



## 2014 City of Lake Elmo Plan of Work

The 2014 City of Lake Elmo Plan of Work has been developed to reflect the governing principles established by the 2014 Lake Elmo City Council, which are:

1. **Efficient, low cost taxpayer serviced-based government;**
2. **Disciplined and balanced market driven growth;**
3. **Well-ordered, low regulatory burdened quality of life**

From an operational standpoint five core ideas of local government have been applied to reflect public trust and accountability. **First**, our work must be proactive and taxpayer-centered. **Second**, the program must add value to the community in all aspects. **Third**, our operations must be efficient, stable and consistently fair. **Fourth**, program must be cross-functional and team based. And **Fifth**, staff members must be allowed to demonstrate expertise in their individual fields.

### Taxpayer Service

**Mission Statement:** To provide the citizens of Lake Elmo with the most informed, efficient and transparent customer service experience possible.

#### 2014 Goals & Objectives

1. Continue to develop a multi-platform information strategy that includes a relevant website, daily, weekly and quarterly news updates, and pertinent mailings on key community issues;
2. Create procedures and standard operating guidelines to insure a 24 hour turnaround response on all taxpayer issues including an established FAQ section of the website; Continue a consistent and transparent method for taxpayer input that includes website polling, citizen surveys, focus groups and neighborhood meetings
3. Improve utilization of cable access capabilities & web streaming to maximize technology and inform the community via production of public affairs programming.
4. Continue implementation of the Speak Your Peace civil dialogue project in cooperation with< Lake Elmo Elementary, Jaycees and Rotary.
5. Continue development of Next Gen Leaders group for community building and leadership development.
6. Conduct (5) neighborhood outreach meetings in community parks.

### Land Use Planning

**Mission Statement:** To thoughtfully adopt a City-wide Comprehensive Plan that maintains the open space character of the community while balancing attractive, sustainable growth opportunities that meet the requirements of the Metropolitan Council. *(Planning Dept. will enhance plans formally by year end)*

#### 2014 Goals & Objectives

1. Adoption of the City Zoning Code
2. Adoption of Form Based Code for Old Village;

3. Streamline & Improve Policies /Procedures for the handling of routine land matters including but not limited to variances, site plan review, setbacks et al;
4. Reduce the population expectations to 18,000 by 2040 and eliminate the MOU with the Met Council.
5. Efficiently process / approve final plats for Lennar, Amaris, Hammes, Ryland, Gonyea, Chase, Pratt and Engstrom for future housing developments as prescribed by the Comprehensive Plan
6. Resolve zoning conflicts with the Metropolitan Airports Commission / MNDOT.
7. Add Planning module from Permit Works for project tracking.
8. Fully implement escrow and developers agreement process.

## Municipal Code / Recordkeeping

**Mission Statement:** To create a City Code that is based on the development of an orderly community, reflects state-of-the-art municipal governance, and can be fairly understood and applied to the matter regulated. To create a record retention system that provides orderly access and transparency.

### 2014 Goals & Objectives

1. Convert paper files from years 2000-2012 to Laserfiche record retention.
2. Establish public document destruction plan consistent with MN State Statutes.
3. Conduct, in the Spring of 2014 an Open Meeting, Data Practices & Ethics Seminar for all elected and appointed officials.

## Finance

**Mission Statement:** To efficiently steward the tax dollars and other resources of the City of Lake Elmo in a manner that eliminates waste, maximizes the investment of our residents and maintains an affordable tax rate that is in the bottom quartile of MN Cities.

### 2014 Goals & Objectives

1. Implement Performance Based Budgeting for the 2015 Budget;
2. Complete City's first Comprehensive Annual Financial Review prior to 2014 Borrowing;
3. Complete New Water and Sewer Rate Study Prior to the 2015 Billing Cycle;
4. Complete Audit by May 15<sup>th</sup> / Maintain Aa2 Bond Rating;
5. Implement ACH – Credit Card electronic payment system for fees, utility bills, etc.
6. 100% recovery or assessments/ fees for service of developer created operational expense in 2014.

## Public Safety / Quality of Life / Building Inspection

**Mission Statement:** To provide the resources and manpower to sufficiently protect taxpayers and their property values from harm.

### 2014 Goals & Objectives

1. To modernize the fire fleet through purchase of 78' aerial/engine that ensures state-of-the art fire suppression and maximizes firefighter safety;
2. To reduce the number of nuisance properties by 50% by the end of fiscal year 2014;
3. Improve permit review time to 5 working days or less.
4. Full implementation of electrical inspection policy
5. Implement hearing appeal process for Code Enforcement and Animal Control Issues

6. Explore collaboration with other area Fire Departments
7. Create and Implement Fire Inspection Program

## Streets & Utilities

**Mission Statement:** To construct and maintain efficient infrastructure (streets and utilities) for the purpose of providing safe thoroughfares, potable drinking water, and the elimination of waste.

### 2014 Goals & Objectives:

1. Construct watermain line on Inwood to I-94 corridor;
2. Construct watermain line on LE Avenue to the I-94 corridor;
3. Develop a Village sewer phasing plan with 2015 Phase I construction;
4. Develop a water tower timing and siting plan including land acquisition;
5. Complete design specifications for Village Parkway for new development;
6. Hire (2) additional FTES for frontline sewer & water maintenance.

## Sustainable Growth

**Mission Statement:** To allow Lake Elmo to develop as a community in an environmentally sustainable manner at a pace that reflects “open space” character and marketplace realities.

### 2014 Goals & Objectives:

1. Develop Business Improvement District in the Old Village District – Establish TIF District if economically feasible;
2. Complete stormwater studies (with VBWS) for growth areas
3. Create “Fresh” community Image / Branding Campaign that emphasizes open space character.
4. Recruit (3) new commercial businesses in the I-94 corridor.

## Transportation

**Mission Statement:** To develop efficient and safe local transportation policy that allows for orderly, lawful traffic flow.

### 2014 Goals & Objectives:

1. Complete and approve a Highway 36 corridor plan;
2. Actively participate in the design process for the reconstruction of Lake Elmo Avenue in 2015 including the development of a downtown streetscape improvement plan;
3. Partner & Enhance Washington County’s Manning Avenue Re-Construction Plan.
4. Design, Build & Assess 5<sup>th</sup> Street via 429 Process between Inwood and Keats / Design, Build & Assess 5<sup>th</sup> Street for Lake Elmo East (Ryland/Diedrich). *\*\*Parkway will incorporate theming elements. (Project dependent on developer participation).*
5. Complete railroad crossing trade out for the creation of a new Village parkway crossing by the End of 2014.

## Elections

**Mission Statement:** To provide for an orderly process that allows for all Lake Elmo residents to exercise their right to vote.

### 2014 Goals & Objectives:

1. Conduct successful primary and general elections in 2014.

## Park & Recreation

**Mission Statement:** To develop a comprehensive and fully accessible park, recreation and trail plan that provides use opportunities for all citizens.

### 2014 Goals & Objectives:

1. Obtain grant funding for the construction of the Lake Elmo Regional Trail.
2. Complete Park Commission Strategic Plan of Work (see attached)
3. Complete Sun Fish Lake Park Utilization Plan

## Groundwater / Storm water / Environmental

**Mission Statement:** To balance the monetary realities with the protection of natural resources of the City of Lake Elmo through carefully policy development, deliberate advocacy for clean groundwater, drinking water and surface water, and proper management of storm water.

### 2014 Goals & Objectives:

1. Work with State Legislature secure funds \$4 million in bonding to alleviate infrastructure costs associated with the provision of clean drinking water to our taxpayers as a result of the 3M groundwater contamination – Continue to Pursue Economic Remedies of 3M Contamination;
2. Create wetland and woodlands overlay districts within land use map;
3. In cooperation with waste haulers, develop a community-wide recycling program that utilizes single-stream recycling, a centralized drop-off for over-sized items, and continual education. Create a garbage pick-up schedule that allows for free market competition and reduce the impact on the local roads;
4. Work with Washington County and the Valley Branch District to mitigate current surface water flooding issues associated with the Old Village.

## Process / Procedure

**Mission Statement:** To create a lean and efficient government that properly stewards taxpayer dollars and resources.

### 2014 Goals & Objectives:

1. Complete 30 standard operating procedure protocols in six disciplinary areas using key success factor looping including snowplowing, street maintenance, meeting efficiency, permitting, land use review, utility & assessment collections;
2. Paperless Council & Planning Commission Meetings by 3rd Quarter 2014.

## Council / Commission /Board Procedures

**Mission Statement:** To establish the public trust in policy-making by creating a productive, trust-base meeting process that is relevant to the issues at hand and civil in dialogue.

### 2014 Goals & Objectives:

1. Complete 24 policy-focused meetings & 10 technically-based workshops;
2. Continue the creation of a citizen based Committee structure utilizing the expertise of the community;
3. Complete an error free, sound record-keeping and technically sound broadcast of all affected Planning Commission and City Council meetings.

## Human Resources

**Mission Statement:** To establish best practices in the recruitment, performance management, and overall welfare of the employees of the City of Lake Elmo

### 2014 Goals & Objectives

1. Streamline and contemporize the City of Lake Elmo Employee Handbook;
2. Develop annual review process for technical & management staff;
3. Standardize the hiring, discipline and firing process for the City of Lake Elmo.