



## 2015 City of Lake

## Elmo Plan of Work

The 2015 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 (*Note: This Governing Principles May Change After the New Council is Seated*):

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 **thus building trust with the elected officials**.

### Taxpayer Service

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

#### 2015 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;  
More consistent posting of Council, Commission and Committee Minutes of the Website
2. Create standard operating guidelines and taxpayer interaction reports 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 (ie Meet the Mayor, Policy Issue Focuses etc).
4. Continue implementation of the Speak Your Peace civil dialogue project in cooperation with Lake Elmo Elementary, Jaycees and Rotary and other community groups.
5. Continue development of Next Gen Leaders group for community building and leadership development.
6. Hold Jan- August Monthly Update Resident Meetings on downtown street / redevelopment plan

### Land Use Planning

**Mission Statement:** To thoughtfully review the relationship between the City of Lake Elmo Comprehensive Plan and development to insure that the open space character of the City is maintained while provide essential public services to our taxpayers

## 2015 Goals & Objectives

1. Adoption of the City Zoning Code
2. Complete functional master plan for the downtown based on economic metrics, infrastructure needs and practical, taxpayer-driven input
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 by careful negotiations with the Met Council prior to the adoption of the 2015 System Statements including the possibility of reducing density expectations in sewer served areas and re-designating high density areas in the SE to commercial
5. Efficiently process / approve final plats, Gonyea (3), Chase, Pratt, Inwood and Engstrom for future housing developments as prescribed by the Comprehensive Plan if directed by the City Council
6. Resolve zoning conflicts with the Metropolitan Airports Commission / MNDOT. Finalize Crossing Strategy with Railroad.
7. Develop a transit oriented development plan for Hudson Boulevard to accommodate the Gateway Corridor Bus Rapid Transit system.
8. Successfully manage development infrastructure construction to City specifications

## 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.

## 2015 Goals & Objectives

1. Convert paper files from years 2000-2012 to Laserfiche record retention.
2. Prioritize 12 Municipal Code Updates (1 / Month) to bring Lake Elmo Code into 21<sup>st</sup> Century
3. Establish public document destruction plan consistent with MN State Statutes.
4. Conduct, in the Spring of 2015 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.

## 2015 Goals & Objectives

1. Execute against Performance Based Budgeting for the 2015 Budget. Provide Quarterly Snapshot to City Council in April, July, October and Year End
2. Complete City's Comprehensive Annual Financial Review prior to 2015 Borrowing;
3. Complete Audit by May 15<sup>th</sup> / Maintain Moodys Aa2 Bond Rating & Standards & Poors AA+ Rating
4. Implement ACH – Credit Card electronic payment system for fees, utility bills, etc.
5. 100% recovery of assessments and review fees for developer created operational expense in 2015.
6. Create Sewer Billing Systems, including review of the 201 billing rate, for consistency and equity.
7. In concert with the Community Development Department, maintain the master development summaries for WAC & SAC connections
8. Complete and maintain water and sanitary sewer cash flow models

9. Create and maintain a global cash flow model that incorporates our future revenues and costs.

## Public Safety / Quality of Life / Building Safety

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

### 2015 Goals & Objectives

1. To effectively deploy the new 78' aerial/ engine and liquidate the old aerial for a fair price
2. Identify land, staffing and equipment needs for a single centralized fire station
3. To develop a 10 year staffing & budget strategy with the Washington County Sheriffs to manage growth
4. To reduce the number of chronic nuisance properties to more than 10 by the end of 2015
5. Improve permit review time to 5 working days or less.
6. Implement hearing appeal process for Code Enforcement and Animal Control Issues
7. To develop and implement a strict "completeness" acceptance policy on accepted development and building plans
8. Based on available budget implement remote inspection/correction entry into initial phase

## 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.

### 2015 Goals & Objectives:

1. Construct water main line on Inwood to I-94 corridor including the planning for a Water Tower #4
2. Complete Phase One of Downtown /Lake Elmo Ave. Reconstruction Partnership w/ Washington County
3. Prepare Phase Two of the Downtown / Lake Elmo Avenue Reconstruction Partnership w/ Washington County
4. Acquire land for Old Village Stormwater Management Plan
5. Supervise to City Specification the developer constructed 5<sup>th</sup> Street from Inwood to Keats
6. Complete 201 System Analysis and make recommendations for future use
7. Reconstruct Eagle Point Blvd (on request) and assess 100% to business community
8. Complete PASR Rating of All Streets / Update Beehive Street Inventory and Mapping
9. Update Street CIP and Adopt 2016-2020 Street CIP & 2016 Feasibility Reports
10. Prepare Phase 2 Olson Lake Trail Sewer Extension for 2016 Construction

## 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.

### 2015 Goals & Objectives:

1. Adopt Redevelopment and Economic District for the Old Village (overlaid on the VMX area) via EDA

2. Develop policies on the use of economic development incentives including TIF, tax abatement, business improvement district
3. To develop (EDA & Planning Commission) a business park in the SE quadrant at the corner of Manning & Hudson Blvd. to optimize use and broaden the tax base

## Transportation

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

### 2015 Goals & Objectives:

1. Complete and approve a Highway 36 corridor plan;
2. Actively participate in the design process for Phase II of reconstruction of Lake Elmo Avenue in 2015 including the development of a downtown streetscape improvement plan;
3. Train DPW Staff in the use of PASER road rating system, rate the roads, and develop the 2016-2020 CIP program for street maintenance, reconstruction and reclamation
4. Develop a "hybrid" urban-rural street design that handles drainage, but maintains open space feel
5. Develop formal shouldering program for rural road cross sections
6. Construct 5th

## Elections

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

### 2015 Goals & Objectives:

## Park & Recreation

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

### 2015 Goals & Objectives:

1. Conduct feasibility study, be included in the Washington County Parks Commission Master Plan and obtain grant funding for the construction of the Lake Elmo Regional Trail.
2. Complete 2015 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.

### 2015 Goals & Objectives:

1. Work with Continue to Pursue Economic Remedies of 3M Contamination;
2. Actively participate in the Washington County Groundwater Coalition to protect our water resources and monitor policy being developed by the Met Council on groundwater allocation

3. Develop and implement a stormwater pond and facilities maintenance plan consistent with the MS4 permit
4. Participate in the (5) lake coalition with the Valley Branch Watershed District to control Eurasian Milfoil

## Process / Procedure

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

### 2015 Goals & Objectives:

1. Complete 37 standard operating procedure protocols in the DPW to standardize operations and qualify expectations;
2. Design a functional decision making tree that allows Council & Staff to prioritize day to day functions of departments to improve workflow & efficiency

## Council/ Commission /Board Procedures

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

### 2015 Goals & Objectives:

1. Complete 24 policy-focused meetings & 10 technically-based workshops;
2. Complete a full departmental orientation for Council Members Elect Fliflet and Lundgren to seamless transition to new Council
3. Continue the creation of a citizen based Committee structure utilizing the expertise of the community;
4. 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

### 2015 Goals & Objectives

1. Streamline and contemporize the City of Lake Elmo Employee Handbook;
2. Develop new annual review process for technical & management staff;
3. Conduct 6 (1 / 2 month) team building and morale enhancing functions with all staff
4. Continue to work on wellness and proper utilization of health / dental insurances to keep the premiums affordable for taxpayers

## Library

**Mission Statement:** The mission of the Lake Elmo Public Library volunteer program is to give community members fulfilling opportunities to use their skills to enhance the lifelong learning of residents; to assist the library staff in providing services and service enhancements that otherwise could not be achieved; and to further the relationship between the public library and the community it serves.

## **2015 Goals & Objectives**

1. Finalize Joint Powers Agreement between Library and Washington County so Lake Elmo residents are spared the inconvenience of out of pocket expenses for Washington County Library access.
2. Work towards normalizing relations between the Lake Elmo Public Library and other libraries throughout Minnesota, particularly Washington County, with the intention of inter-library loan (including convenient e book access)
3. Establish more consistent and expanded evening and weekend hours.
4. Have paid staff person at the library during virtually all of the Library's open hours.