



**Agenda
Minnetonka City Council
Strategic Planning Session
Tuesday, August 25, 2020
3:30 p.m.
WebEx**

1. Roll call: Calvert-Carter-Coakley-Kirk-Schack-Schaeppi-Wiersum
2. Review of mission, vision and guiding principles
3. Adjournment

The purpose of this special meeting is to allow the city council to discuss strategic planning matters informally and in greater detail than permitted at formal council meetings. While all meetings of the council are open to the public, study session discussions are generally limited to the council, staff and consultants.

**City Council Strategic Planning Session Item #2
Meeting of Aug. 25, 2020**

Brief Description: Review of mission, vision and guiding principles

Background

The city council held its second of five strategic planning sessions on Aug. 18, 2020, facilitated by Patrick Ibarra of The Mejoranda Group. The agenda included a continued refresher of the council/manager form of government, strategic planning overview, STEEP analysis, staff update on strategic profile progress and new actions, and city manager review of major city initiatives.

The third session set for Aug. 25 will include a wrap up of trends impacting the community, the city's role as community builder, exploring the future, and discussion of the city's mission, vision and guiding principles.

In preparation for this session, Mr. Ibarra has asked council members to submit photos on the best of Minnetonka and what is important for the future. Please email photos to Assistant to the City Manager McKaia Ryberg prior to the session.

Remaining strategic planning sessions are scheduled as follows:

Tues., Sept. 1, 3:30 – 6:30 p.m.

Explore possible modifications to the Strategic Profile/Plan with intent to sketch a draft at this meeting. After this meeting, the city manager will confer with department directors to refine the sketch and include specific goals, objectives, and schedule. Deliverable is a revised Strategic Profile for governing body to review.

Tues., Sept. 15, 3:30 – 6:30 p.m.

Revised Strategic Profile is discussed by governing body and any changes made at this meeting. Deliverable is a Strategic Profile that is ready for adoption at a future Council meeting.

Summary

See the attached, more detailed agenda for the August 25 session, along with group handouts and homework provided by Mr. Ibarra.

Originated by:
Geraldyn Barone, City Manager

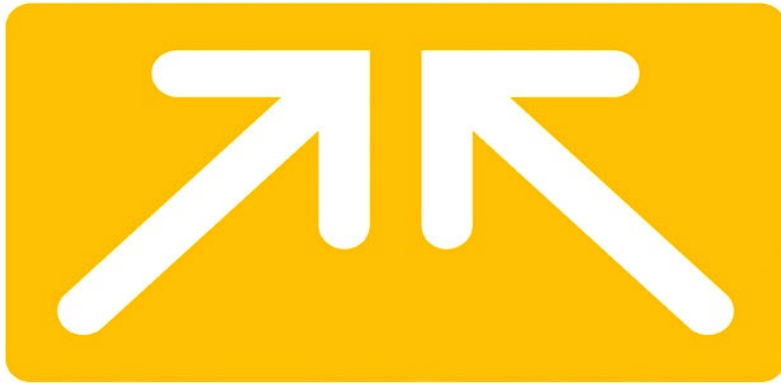
**City of Minnetonka
Mayor and City Council
Advance Meeting Agenda
August 25, 2020**

**Facilitated by Patrick Ibarra
The Mejorando Group**

1. Wrap up discussion about trends impacting the community (3:30 – 3:40)
2. Our Role as a Community Builder (3:40 – 4:00)
3. Explore the Future. (4:00 – 4:30)
4. Our Guiding Principles (4:30 – 5:00)

Break 5:00 – 5:15

5. Our Vision Statement. (5:15 – 5:45)
6. Our Mission Statement (5:45 – 6:20)
7. Discuss agenda for September 1st meeting (6:20 – 6:30)



mejorando group



***MAYOR AND CITY COUNCIL
STRATEGIC PLANNING
MEETING***

Facilitated by
PATRICK IBARRA

August 25, 2020

REFRESHER ON FORM OF GOVERNMENT

• Role of Mayor

- Nimble facilitator helping to make sure people are heard; carefully intervene and handle difficult conversations while getting through the city business.
- Spokesperson for rest of Council. Tries to distill consensus and relay to general public
- Provide leadership to team, give confidence that he has their (council) backs, even when opinions and approaches are different; quarterback
- Chairman of the Board charged with being more of the face of the organization and running the meetings.
- Power is equal to councilmembers

• Role of Councilmembers

- Board of Directors, don't manage, they lead, set policy
- Listen to the public
- Support each other in decision making; knowing that when a decision is made, it's their decision
- Respectful
- Consensus builders – creating buy in
- Courage to do right thing, not always popular
- Listening
- Being accessible to residents and each other

- Backing up city staff – business of running the city
- Keeping the greater good of Minnetonka in mind; seeing the big picture
- Be decision-makers

● **Role of City Manager**

- Chief Executive Officer – running day to day operations subject to Board of Directors
- CEO – Chief Example Officer
- In charge of hiring and firing of staff
- Helps to be a resource to councilmembers, to inform their dialogue and decision making; shouldn't manage flow of debate
- Gatekeeper to resources
- Chief Liaison between staff and council
- Advisor
- Helps us get acclimated to roles
- Sounding board
- Balance interests – elected officials, directors, and community members
- Setting organizational culture – starts with governing body; City Manager is critical to create workplace that reflects wishes of council and work to help employees be happy.

● **Role of community members**

- Bring issues forward
- Engagement
- Provide feedback

- Step in – show up
- Get involved in community
- Experience the community
- Get to know your neighbors
- Be brave, courageous and step out your big yard
- Be honest

● **Role of Department Directors**

- Attentive to culture
- Default to tone of city manager; carry it forward down to organization including goals of Mayor and Council.
- Responsible for execution of strategic plan and shepherd own department goals; harnessing initiatives, innovation, creativity and allowing staff to carry out mission.
- Subject matter experts and serve as “go to” people for Mayor and Council.
- Objective and speak freely to issues as they see them.
- Clear about establishing boundaries – subjective and objective; stay in lane, and alert Mayor and Council.
- Institutional historians – provide context to certain issues and help governing body understand history and justifications for past decisions.
- Lead by example and expectations; set certain expectations for staff to follow.
- Keepers of the culture- set the tone and standards in the department.
- Departmental spokespeople.

- Conveyors of specialized knowledge and expertise.
- Managers
- Cheerleaders for the staff.

● **Role of City staff members**

- Lead with integrity and to be an example. Endure lots of public scrutiny.
- Professional competence; expertise in their area; get the work done and done well.
- Responsible for implementing policy.
- Input from them on what they're seeing; their feedback is valuable.
- Get both the joy and downside of dealing directly with the public.
- Creativity is critical in their role as problem solvers.
- Face of the city; lots of interaction with the public
- Often the face of the city.
- The people who interface with the public and establish the reputation of the city through the quality of the services they provide, their responsiveness, and their attitude.
- A reflection of the policies and established character, values, mission.
- The people who make it all work, who bring our decisions to fruition.

EXAMINE THE PRESENT AND THE FUTURE



What are the consequences for the organization, employees, customers, residents, and other stakeholders if the organization doesn't effectively respond to these forces for change?

- Taking and using social media, along with on-the-ground activism, to make impactful changes about climate/environment, affordable housing, and rank choice voting.
- People perceive how they can influence decision making; create ground swell and have a ripple effect upward.
- Occasional disconnect; sometimes facilitated listening sessions, to obtain their input/vision on what should happen with response of 'we've already made up our mind'; people express hopes, etc.; trying to find a way to connect to get their input we're looking for; people are turning attention to things they can control; national issues take on a different conversation locally;
- Some people disconnect, lose commitment who feel excluded and can then internalize those feelings.

- Tries to be progressive – environmental, covid-19, shifting demographics,
- People expect they'll be heard early in the process, but decisions aren't always reflective of those who shared their input.
- Debate and divide at national level “show up” at local level which creates unique challenges.
- Trying to figure out social media with regard to feedback and activism.
- Legislation/Legal - State vs. Local – more ordinances passing at local level; have to determine their impact on residents and local businesses.
- Receiving messages prompted by social media; fighting misinformation – huge challenge for cities; translating national messages at the local level; volume of email and impact to one's energy.
- Unsolicited communication and concerns about source (i.e. city).
- City officially endorsing and individual efforts; creates confusion.
- Shift toward hardball tactics, few controversial issues historically, some confusion about role of ethics; unaccustomed to hard ball tactics; face head on those more aggressive approaches.
- Influence of outside money; emails from those who live outside Minnetonka; borders don't matter as much; issue specific and role of influence – have to acknowledge it.

CITY'S MISSION, VISION AND GUIDING PRINCIPLES

➤ 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.

ROLE AS A CREDIBLE COMMUNITY BUILDER

- Our past role was...
- Our current role is...
- Our future role will be...

EXPLORING THE FUTURE

1. What are the potential impacts from COVID-19 and other recent events on our role as community builders?
2. What types of services will residents require in the future that are not already provided? What might be required to fund and staff these services?
3. Which city processes and practices might need to change to serve a larger and more diverse population?
4. What types of infrastructure additions or expansions will be required to handle our anticipated growth? What financial resources are required to fund this work?

OUR GUIDING PRINCIPLES

The inherent principles/values of the community and the city organization will provide the foundation on which the strategic plan is constructed. They are the basis for all decisions and actions. One person may have a strong sense that those in need should be cared for by the community at any cost, while others may believe strongly that programs should be reduced to ensure that no new taxes are needed.

City of Rio Rancho, New Mexico Guiding Principles:

- ✓ Cooperation: We believe in open lines of communication and partnerships that link common goals for the greater good of our community.
- ✓ Respect: We believe in different points of view and accountability to each other.
- ✓ Stewardship: We value our resources and are adaptable for the betterment of those that live, work, and play within the City of Rio Rancho.

City of Grand Junction, Colorado Values:

- Integrity. We hold ourselves to the highest level of honesty, truthfulness, and ethical conduct.
- Professionalism. We are committed to the highest-level professional standards by recruiting and developing highly trained, skilled, and motivated employees.
- Teamwork. We embrace a spirit of teamwork, empowerment, cooperation, collaboration, communication, and community involvement.
- Honesty. We are truthful and open in our interactions with each other and with citizens of our community.
- Creativity. We encourage innovative and creative approaches to problem solving.
- Fairness. We treat everyone and all situations in an impartial, equitable, sensitive, and ethical manner.

City of Pasadena, California has adopted the following set of Core Values:

- Responsiveness: We exist to serve our community. We are committed to finding solutions in a timely manner; we listen, we are empathetic, and we take appropriate action.
- Honesty and Integrity: We align our values, words, and actions. We are honorable, trustworthy, and sincere. We consistently go beyond the legal minimum to do what is right.
- Accountability: We take responsibility for our decisions and actions. We are accountable to our community and to each other.

- Excellence: We deliver the best service possible and we are committed to quality outcomes. We strive to exceed expectations and to bring out the best in each other.
- Open, Clear and Frequent Communications: We seek shared understanding with our community. We are engaged and our interactions are meaningful. We believe in participatory governance and transparent processes.
- Innovation: We are flexible and adaptive to the ever-changing needs of our community. We are willing to seek non-traditional solutions and we embrace creativity.
- Diversity and Inclusiveness: We value the strengths that result from varied experiences, ideas, and perspectives. Our collective histories create the fabric that is Pasadena.

Often the values of local jurisdictions are similar even though the jurisdictions vary in their populations, locations, and other defining characteristics. This reflects the fact that most people seek and want to enjoy a similar high quality of life.

The City of Minnetonka:

- 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 humanrelationships.

VISION STATEMENT

Vision statements for communities reflect the collective understanding of the ideal situation. They may reflect a certain standard of living, the pleasantness of the environment, or the general vibrancy of the community. In local government strategic plans, the vision statement typically represents a view of the ideal community toward which the group is working.

The vision is a description of Minnetonka's "desired future". In other words, where do the stakeholders believe the community will be in five to ten years? The emphasis is on the future as it describes the organization as the stakeholders would like it to become – in the future.

Benefits of Visioning

The process and outcomes of visioning may seem vague and superfluous. The long-term benefits are substantial, however. Visioning:

- Provides continuity and avoids the stutter effect of planning fits and starts
- Identifies direction and purpose
- Alerts stakeholders to needed change
- Promotes interest and commitment
- Promotes laser-like focus
- Encourages openness to unique and creative solutions
- Encourages and builds confidence
- Builds loyalty through involvement (ownership)
- Results in efficiency and productivity

EXAMPLES OF A COMMUNITY VISION

- The City of Lakeway (Texas) will continue to be a unique, prestigious, growth-managed community that will meet the needs of its citizens through the efforts of its local government and civic-minded volunteers. We will ensure a continued high quality of life by providing safe, secure neighborhoods, and cost effective, efficient government services.
- City of Las Vegas, Nevada - A world-class, vibrant, affordable, economically, and ethnically diverse, progressive city where citizens feel safe, enjoy their neighborhoods, and access their city government.
- The City of Seaside (California) will be a prosperous and fiscally sound, family-oriented community with a full range of housing, business, cultural and recreational opportunities in a safe and attractive environment for residents and visitors.
- Destination Denton (TX). Denton is identifiable and memorable destination and a community of opportunities. We achieve this by providing high quality of life through excellence in education, entertainment, and employment, neighborhood vitality and sustainability; environmental and financial stewardship; and superior public facilities and services.
- "Leading the way as the best City in the Southwest." (Rio Rancho, NM)
- Alexandria (VA) is a Vibrant, Diverse, Historic, and Beautiful City with Unique Neighborhoods and Multiple Urban Villages Where We Take Pride in Our Great Community.
- The most progressive and efficient local government that, through innovation and teamwork, enhances City services and makes our community the ideal place to live, work and recreate. (Bloomington, Indiana).
- The Town of Queen Creek (AZ) strives to honor our past, manage our present and embrace our future to create a quality, unique place for families and businesses.
- Bismarck is a preferred destination place and prosperous community where people enjoy living, learning, working, and playing. Our community embraces our rich heritage, economic opportunity, and lifelong learning to cultivate a healthy and sustainable environment fostering opportunity for all. We are a dynamic people looking to our future."

VISION STATEMENT

Recipe for compelling vision:

- **Captures imaginations and engages spirits.** It connects with people's hopes and aspirations. To the extent it taps into a dream in which they can individually participate, it pulls them forward.
- **Inspires people to excellence.** It gives people a reason to strive to do their best in their day-to-day work.
- **Provides focus in an ever-changing world.** A vision is a place to return when faced with uncertainty or challenge. When people aren't sure what to do, the vision gives them guidance.
- **Enables people to evaluate their actions.** An effective vision enables people to see each day whether they are making decisions, acting, and achieving results that will help fulfill the vision.
- **Challenges people to unite toward a common goal.** A bold vision should spur people to focus their individual and collaborative energies in ways that require extraordinary effort.

VISION STATEMENT

*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**.*

MISSION STATEMENT

The mission statement identifies the role of the City of Minnetonka in pursuing the community's vision. The City currently has a Mission Statement, which reads

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**.

The intent here is to verify the accuracy of the existing mission statement and make changes where needed. Questions which should be answered that will help modify the existing mission statement are:

- What are the needs and wants of Minnetonka's citizens?
- How does the City of Minnetonka go about in fulfilling the wants and needs?

The basic question to address in the mission statement will be, "What is the business of the City of Minnetonka and who do we serve?" An accurate description of the organization's purpose will drive the strategic plan. It will embody in a few words or sentences what the City of Minnetonka is. Why does it exist at all? What is its function? Who does it serve (customers or stakeholders)? The mission statement shall be crafted so it's clear, credible, and understandable, flexible but focused, and brief.

EXAMPLES OF A MISSION STATEMENT

- “Building our Future by Optimizing Opportunities thru Operational Excellence.” (Rio Rancho, NM)
- The mission of Springville City (Oregon) is to promote a safe and healthy environment for its citizens by providing services, facilities, and opportunities in a fiscally responsible manner.
- The mission of the City of Concord (North Carolina) is to partner with our community to deliver services, preserve, protect, and enhance the quality of life and plan for the future.
- City of Mobile, Alabama - We respect the dignity and worth of our citizens and value the diversity of culture, heritage, and history within our community. We pledge to strive to improve the quality of life and opportunity for economic prosperity of all our residents by working to attract more visitors and industries and assuring all our citizens a clean, safe, economically viable and progressive city that is responsive to changing needs.
- The Town of Queen Creek (AZ) is to provide a framework for a high quality of life, promote a strong sense of community and provide responsive public services in a caring, ethical, innovative, and accountable manner.
- The City of Commerce (CO) is dedicated to providing the finest in municipal services as sensitively, courteously, and effectively as possible to ensure the well-being of the residential and industrial communities and to respond to the needs of the people.
- The Village of Bartlett (IL) is committed to preserving the high quality of life enjoyed by our residents, providing fiscally sound, responsive municipal services, and delivering those services in a profession manner with a high degree of integrity.
- The City of Denton (TX): Dedicated to Quality Service. The City of Denton will foster an environment that will deliver extraordinarily quality services and products through stakeholder, peer group, and citizen collaboration; leadership and innovation; and sustainable and efficient use of resources.
- “To provide high quality public services in partnership with our community to enhance our quality of life.” (Bismarck, ND)

OUR FUTURE POTENTIAL WILL BE REALIZED WHEN...

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**.

1. What are the needs and wants of Minnetonka's citizens?
2. How does the City of Minnetonka go about in fulfilling the wants and needs?
3. What could we be the best at in Minnesota local government?
4. What are we deeply passionate about?

City of Minnetonka
Major Initiatives
August 18, 2020

- Pandemic impacts
 - Financial
 - Facility operations and programming
 - Healthy workforce
 - Elections access
 - Housing and business security
- Ranked choice voting
 - Ballot question education and election administration – 2020
 - RCV education and election administration - 2021
- Sustainability and climate change
 - Establishment of sustainability commission
 - Energy action plan, climate action plan
 - Environmental/natural resources protections
 - Major infrastructure projects
- Diversity, equity and inclusion efforts
 - Community engagement
 - Employment practices
 - City policies
 - City services, programs and events
- Community engagement
 - Public communications
 - City projects
 - Development
 - Expanded opportunities for public participation
- Public safety
 - Policing reforms
 - Fire staffing
 - Move to new facility
- Redevelopment
 - Opus and Ridgedale areas
 - Affordable housing
- Transportation
 - Green line extension – 2023
 - Major reconstruction projects – 2022, 2023
 - Trail system buildout
- Parks and recreation
 - Mountain bike trail
 - Facility pressures
 - Ridgedale park
 - Opus placemaking

- Financial
 - Loss of traditional revenue sources
 - Aging infrastructure
 - Technology enhancements
 - New initiatives
- Staffing
 - HR support
 - Core services and new initiatives – thin staff, nimble, flexible
 - Potential for burnout/stress of being a public servant



Strategic Profile Report

2019-2020

Presented Aug. 18, 2020



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Spirit of Minnetonka Award Winners



2020 Steve Pieh

AUTHENTIC
COMMUNICATION
 ADAPTABLE **LEARNING & INNOVATION**
TEAMWORK OUTCOME-FOCUSED
ENTHUSIASM CONTAGIOUS
 HEALTHY HUMAN **RELATIONSHIPS**
SUCCESS SHARED

Our Shared Values - Excellence with Integrity

- 2019 Tessa Vacek
- 2018 Susan Thomas
- 2017 Todd Kasowski
- 2016 Douglas Fetter
- 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 Mission

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Our Vision

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- 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 by the City Council on May 16, 2011

The Organization

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



Mayor Wiersum

Deb Calvert

Susan Carter



Brian Kirk

Rebecca Schack

Bradley Schaeppi

Kissy Coakley

Administrative functions are the responsibility of City Manager GERALYN BARONE who oversees the Administrative Services, Legal, Community Development, 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, communications and marketing, elections and official city records.

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

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

Finance: Provides budget preparation, capital planning, assessing, payroll, utility billing, financial reporting, debt issuance, 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. Includes 57 sworn officers and 17 non-sworn support members.

Public Works: Oversees design, management and construction of the city's infrastructure. 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 Grays Bay 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
<p>We will be <u>responsible stewards</u> 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 maintain quality <u>public safety</u> 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 protect and enhance the unique <u>natural environment</u> 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 operations and infrastructure, recycling and environmental stewardship.
<p>We will support well-planned, responsible <u>community development</u></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 work to meet the <u>transportation</u> 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 community needs and interests are served.
<p>We will provide excellent <u>recreational</u> 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

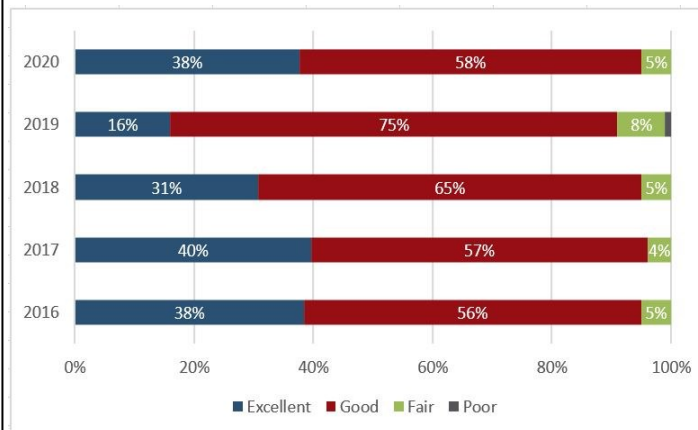
Key Strategies

Providing good value for the dollars entrusted to us.

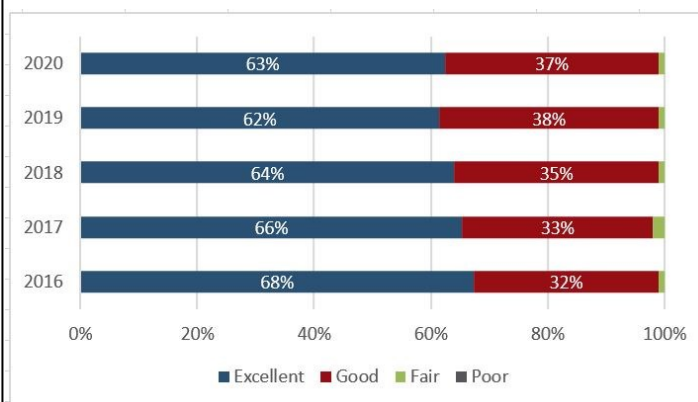
Managing for the long-term to ensure the city's ongoing ability to provide quality services at a reasonable price.

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

Value of City Services



Quality of Life



Progress

Reviewed a variety of measures to analyze and ensure the use of appropriate, available service delivery options and technology (e.g., community survey results, department indicators, road index ratings, community budget key measures and energy management savings).

HR held two Insights Discovery sessions for new hires and utilities division; senior HR specialist achieved facilitator certification. Applicant tracking software was relaunched. Key leadership positions were filled in 2019 due to retirements and turnover, as were several other city positions. About 90% of job descriptions were updated. The COVID-19 pandemic required immediate development and implementation of multiple HR policies and procedures.

Council reviewed the 2021-2025 capital improvement program and approved the economic improvement program. Key measures continue to be incorporated into department and division budgets and are reviewed annually to ensure measures are appropriate and substantive.

An in-depth analysis was completed in 2019 with council approving an increase in paid-on-call fire pension benefit. Instituted a methodology change for employee wage market analysis, with council supporting the compensation change within the 2020 budget.

A new workflow was instituted for digital signatures. Council also adopted an ordinance allowing the use of digital signatures for ordinances and resolutions.

Staff received intensive training on customer response software. All email addresses were changed to minnetonkamn.gov. New city website went live in fall 2019. New software implemented for boards and commissions' application, appointment and member tracking.

Major utility reconstruction continues to take place in accordance with long-range water and sanitary sewer infrastructure plan, with next bond issuance expected in 2021. For the interim public safety facility needs during the remodel and expansion, three fire stations received retrofits including technology changes. Ice Arena B received a new HVAC and roof system.

The city hall remodel project was substantially completed, and the construction and remodel of the public safety facility began this past winter.

During the pandemic, implemented appointment scheduling phone app when city hall was closed. App continues to be used for enhanced customer experience.

Future Actions

Understanding that we are in a recessionary period, provide council with a full and complete budget picture and necessary supporting guidance for them to make informed decisions about the upcoming year's budget priorities.

Provide support to charter commission for ranked choice voting study and provide fair and impartial voter information about RCV for the Nov. 2020 election. Continue to monitor state, county and CDC guidelines and make necessary adjustments for the August State Primary and November Presidential Elections.

Expand individual and organizational development programs to develop and retain our workforce to help meet current workload needs and prepare personnel for future opportunities.

Improve records management by instilling consistency and standards across departments to ensure the city's centralized records management system is complete and all encompassing.

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.

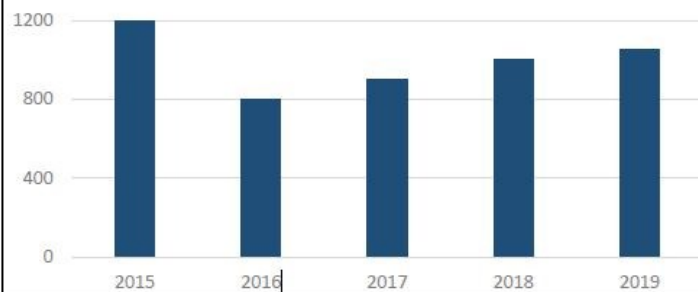
Developing and implementing realistic long-term plans to mitigate threats to water quality, urban forests, and the unique natural character of Minnetonka.

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

New Solar Installations



Number of Trees Distributed/Planted



Progress

Participated in over 100 SWLRT coordination meetings with local partners to provide oversight for natural resource protection

Collaborated with Master Water Steward volunteers in water conservation education, smart salting training, and sustainable landscape workshops

Applied for and achieved “Step Five” (highest level) in the Green Step Cities program

Conducted four in-person and two virtual meetings with a citizen task force for the Partners in Energy program to develop an Energy Action Plan; created a Sustainable Minnetonka webpage

Coordinated with ‘SolSmart’ to identify changes to the zoning ordinance to support alternative energy systems, and held two solar power information sessions and energy bill consultation sessions with Citizens Utility Board

Collaborated with five local businesses and schools to provide information on Emerald Ash Borer, conducting ash tree inventories, treatment options, and planting opportunities

Future Actions

Update the natural resources master plan to protect and enhance the biological and ecological integrity of the city’s natural resources

Review and gather public input to help guide updates to the tree protection ordinance

Implement a pond dredging project to improve water quality based on previous inspection work

Implement the city’s Energy Action Plan for promoting energy conservation

Implement a city sustainability commission

Implement a water conservation rebate program to reduce summer peak water use

We will maintain quality public safety for our residents and businesses

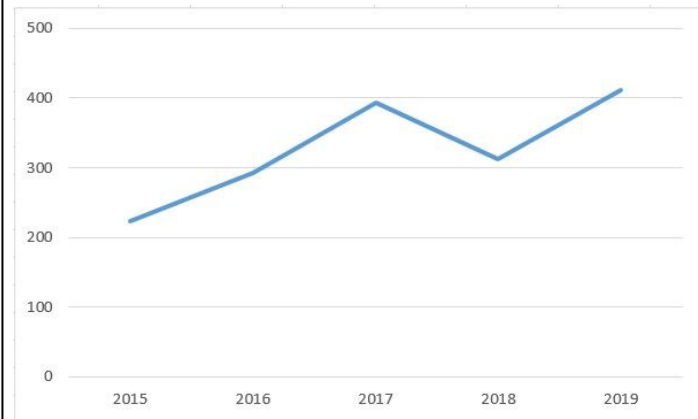
Key Strategies

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.

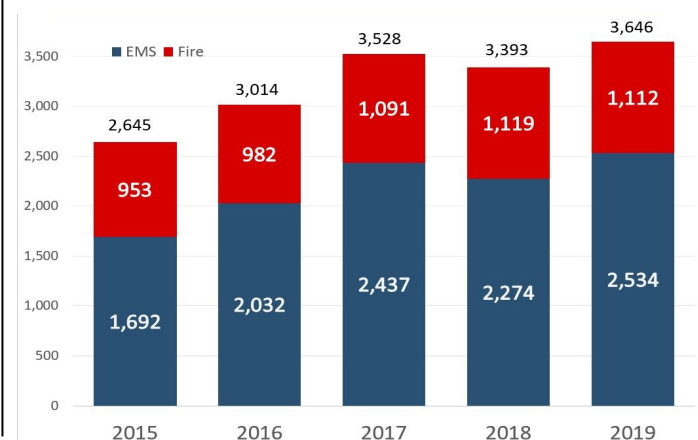
Providing seamless, coordinated and integrated public safety services through common protocols and shared practices among departments and personnel.

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

Police: Mental Health and Crisis Calls for Service



Fire: Service Calls 2015-2019



Progress

Staff continues to participate, collaborate and identify areas of public education and regional transit planning. Police and fire continue to participate with Southwest Light Rail Transit (SWLRT) Project Office staff with both safety planning for light rail extension and observing on-going emergency exercises.

Police and fire continue to train on current trends/threats, including all-hazards regional response training drills with our regional partners. Police and fire staff continue to conduct regular information sharing sessions that inform and educate staff on new equipment, procedures and capabilities, which strengthen the police and fire partnership.

Police continue to partner with the Plymouth Police Department and Hennepin County Social Services with cost sharing of an embedded Hennepin County Social worker to enhance our response to mental health calls.

Police continue to prepare for significant supervisory retirements in the coming years.

Finalize body-worn camera policy and implement BWC program.

Police continue to participate in various community engagement events and look for additional opportunities to strengthen relationships and trust, especially with people of color.

Provide emergency services without noticeable changes to response times during relocation from Police and Fire Headquarters at City Hall.

Police and fire continue to monitor COVID –19 implications on police and fire services, including staffing concerns.

Future Actions

Fire will continue to implement the appropriate recommendations from the FACETS study including continuing to develop a robust recruitment and retention plan for paid on-call-fire-fighters.

Review police reform legislation and make changes as needed.

Analyze impact of OPUS area redevelopment and the SWLRT project on police and fire services.

Police and fire will seek creative solutions to maintain institution knowledge to address retirements and turnover.

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

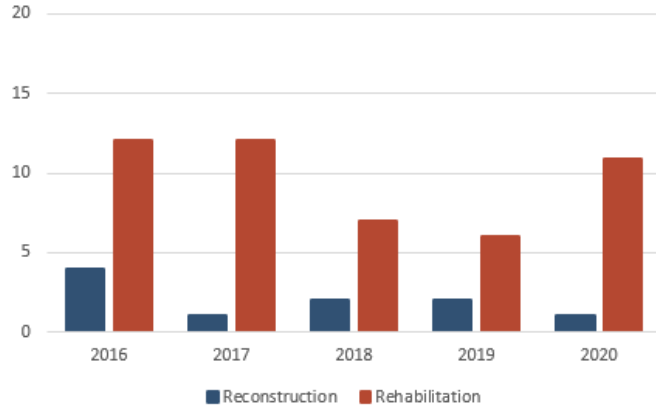
Key Strategies

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

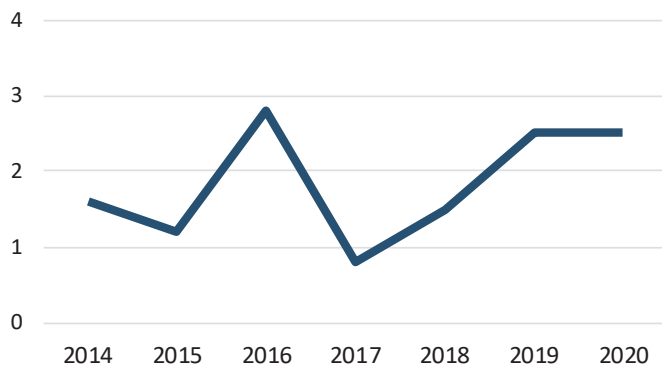
Collaborating with our state, regional and local partners in the timely development of shared highways and streets.

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

Miles of Local Street Preservation



Miles of Trails Constructed/Planned



Progress

Coordinated construction of Opus area improvements as outlined in the CIP and phased with the SWLRT project office, as well as managed development proposals in preparation for light rail.

Developed transportation component of public realm design guidelines and a high level development master plan for Opus, building off of existing transportation studies. Plan focused on sustainability, circulation and transportation, as well as station area planning.

Coordinated all regional and local improvements, including Ridgedale Drive, Mill and Overlay projects, Carlson Parkway, Opus Bridges and many miles of local street construction to minimize impacts to businesses. Coordinated with local businesses and residents and acquired local approvals for the Twelve Oaks Center Drive and Parkers Lake Road Improvement project which began in 2020.

Prepared feasibility work for trail improvements in the right of way including Excelsior Boulevard from Glenview Drive to Caribou Drive and Baker Road to Shady Oak Road to comply with Hennepin County requirements. Completed comprehensive planning efforts for the multimodal transportation needs of the city.

Worked with agency partners to continue implementation of flashing yellow conversion phase 3 in applicable signals city wide, including approximately 10 intersections around the city.

Future Actions

Work with Metropolitan Transit on contract extension and route connections for SWLRT to plan for improved walkability and connectivity within the city.

Review new state legislation regarding speed limits on city roadways and develop recommendation/draft plan based on feasibility, safety improvements, and impacts to enforcement.

Coordinate the Ridgemount Avenue and Groveland-Bay area reconstruction projects, Mill and Overlay projects, Opus Bridges phase II project and many miles of local street construction work to minimize impacts to businesses and residents and acquire local approvals.

Coordinate all regional improvements including Hennepin County road work along segments of Minnetonka Boulevard, Plymouth Road, Baker Road and Shady Oak Road.

Continue to analyze and expand implementation of transportation safety improvements with project partners from region and state to provide improved multi-modal transportation means in transportation corridors.

We will support well-planned, responsible community development

Key Strategies

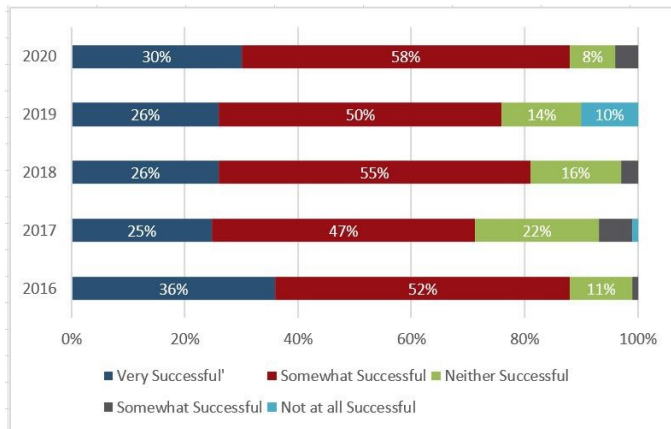
Carefully balancing individual property rights with community-wide interests, while respecting the unique character of Minnetonka's neighborhoods.

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

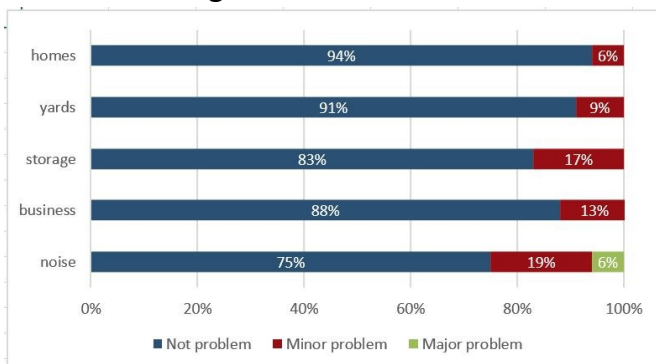
Actively promoting the vitality of designated village centers, which integrate uses and connect people to commercial, residential, employment, and public activities.

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

Success in Balancing Rights



Neighborhood Nuisances



Progress

Housing work plan is being followed. Established housing trust fund to assist with rent payments during pandemic.

Implementation of private investments is evident in current and future Opus projects. Developers using document to help them envision and plan redevelopment.

Public process for potential redevelopment of city owned property at Highway 101/ Covington completed. The next stage of selling the property will occur in the next year.

Continued business marketing efforts and other business outreach activities throughout the year; the more recent grants for businesses during the pandemic were needed.

Staff participates in the SWLRT construction work group which meets with business owners and residents to discuss and problem solve issues relating to the construction of light rail.

Future Actions

Housing

- Continued pandemic response
- Housing policy conversation – September 2020

Opus

- Addressing continued redevelopment activity
- Managing infrastructure investments and needs (AUAR)

Ridgedale

- Strategic redevelopment and emphasis on variety of business types

SWLRT

- Final 2 years of construction – preparing for 2023 opening

We will provide excellent recreational amenities

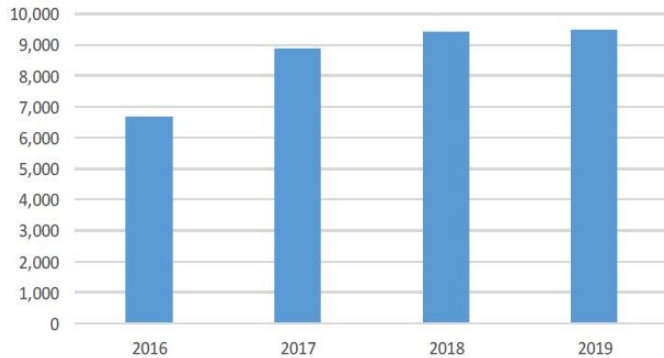
Key Strategies

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

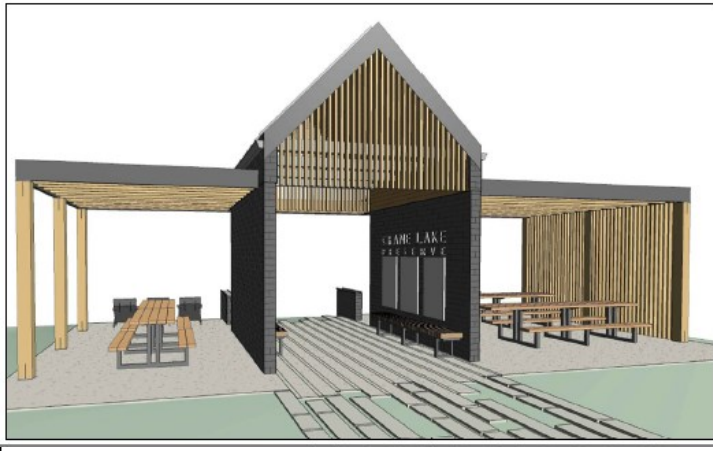
Responsibly maintaining our parks, trails and recreational facilities, while fairly balancing user fees with general community support.

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

Community Center/Senior Center Registrations



Concept Rendering—Crane Lake Shelter



Progress

Continue to make capital decisions guided by the facility and programming space study including adding a future pool as an unfunded project in the CIP.

Partnered with several agencies to provide a variety of programs including the MacPhail Center for Music, Minnesota Off-Road Cyclists and the U of M Master Gardeners.

Community park audits were completed and the process of updating the POST plan has begun in partner ship with Natural Resources.

Public realm design guidelines and a small area implementation plan for Opus was completed and implementation of that plan has begun.

Construction level drawings for Excelsior Blvd. were completed.

Construction level drawings for Crane Lake Preserve and shelter were completed and are nearing completion for the new park at Ridgedale.

Improved customer service through technology improvements included a new app for swimming lesson participants and continued positive feedback regarding the new Team Sideline software.

Senior Services Memory Café/Dementia programming funding was secured through the Ellison Foundation and a partnership with the MacPhail Center for Music

Future Actions

Provide diverse and inclusive programming to all demographics.

Evaluate current park, trail, facility, programming and amenity usage to inform future decisions.

Explore public and private programming and facility partnerships to expand current offerings.

Provide safe, sustainable and welcoming facilities.

Minnetonka City Council

Brad Wiersum, Mayor
Deb Calvert, At-large
Susan Carter, At-large

Brian Kirk, Ward 1
Rebecca Schack, Ward 2
Bradley Schaeppi, Ward 3
Kissy Coakley, Ward 4

Department Directors

Geralyn Barone, City Manager
Scott Boerboom, Police Chief
Corrine Heine, City Attorney
Darin Nelson, Finance
Mike Funk, Assistant City Manager

Kelly O'Dea, Recreation Services
John Vance, Fire Chief
Will Manchester, Public Works
Julie Wischnack, Community
Development

Strategic Work Groups

Responsible Stewards – Darin Nelson, Geralyn Barone, Patty Latham, Dawn Pearson, Moranda Dammann, Corrine Heine and Mike Funk

Natural Environment – Leslie Yetka, Susan Thomas, Philip Olson, Sarah Schweiger, Drew Ingvalson, Leslie Yetka and Kevin Maas

Public Safety – John Vance, Scott Boerboom, Kevin Fox, Will Manchester, Shelley Peterson and Andy Gardner

Transportation – Will Manchester, Darin Ellingson, Philip Olson, Scott Boerboom, Julie Wischnack, and Alisha Gray

Community Development – Julie Wischnack, Loren Gordon, Alisha Gray, Will Manchester and Luke Berscheit

Recreation – Kelly O'Dea, Ann Davy, Mike Pavelka, Todd Kasowski, Steve Pieh, Sara Woeste, John Heckmann, Kristin Pimental and Carol Hejl

