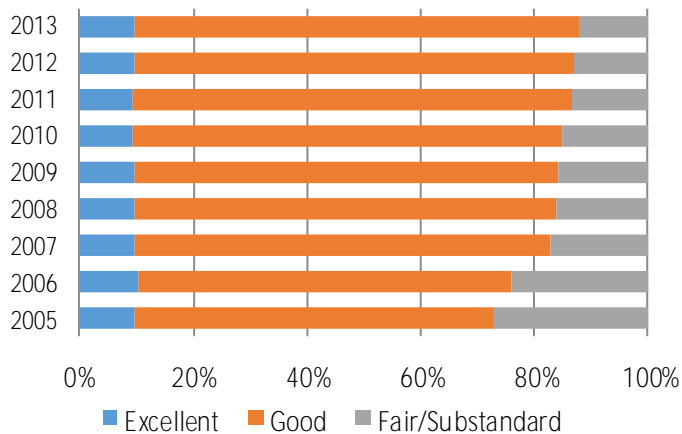
Carefully balancing individual property rights with community-wide interests, while respecting the unique character of Minnetonka's neighborhoods.

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.

Housing Quality Classification



Progress

Planning work for a number of transit-oriented development projects has occurred during the last year including Highland Bank and Shady Oak Station planning.

Work on marketing continues. The next step involves engaging a consultant which would help the city strategize on its key messages.

Completed web improvements for Open to Business program and added "success" story to page discussing use of the program and its value.

The planned unit development (PUD) ordinance was updated and adopted in May 2014. Notable changes included the provision for more flexibility by removing regulatory standards and the provision of public benefit criteria to establish a PUD.

Changes to the sign ordinance have been drafted but not introduced as there is a significant case before the U.S. Supreme Court which could have implications on content neutrality of signage.

The index that measures the type and condition of the city's housing in order to monitor quality and improvements over time has been refined.

The CIP includes many of the improvements discussed in the Ridgedale Vision and work on the design of Cartway Lane improvements has begun.

Adoption of the R1A zoning requirements was completed and the city has approved its first application for a subdivision that would utilize this zoning district.

Future Actions

Obtain web analytics for Open to Business Program and strategize about broadening the program.

Create a new zoning district for the Shady Oak Station area.

Continue to work on marketing strategies for the city.

Develop a plan for city owned property at CR 101 and Coventry for housing. The plan will include a process to determine the housing type and the procedure for development.

Develop an action plan, public process and redevelopment scenario for the city owned Shady Oak Road property.

Ridgedale Vision: Continue implementation of planned connections, road improvements and area aesthetics.

We will provide excellent *recreational* amenities

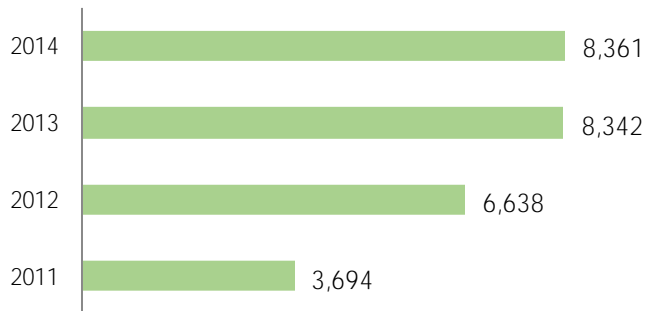
Key Strategies

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

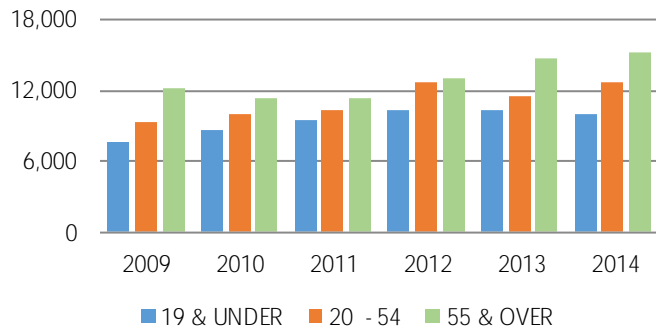
Responsibly maintaining our parks, trails and recreational facilities, while fairly balancing user fees with general community support.

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

Williston Center Average Memberships



Resident Program Participation



Progress

Conducted fee comparison surveys with comparable markets to ensure that facility rates for the ice arena, Community Center and Williston Center were within desired ranges

Partnering with comparable cities to select RecTrac, the new registration management software. The system will improve staff's ability to provide quality and efficient customer service.

Increased access to youth programming in key areas including the summer Kid's Corner program and expanded partnerships with Hopkins Community Education.

Implemented park board recommended changes to the summer playground program to accommodate increased numbers of children interested in participating.

Partnered with the Minnetonka School District and local non-profits including the Glen Lake Optimists and the Music Association of Minnetonka to enhance Arts related programming for youth and increase options for young families to participate.

Selected a consultant to prepare the Glen Lake Activity Center Feasibility Study in an effort to increase access to programming space for all age groups and increase positive perceptions of our city.

Recreation Services and Public Works staff met numerous times to coordinate details for community, senior services, facility, and youth events.

Stabilized Williston Center growth to ensure reasonable access to the facility by residents.

Future Actions

Develop a way finding and signage plan to address goals related to trail connectivity.

Effectively implement and manage the first year's use of RecTrac, the new registration management software.

Continue to explore and develop partnerships with outside agencies to enhance recreational program and trail improvement offerings.

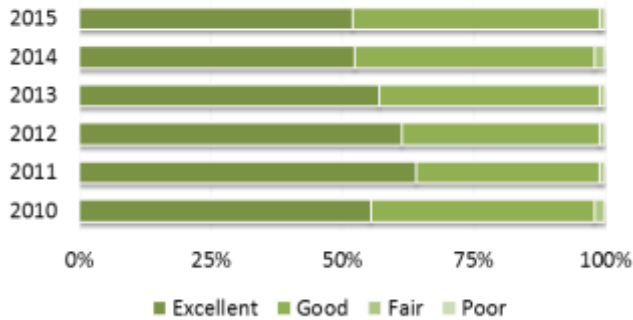
In an effort to improve resident access to quality city facilities, define facility improvement projects including planned ice arena renovations, Williston Center improvements and planning for the proposed replacement of the Glen Lake Activity Center.

Develop partnership agreements with the Hopkins School District and local athletic associations to better define public access to city provided athletic amenities.

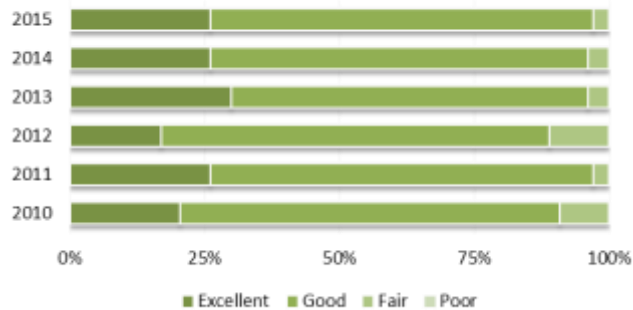
Review existing policies and procedures that impact resident access to programming and facility options to ensure that all remain financially sustainable.

Community Survey Results - Organizational Merit

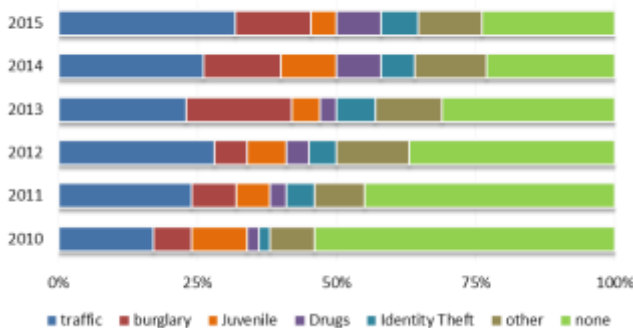
Resident Quality of Life



Quality of Natural Environment



Public Safety Concerns



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 32 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 continues to stabilize. 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 2014, more than 50% of residents favored an increase in property taxes if it were needed to maintain city services at their current level and in 2015 that number holds steady at 51%. Eight in ten support the use of city funding to manage the Emerald Ash Borer on public lands and more than seven in ten 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. Seven in ten are familiar with the Emerald Ash Borer and over 70% of respondents feel it is a serious threat to Minnetonka.

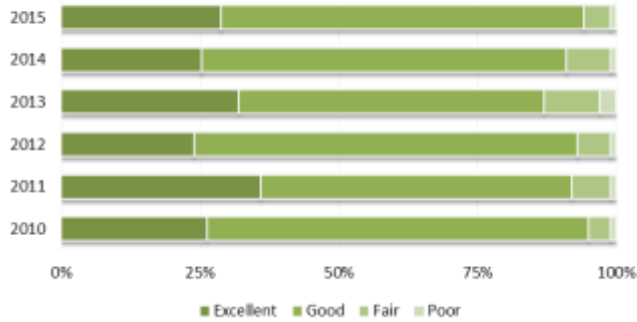
Public Safety: A-

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.

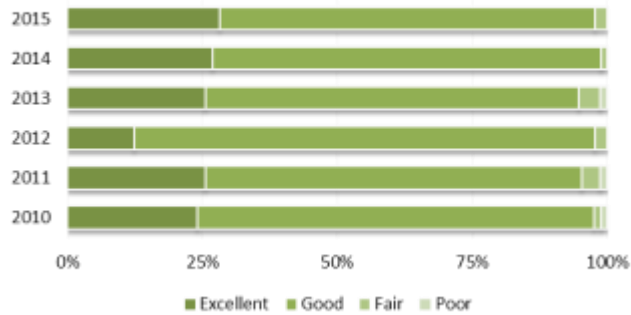
Ninety-one percent say there is no area in Minnetonka where they feel unsafe. Of the respondents who had a public safety concern, 28% listed traffic as having the greatest impact. For those who were stopped by a Minnetonka police officer for a traffic violation, 98% felt the officer acted in a professional manner.

Community Survey Results - Organizational Merit

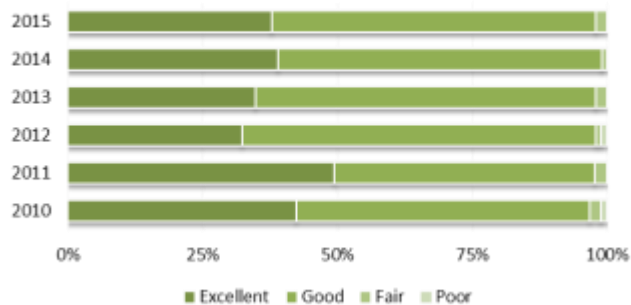
Quality of Snow Plowing



Quality of Community Planning



Quality of Trail Maintenance



Transportation: B+

Over 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 committed snow and ice control removal efforts resulted in close to 95% positive rating the quality of snow plowing and 97% positively rated trail maintenance.

Community Development: A-

Residents were 97% positive about the city’s quality of community planning. Over 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.

Close to 85% of residents feel neighborhood nuisances such as upkeep of homes and yards are not a problem, while 12% feel they are only a minor problem. This is an improvement from 2013 and 2014.

Recreation: A

Thirty-three percent of survey respondents participated in city-sponsored recreation programs again this year. Notably, 99% responded positively about the quality of recreation programs and services.

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 3.697, slightly higher (3.685) than last year.

A-	3.697	Overall Grade
A	3.750	Mission & Vision
A-	3.678	Guiding Principles
A-	3.662	Goals & Strategies
A	3.791	Responsible Stewards
A-	3.620	Natural Environment
A-	3.692	Public Safety
B+	3.354	Transportation
A-	3.723	Community Development
A	3.794	Recreation



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

Tim Bergstedt, Ward 4

Strategic Work Groups

Responsible Stewards – Merrill King, Geralyn Barone, Patty Latham,
Sue Poulos, Corrine Heine and Perry Vetter

Natural Environment – John Weinand, Will Manchester, Jo Colleran,
Liz Stout, Jim Malone, Ashley Cauley and Susan Thomas

Public Safety – John Vance, Jeff Sebenaler, Scott Boerboom, Kevin Fox,
Brian Wagstrom, Marv Solberg and Shelley Peterson

Transportation – Lee Gustafson, Brian Wagstrom, Darin Ellingson, Will
Manchester, Jeff Sebenaler, Julie Wischnack, Elise Durbin, Jeremy Koenen

Community Development – Julie Wischnack, Loren Gordon, Elise Durbin,
Lee Gustafson and Luke Berscheit

Recreation – Dave Johnson, Ann Davy, Mike Pavelka, Todd Kasowski,
Steve Pieh, Sara Woeste, John Heckmann and Kelly O’Dea



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