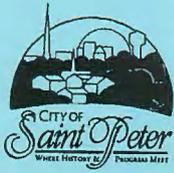


**CITY OF SAINT PETER, MINNESOTA
AGENDA AND NOTICE OF MEETING**

City Council Goal Session, Monday, August 29, 2016
Governors' Room, Community Center – 3:00 p.m.

- I. WELCOME**
- II. RULES FOR THE DAY**
- III. AN OLD GAME WITH A NEW TWIST**
- IV. A new game...No Really...a new game**
- V. DEEP DIVE DISCUSSIONS**
 - A. How Is Your Community Changing
 - B. ^ VS v
 - C. Fire Hall Update
 - D. Solar Update
 - E. Update On New Park Near High School
 - F. Parks Plan Vision
 - G. Hospital Big Picture/Strategic Plan/Situational Awareness
 - H. Community Outreach/Communication Ideas
 - I. Assessments and Project Connection
 - J. Housing and Traverse Green Update
 - K. EDA Option 2 Memo Review
 - L. Substation Work Plan
 - M. Organizational Health
- VI. QUICK HIT DISCUSSIONS**
 - A. Goal Session Financial Report
 - B. Define Taxes vs. Fees
 - C. Department of Commerce CIP Report
 - D. Sidewalk Plan
 - E. Public Works Shop Changes
 - F. Principle of Legitimacy
 - G. Assessment Policy and Electric Transformer Purchase Policy
 - H. Ami Auto Meter Read Update
 - I. Dogs on Trails
 - J. Traverse Green Subdivision Update/Employer's Perspective
 - K. Concession Stand Rights
 - L. Highway 99 Bridge to 169 Update
 - M. DeWild Grant and Reckert Study
 - N. Cooperative Efforts
 - O. Others
- VII. ADJOURNMENT**

Office of the City Administrator
Todd Prafke



I. WELCOME

II. RULES FOR THE DAY

Typically the Council will take a few moments to review the brainstorming rules. We might also delve into "Hurling Day", determine a "break caller" and generally visit about how your time will be spent together.

III. A NEW GAME WITH AN OLD TWIST

Hmmmm. I wonder what this could be? After all a couple of you requested that it make a comeback and it is hard for me to resist because it helps your discussion so...so much.

IV. A NEW GAME...NO REALLY....A NEW GAME

I discovered a new game that is not only a great team builder, but it is fun, it really has a point or couple of lessons in it and I know how you really like games.

V. DEEP DIVE DISCUSSIONS

A. HOW IS YOUR COMMUNITY CHANGING?

A review of some of the changes you may or may not see and discussion on how they may impact what a City does or does not do.

B. ^ VS. v

A discussion on this basic principle which has been one of the tenet of Council work for the last 20 years.

C. FIRE HALL UPDATE

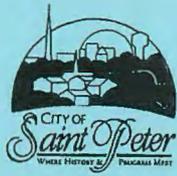
An update on the work that you directed related to a potential new Fire Hall. This will include a review of a more formalized proposal from 5 Bugles and a discussion of funding.

D. SOLAR UPDATE

A review of your goals and an update that we hope goes a long way towards meeting the goals that you have previously articulated.

E. UPDATE ON NEW PARK NEAR THE HIGH SCHOOL

A review of where this project is at both from a construction and financial standpoint.



F. PARKS PLAN VISION

A discussion about how we might find and provide for additional planning and a discussion of resources after the 2019 year.

G. HOSPITAL BIG PICTURE/STRATEGIC PLAN/SITUATIONAL AWARENESS

A review of the Hospital from the big picture strategic side of things.

H. COMMUNITY OUTREACH/COMMUNICATION IDEAS

Our regular review of this issue and what we can do to help people know about the positives things you do.

I. ASSESSMENTS AND PROJECT CONNECTION

A primer on the rules of assessment, and what projects are attached to this.

J. HOUSING AND TRAVERSE GREEN UPDATE

An update on Traverse Green and what's next for work not only there, but for housing in your community in general.

K. EDA OPTION 2 MEMO REVIEW

A review of this document from now more than a decade ago that is the basis for your economic development policies and actions.

L. SUBSTATION WORK PLAN

A review of the need for additional electric infrastructure improvements.

M. ORGANIZATIONAL HEALTH

Our regular discussion on Council v, Council, Council v, Staff mayhem. Not really... but it is our time to self-assess how the Council is doing as a team and how we all work together.

VI. QUICK HIT DISCUSSIONS

A. GOAL SESSION FINANCIAL REPORT

Our ongoing work, not about budgets, but about providing additional insight into your overall financial picture.



B. DEFINE TAXES VS. FEES

A short primer on the difference because there is a really important difference.

C. DEPARTMENT OF COMMERCE CIP REPORT

A review of a report on Conservation Improvement Project (CIP).

D. SIDEWALK PLAN

A last taking of your temperature on this city-wide project before we start to spend money and "move the ball" forward.

E. PUBLIC WORKS SHOP CHANGES

A review of the changes we plan to make to the City shop to meet your ongoing needs for service.

F. PRINCIPLE OF LEGITIMACY

A review of this issue that frankly I have been thinking about an awful lot.

G. ELECTRIC TRANSFORMER PURCHASE POLICY

A short review, since you have brought it up a couple times, of the policy of the City paying for transformers and whether that continues to be a good thing.

H. AMI AUTO READ METER UPDATE

An update on this pilot project and likely why we are near to pushing it into a full-fledged project over the new few years.

I. DOGS ON TRAILS

An extension of your dog in parks question and position from your last Goal Session.

J. TRAVERSE GREEN SUBDIVISION UPDATE/EMPLOYER'S PERSPECTIVE

A recommendation about a plan not just for you but for others.

K. CONCESSION STAND RIGHTS

A short reminder about how this works in Saint Peter and what benefits you receive.



L. HIGHWAY 99 BRIDGE TO 169 UPDATE

A quick look and that planning; the pros and cons of making this go.

M. DEWILD, GRANT AND RECKERT STUDY

A review of the study timeline; why it has taken so long and the possible impacts; and what Council can and probably should do when it reads the study.

M. COOPERATIVE EFFORTS/PARTNERSHIPS

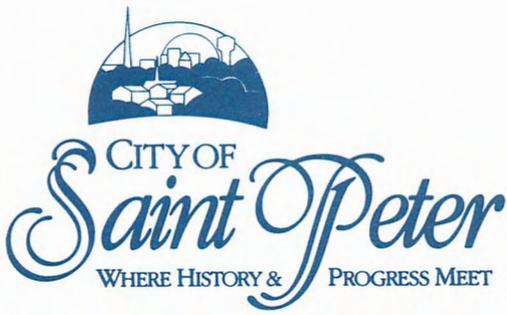
A review of the last "white sheet" and potential partnership principles.

O. OTHERS

A discussion on any topics that may interest you. After all...it is your meeting!

VII. ADJOURN

Office of the City Administrator
Todd Prafke



Memorandum

TO: Honorable Mayor Zieman
Members of the City Council

DATE: 06/10/2015

FROM: Todd Prafke
City Administrator

RE: Goal Session Report and takeaways

ACTION/RECOMMENDATION

None needed. For your information and review.

BACKGROUND

The goal of this memo is to provide a basic outline of the principal discussion points and priorities as the Council provided direction as a part of its' Goal Session on June 6, 2016.

In writing this memo it is not my objective to provide a complete or full review of the discussion held by the Council, but rather it is to list, with some explanatory information, the priorities for efforts and big thoughts of the meeting. The listing is done based on topic and chronology within the body of the meeting. These are not in prioritized order.

- The Council reviewed its' list of Item of Vital Importance and spent a considerable amount of time in review and discussion of modifications. The direction was to change the list to be as follows:
 - Community that treats all people like neighbors
 - Proactive housing solutions
 - Availability of quality health care
 - Thriving business community
 - Action on the changes in our demographics
 - Aesthetically distinctive
 - Improved Sustainability
 - Available early childhood care and educational opportunities and Exceptional schools
- The Council looked at its' General Fund and all of its' larger Enterprise Funds and discussed thoughts related to cash and cash balances. In addition, there was an expression that allowing individual funds to dip below positive cash position was against Council views of best practice and that too should be included as a part of any policy in the future. Generally the Council seemed to leave this discussion with a better understanding of the inter-relationship of the various funds.

- Council discussed the current administrative flag lowering policy and their want to follow that policy. The policy is slightly more restrictive meaning that unless the President or Governor orders all government offices to comply or specifically lists local units of government the City will not lower flags to half-staff.
- Members discussed rules related to pamphleteer solicitation and that permitting is required for that purpose.
- Members discussed an expanded sidewalk repair and placement program and directed staff that no property assessment is desired as a part of the process and that it would be their goals to see the projects initiated in the 2017 year with construction in the 2017 and potentially 2018 year dependent on pricing.
- Council expressed its ongoing support of the communication tools that are currently being used and they continue to look for ways for members to participate in partnership meetings. Staff was directed to ensure that the City and School partnership resume a more regular meeting schedule.
- Council discussed its' ongoing desire to move forward with a planning process for a new fire hall. Staff was directed to conduct an initial interview of an architectural firm and solidify planning cost using their assistance. A firm proposal on those planning activities would be brought back to the Council in August or September.
- Dog access to parks was also discussed and staff was directed to draft a change in the rules and ordinance to expand use to include Riverside park and other nature areas defined in the parks plan as locations 22, 23 and 24. This will be reviewed by the Parks and Recreation Advisory Board in advance of any action by the Council.
- The potential for the City to provide for maintenance of all the alleys in the City was discussed and the Council asked that staff develop additional data around this topic, recognizing cost and legal impacts in many areas in the City.
- Members discussed the current cost and development of the City Park located north of the new high school. The project still is not fully funded and emphasis was put on the need to ensure that the park in not just about organized athletic space but also that needs for green space and non-organized use of facilities is also a priority.
- A draft of an Urban Chicken Ordinance was reviewed and a few modifications were suggested. The members asked that a vote be provided for in late June or early July.
- Hallett's Pond and planning for trail development was reviewed and approval is planned before the end of June.
- Air quality and concerns about recreational fires and use of inappropriate materials causing challenges in many neighborhoods. Staff was asked to double its efforts to promote the proper materials uses.
- A transit update was provided by staff and included discussion on the primary goals that we share with the City of Le Sueur.

- Ameresco was present and provided information related to a potential business relationship opportunity in three primary areas: Street lighting conversion to LED; Building efficiency upgrades; and development of community based or utility based solar PV. The premise of this discussion was that mid to long term energy cost saving can be utilized to pay for the improvements while enhancing community sustainability. It is likely that agreements for a full evaluation of these opportunities will come before the Council for a vote in the next 30 to 60 days.
- Hospital CEO was present. The Council discussed the process and planning related to evaluation and needs of facilities on the River's Edge campus including additional space for patients and the impact that volume changes in both OR and ER have made on facility needs and finances.
- The playground at First Lutheran and how the City can assist in a public use designation was reviewed.
- Council discussed its' organizational health, civility and the opportunity to provide additional training to themselves and others in the operation of meetings and keeping meetings civil and open.
- Not all items on the agenda were covered.
- Location and food were good and no additional or outside facilitator was recommended at this time.

Please feel free to contact me if you have any questions or concerns about this agenda item.

TP/bal

How Generation X is Shaping Government

Overshadowed by baby boomers on one side and millennials on the other, it's Generation X that's actually shaping the way government and citizens interact.

BY: Rob Gurwitt | May 2013

A couple of months ago, the city of San Mateo, Calif., finished a small experiment. Planning to renovate the playground at one of its most popular community parks, it put a set of proposed designs online for a month and invited public comments. Some 130 people from around the city batted ideas back and forth, remarked on what they liked and didn't like in the designs, and made suggestions. The playground needed shade, they agreed, and water fountains reachable by little kids.

The city's Parks and Recreation Department was thrilled. Before trying the online approach, it had convened a public meeting to solicit feedback. Eight people had bothered to show up.

What stood out most in the online forum was who the participants turned out to be. Almost 60 percent of them were between the ages of 35 and 45. The average age was just shy of 42 -- noticeably younger than the demographic typically drawn by public hearings in San Mateo. "This was the target audience we'd been trying to get but were not getting" through conventional hearings, says Abby Veeseer, a senior management analyst in the parks department.

In other words, Generation X was checking in.

And not just in San Mateo. In Phoenix, the city's Planning and Development Department has logged thousands of responses to its online request for citizens to contribute their thoughts to a new master plan. The average age of respondents? Again, 42.

Read the May issue of *Governing* magazine.

Meanwhile, for nearly a year the city of Palo Alto, Calif., has been making its trove of data available online. It began with budget and financial data, expanded to salaries and benefits for all city employees, and is pushing on to specific program data. The idea is to make information that was always public -- but for which residents had to ask -- much more easily available. The initiative has been pushed by a cohort of younger managers who consider transparency vital to citizen engagement. "Nothing against the [baby] boomers," says Assistant City Manager Pamela Antil, "but I think Gen Xers are way more comfortable with transparency and open data initiatives. We're learning in government that people are interested in this information and that they're willing to put it into a meaningful, useful format that benefits other people in the community."

Local governments are in the midst of a sea change when it comes to public participation and citizen engagement. Forced by the recession and recovery of the last five years to make dramatic cuts to their budgets, they've reached out to try to understand better what their residents value most. Presented with a new and ever-evolving array of technological tools -- Facebook, Twitter, text messaging and public-participation sites like MindMixer, Peak Democracy and Nextdoor -- they're using them to publicize their own concerns and, increasingly, to draw out public sentiment. They've discovered the "civic technology" movement, with its groups like Code for America and events like next month's National Day of Civic Hacking, which encourage citizens with tech skills to use government data to build apps useful to residents, neighborhoods and cities.

What may be most interesting about all this, however, is that it's occurring precisely as another momentous shift is taking place: As they go through their 30s and 40s, members of Generation X are moving into more active roles as citizens and into upper management ranks in local government. While it's too much to say that this generational change is the force driving local governments' more expansive view of public engagement, the blending of the two trends is no coincidence. It shouldn't be surprising that this generation, which long ago shook off its disengaged-slacker stereotype to become known for its entrepreneurialism, DIY ethic, skepticism about bureaucracy and comfort with collaborating over far-flung networks, would now be pressing local government to think in new ways about the work of democracy.



"A lot of people in their 30s and 40s now are focused on families and schools and parks and public amenities," says Matt Bronson, San Mateo's assistant city manager, who at 38 falls squarely into the demographic. "They want to play a role and not just a one-time listening role. As a generation, they want to have a chance to provide ongoing feedback, and when the time and opportunity are right, to help make collaborative decisions on the direction of their communities."

For the last two-and-a-half years, ever since the first baby boomers started to hit 65 -- which they will continue to do at a rate of 10,000 a day for another 16 years or so -- media attention on generational change has tended to focus either on them or on the socially tolerant, liberal-leaning politics of 20-somethings, or millennials. Generation X has been an afterthought. Which pretty much figures, given how its members have always viewed their inattentive treatment by society at large. Yet it is members of Generation X who are coming into full maturity and thus leaving their stamp on community life.

Just who makes up Generation X is open to some debate. The typical starting point, based on the commonly agreed-upon end of the baby boom, is 1965. But using cultural markers, renowned generational thinkers Neil Howe and William Strauss put the start date at 1961; so does the Longitudinal Study of American Youth at the University of Michigan, which for more than two decades has been studying a cohort of Gen Xers. Ending points vary, too, from 1978 to 1982.

There is little disagreement, however, on the forces that helped shape members of the generation. The short version, says Howe, is that the "first wave" of Xers spent their childhoods watching the country fall apart and their adolescence and early adulthood in the "Morning in America" glow of the Reagan years. "They have no memory of anything before everything started going crazy: long, hot summers and riots and peace movements and the family going to hell and the Me Decade," he says. "At the same time, they were there at the ground zero of the deregulation, tax-cut, free-agent rebellion against the system, only for them it was in the economy as opposed to the culture. That economic liberation was defining for first-wave Xers."

So, too, were a variety of social trends. They watched their parents' marriages struggle and sometimes fall apart -- the divorce rate hit its high in 1981. Their mothers joined the workforce in unprecedented numbers, which meant that many of them had no one waiting at home when they returned from school. "They were latchkey kids, and institutions were crumbling as they came of age," says Rebecca Ryan, a generational consultant who often works with local governments. "They had to be fighters and learn to speak for themselves."

And they developed an overwhelming skepticism about large institutions. They sat in the back seat while their parents waited in long gas lines, watched the Challenger shuttle explode and followed the American hostage crisis in Iran. They hit the schools as public education began to fall apart, a fact confirmed for them, as Howe points out, by the 1983 "A Nation At Risk" report and its memorably scorching preamble: "If an unfriendly foreign power had attempted to impose on America the mediocre educational performance that exists today, we might well have viewed it as an act of war."

In the private sector, the savings and loan crisis began in 1985, just as Gen Xers would have been turning to banks as young adults. The recession of the early 1990s, the dot-com bust, the stuttering engine of lower- and middle-class advancement, the Great Recession -- all have left their mark. A 2007 study by the Economic Mobility Project, spearheaded by the Pew Charitable Trusts, found that people in their 30s in 2004 had a median income on average 12 percent lower than their fathers' three decades before. "This suggests the up escalator that has historically ensured that each generation would do better than the last may not be working very well," the report commented. The Census Bureau, measuring the effects of the recession on householders, found that the largest decrease in median net worth between 2005 and 2010 belonged to those 35 to 44. Their net worth dropped by 59 percent, compared to 37 percent for those under 35 and 13 percent for those 65 and older.

So it's probably no surprise that there is a widespread sense within Generation X that the government structures that worked for earlier generations do not work for them. As with any generational description, it is easy to oversimplify. But it's notable that some of the most nationally prominent members of the generation -- U.S. Rep. Paul Ryan of Wisconsin, who is 43, and Govs. Bobby Jindal of Louisiana, 41, Scott Walker of Wisconsin, 45, Nikki Haley of South Carolina, 41, and, if you use Howe's

definition of who's in Gen X, 50-year-old Chris Christie of New Jersey -- are Republicans who have built their careers on pledges to rewrite how government works. "There is a Reaganite bent to this generation, the idea that government and its rules are often a problem," Howe says.

In truth, Xers as a whole are divided politically. Exit polls showed those in their 30s going decidedly for President Obama in the 2012 elections, while those born before 1973 leaned toward Republican challenger Mitt Romney. A 2011 Pew Center study found that about 47 percent of Gen Xers favored smaller government, while 45 percent preferred a bigger government. Meanwhile, a study by Florida State University sociologist Elwood Carlson for the Population Reference Bureau found a healthy plurality of Gen Xers -- 43 percent -- identifying as independents, more than any generation before them.

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The streak of self-reliance that marks many Xers has been amplified by a key belief that government won't always be there to help. "One thing that was really hammered into our heads, going back to the late '80s and on into today, is that the celebrated, major government programs like Social Security and Medicare would not be around for us," says Pete Peterson, who runs the Davenport Institute for Public Engagement and Civic Leadership at Pepperdine University. "So there's a feeling that you'd better get this done on your own, that you're going to have to take care of this yourself."

That go-it-alone attitude may help explain why Xers have for so long been characterized as disengaged from and cynical about public life. But that is ending, Peterson argues, as they build families and settle into neighborhoods. "If you've never believed that government was that important," he says, "when you have kids is the time you reconnect -- and as you sink in roots and pay taxes and care about things that happen on a more local basis, you become more civically aware." But the same forces that have pushed Generation X toward self-reliance and questioning the institutions around them, he says, will also produce a younger citizenry filled with "people who believe, 'I don't have to put up with this bureaucracy. There's got to be a better way to do this.'"

In particular, localities have come to understand that if they hope to reflect the concerns and priorities of the public they claim to represent, they have to rethink their entire approach to public participation, says Karen Thoreson, president of the Alliance for Innovation, a joint project of the International City/County Management Association and Arizona State University. "Folks have finally admitted out loud that the ways local governments have traditionally engaged the public don't work, are broken and are unpleasant for everybody."

Or as Anne Ambrose, the 43-year-old director of public safety and community relations for Palmdale, Calif., puts it, "The expectation that public life occurs in front of the council dais is a dying concept."

To get a sense of what might replace it, it's worth remembering that the hyperconnected, technologically adept, just-do-it world that moves at lightning speed to meet consumers' needs took shape as Generation Xers were growing up. It has molded their expectations not just of the private sector, but of government, both in their roles as citizens and among those who've become government officials. In a society in which you can amass Twitter followers and run your own blog and opine on Facebook and become a YouTube sensation overnight, it stands to reason that Gen Xers don't have much patience for showing up to a public meeting on a Thursday night where they might get two minutes during a perfunctory "public comments" period -- and that Gen X city officials would be sympathetic. But as the online experience of cities like San Mateo and Phoenix has shown, they're ready to participate if they're offered a meaningful way to do so. "It's part of how Generation X is wired," Bronson says. "We're focused on practicing collaborative decision-making."

So the frontiers of public participation are expanding as Gen Xers move into management roles in government. "There have been some real breakthroughs by managers of all ages, including boomers who said, 'Let's try something different,'" says Thoreson. "But the whole electronic side of it, and being able to engage the public through forums or crowdsourcing or whatever, has been led inside local government by 30- and 40-year-olds, been picked up by citizens in that age group and now is being picked up by citizens of all age groups."

There are about as many different iterations as there are communities interested in exploring new forms of participation. Nadia Rubaii, an associate professor of public administration at Binghamton

University in New York, believes that localities are feeling their way through the transition, as younger boomers and older Gen Xers within government find a way to bridge the old and new worlds. "There's an affinity for Generation X, but also an appreciation for how things get done through structure and bureaucracy," she says. "So what governments are doing and people in this 'bridge' stage are helping facilitate is adding layers to civic engagement, but not necessarily scrapping entirely the older ways of participation, as later members of Gen X might prefer."

For instance, in Edina, Minn., 49-year-old city manager Scott Neal has for the last decade been writing a blog about his experiences and about the issues the Minneapolis suburb faces. He makes sure his department heads all do the same. "In my own small way I'm trying to build some trust and empathy for government again," he says. The city still relies mostly on traditional public meetings and hearings, but the blog gives citizens another point of entry. "I've had a hundred instances over the years," he says, "where people have approached me out of nowhere and said, 'Hey, I read what you wrote about manhole covers and I'd never thought about that.' It allows people an oblique way to approach someone they might not ordinarily approach."

In Phoenix, the MindMixer site on the general development plan took shape after the city's 43-year-old mayor, Greg Stanton, wondered what it would take to get residents to participate in a calm citywide conversation about its future, rather than proposing to put a freeway down the middle of a neighborhood, as he put it, just to get them to turn out. For all its success, though, "it's just one piece of the puzzle as far as outreach," says Joshua Bednarek, a city planner who helped create it. "For some people, the site just isn't the best way to engage them -- so we might be better off having a cup of coffee at a senior center to get feedback."

Meanwhile, Philadelphia planners have been using a program called Textizen to elicit public comment. Designed with the help of Code for America volunteers, the department uses advertisements on bus shelters and inside public transit to pose questions on which it wants feedback, like how to improve transit, say, or how people use recreation centers, or whether they shop in their own neighborhoods or go elsewhere. Residents then text the department their responses. "We felt that in a city like Philly, where there is wide usage of cellphones but more inconsistent access to the Internet, text messaging would be more equitable and universally understood," says Clint Randall, the 29-year-old city planner who helped develop the project.

For all the growing interest in finding new ways to engage citizens, there's still a long way to go. It probably won't truly take off until there's a generational change in the top ranks of cities around the country -- which may be a while. Not only are boomers delaying retirement, but their numbers remain overwhelming. In 1971, points out Rob Carty, the International City/County Management Association's director of career services and next generation initiatives, 71 percent of city managers were 40 or younger. By 2009, 87 percent were older than 40.

There's also the question of what local governments will do with what they learn from their citizens. "This could go really well if, say, someone shows up with a new app and government says, 'Wow! Thank you for helping!'" says generational consultant Rebecca Ryan. "But it could go really badly if government pats them on the head and says, 'That's very nice, but we know better.'"

To avoid that, local governments have to develop ways of managing citizen input and incorporating it into their own internal processes, says San Mateo's Bronson. "We're just feeling our way now."

Finally, as online engagement takes off, Binghamton University's Rubaii argues, communities will face a technical challenge. "Given the potential to generate so much more rapid-fire participation," she says, "they will need to have computer-based ways of sorting through it. Someone will have to come up with how to analyze and interpret all the various [participatory] feeds."

Millennials, are you listening?

This article was printed from: <http://www.governing.com/topics/mgmt/gov-how-generation-x-shaping-government.html>

SITE MAP

FEATURED BOOKS

PRINCIPLES

SPRAWL & HEALTH

SMART GROWTH

new urbanism

PRINCIPLES OF URBANISM

The principles of urbanism can be applied increasingly to projects at the full range of scales from a single building to an entire community.

1. Walkability

- Most things within a 10-minute walk of home and work
- Pedestrian friendly street design (buildings close to street; porches, windows & doors; tree-lined streets; on street parking; hidden parking lots; garages in rear lane; narrow, slow speed streets)
- Pedestrian streets free of cars in special cases



2. Connectivity

- Interconnected street grid network disperses traffic & eases walking
- A hierarchy of narrow streets, boulevards, and alleys
- High quality pedestrian network and public realm makes walking pleasurable



3. Mixed-Use & Diversity

- A mix of shops, offices, apartments, and homes on site. Mixed-use within neighborhoods, within blocks, and within buildings
- Diversity of people - of ages, income levels, cultures, and races



4. Mixed Housing

A range of types, sizes and prices in closer proximity



12



5. Quality Architecture & Urban Design

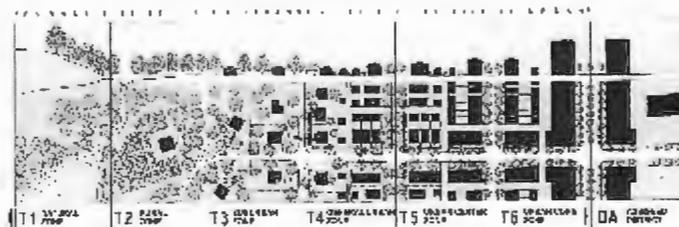
Emphasis on beauty, aesthetics, human comfort, and creating a sense of place; Special placement of civic uses and sites within community. Human scale architecture & beautiful surroundings nourish the human spirit



6. Traditional Neighborhood Structure

- Discernable center and edge
- Public space at center
- Importance of quality public realm; public open space designed as civic art
- Contains a range of uses and densities within 10-minute walk
- Transect planning: Highest densities at town center; progressively less dense towards the edge. The transect is an analytical system that conceptualizes mutually reinforcing elements, creating a series of specific natural habitats and/or urban lifestyle settings. The Transect integrates environmental methodology for habitat assessment with zoning methodology for community design. The professional boundary between the natural and man-made disappears, enabling environmentalists to assess the

design of the human habitat and the urbanists to support the viability of nature. This urban-to-rural transect hierarchy has appropriate building and street types for each area along the continuum.



7. Increased Density

- More buildings, residences, shops, and services closer together for ease of walking, to enable a more efficient use of services and resources, and to create a more convenient, enjoyable place to live.
- New Urbanism design principles are applied at the full range of densities from small towns, to large cities



8. Green Transportation

- A network of high-quality trains connecting cities, towns, and neighborhoods together
- Pedestrian-friendly design that encourages a greater use of bicycles, rollerblades, scooters, and walking as daily transportation



9. Sustainability

- Minimal environmental impact of development and its operations
- Eco-friendly technologies, respect for ecology and value of natural systems
- Energy efficiency
- Less use of finite fuels
- More local production
- More walking, less driving



10. Quality of Life

Taken together these add up to a high quality of life well worth living, and create places that enrich, uplift, and inspire the human spirit.



BENEFITS OF URBANISM

1. BENEFITS TO RESIDENTS

Higher quality of life; Better places to live, work, & play; Higher, more stable property values; Less traffic congestion & less driving; Healthier lifestyle with more walking, and less stress; Close proximity to main street retail & services; Close proximity to bike trails, parks, and nature; Pedestrian friendly communities offer more opportunities to get to know others in the neighborhood and town, resulting in meaningful relationships with more people, and a friendlier town; More freedom and independence to children, elderly, and the poor in being able to get to jobs, recreation, and services without the need for a car or someone to drive them; Great savings to residents and school boards in reduced busing costs from children being able to walk or bicycle to neighborhood schools; More diversity and smaller, unique shops and services with local owners who are involved in community; Big savings by driving less, and owning less cars; Less ugly, congested sprawl to deal with daily; Better sense of place and community identity with more unique architecture; More open space to enjoy that will remain open space; More efficient use of tax money with less spent on spread out utilities and roads

2. BENEFITS TO BUSINESSES

Increased sales due to more foot traffic & people spending less on cars and gas; More profits due to spending less on advertising and large signs; Better lifestyle by living above shop in live-work units - saves the stressful & costly commute; Economies of scale in marketing due to close proximity and cooperation with other local businesses; Smaller spaces promote small local business incubation; Lower rents due to smaller spaces & smaller parking lots; Healthier lifestyle due to more walking and being near healthier restaurants; More community involvement from being part of community and knowing residents

3. BENEFITS TO DEVELOPERS

More income potential from higher density mixed-use projects due to more leasable square footage, more sales per square foot, and higher property values and selling prices; Faster approvals in communities that have adopted smart growth principles resulting in cost / time savings; Cost savings in parking facilities in mixed-use properties due to sharing of spaces throughout the day and night, resulting in less duplication in providing parking; Less need for parking facilities due to mix of residences and commercial uses within walking distance of each other; Less impact on roads / traffic, which can result in lower impact fees; Lower cost of utilities due to compact nature of New Urbanist design; Greater acceptance by the public and less

resistance from NIMBYS; Faster sell out due to greater acceptance by consumers from a wider product range resulting in wider market share

4. BENEFITS TO MUNICIPALITIES

Stable, appreciating tax base; Less spent per capita on infrastructure and utilities than typical suburban development due to compact, high-density nature of projects; Increased tax base due to more buildings packed into a tighter area; Less traffic congestion due to walkability of design; Less crime and less spent on policing due to the presence of more people day and night; Less resistance from community; Better overall community image and sense of place; Less incentive to sprawl when urban core area is desirable; Easy to install transit where it's not, and improve it where it is; Greater civic involvement of population leads to better governance

WAYS TO IMPLEMENT NEW URBANISM

The most effective way to implement New Urbanism is to plan for it, and write it into zoning and development codes. This directs all future development into this form.

[Latest version of the SmartCode](#)

New Urbanism is best planned at all levels of development:

- The single building
- Groups of buildings
- The urban block
- The neighborhood
- Networks of neighborhoods
- Towns
- Cities
- Regions

Increasingly, regional planning techniques are being used to control and shape growth into compact, high-density, mixed-use neighborhoods, villages, towns, and cities. Planning new train systems (instead of more roads) delivers the best results when designed in harmony with regional land planning - known as Transit Oriented Development (TOD). At the same time, the revitalization of urban areas directs and encourages infill development back into city centers.

Planning for compact growth, rather than letting it sprawl out, has the potential to greatly increase the quality of the environment. It also prevents congestion problems and the environmental degradation normally associated with growth.

OBSTACLES TO OVERCOME

The most important obstacle to overcome is the restrictive and incorrect zoning codes currently in force in most municipalities. Current codes do not allow New Urbanism to be built, but do allow sprawl. Adopting a TND ordinance and/or a system of 'smart codes' allows New Urbanism to be built easily without having to rewrite existing codes.

[Download the latest SmartCode for free](#)

An equally important obstacle is the continuous road building and expansion taking place in every community across America. This encourages more driving and more sprawl which has a domino effect increasing traffic congestion across the region. Halting road projects and building new train systems helps reverse this problematic trend. [Read more](#)

"Only when humans are again permitted to build authentic urbanism — those cities, towns, and villages that nurture us by their comforts and delights — will we cease the despoiling of Nature by escaping to sprawl"
-Andres Duany

NEW URBANISM BOOKS

For more information:

[New Urbanism](#) | [Transit Oriented Development](#) | [High Speed Rail](#) | [Global Warming](#)

CONTACT US for more information, speaking engagements, consultation, or design work:

NewUrbanism.org
824 King Street, Suite 103
Alexandria, VA 22314

Email

FIVE BUGLES

DESIGN

Proposal
for
Architectural & Engineering Services
for
City of Saint Peter, Minnesota
July 2016



ARCHITECTURAL DESIGN FOR PUBLIC SAFETY

July 8, 2016

Todd Prafke, City Administrator
City of Saint Peter
227 South Front Street
Saint Peter, MN 56082

RE: New Fire Station for Saint Peter, Minnesota

Dear Todd,

We are honored that Saint Peter is considering our firm to provide architectural and engineering services to your community for the design and construction of a new fire station. It was a pleasure meeting with you and the Fire Chief to discuss the project and tour the existing fire department facility.

You will find enclosed our proposal to provide your community with the following services:

1. Review and assess the space needs of your department.
2. Site selection services to include response time analysis, risk and demand analysis, firefighter residence identification and response time analysis including commentary on future infrastructure and community growth.
3. Design services to include Schematic Design and Design Development of a new facility on selected property.
4. Completion of Construction Documentation as required to construct the new facility.
5. Bidding services.
6. Construction administration services.
7. Close out documentation.

Five Bugles is honored to be considered to work with you on this project and we look forward to your response to our proposal.

Sincerely,
FIVE BUGLES DESIGN



Michael Clark, AIA
Market Sector Leader

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Building Assessment
 Feasibility Studies
 Predesign
 Masterplanning
 Architectural Design
 GIS - Site Analysis
 & Planning
 LEED® Sustainable Design
 Conceptual Design
 Design Development
 Construction Drawings
 Construction Administration

CONTACT INFORMATION

| | |
|---------------------|--|
| FIRM NAME | Architectural Design Group, LLC (ADG) Five Bugles Design is a division of ADG |
| ADDRESSES | Banbury Place, Building D04, Suite 202, Mailbox 2 800 Wisconsin Street Eau Claire, WI 54703 715.832.4848 4715 Pilgrim Lane N Minneapolis, MN 55442 |
| OWNERS • PRINCIPALS | Steven Gausman, AIA, NCARB David Cihasky, AIA David Kimball, AIA |
| CONTACTS | Steve Gausman, AIA, NCARB Principal • Owner Direct: 715.318.5121 Cell: 715.271.9343 sgausman@fivebuglesdesign.com Mike Clark, AIA Market Sector Leader Cell: 612.840.3773 mclark@fivebuglesdesign.com Mike Scott Emergency Services Specialist Office: 715.832.4848 Cell: 651.707.2871 mScott@fivebuglesdesign.com |



FIRM QUALIFICATIONS

BUILDING ON A VISION

As a division of Architectural Design Group, LLC (ADG), Five Bugles Design was formed to provide planning and design services to the public safety service industry. We understand that emergency service buildings are truly a unique building type. Our focused design team is comprised of members whom, both collectively and individually, are among the most experienced fire station design professionals in the United States.

Founded in 1989, ADG is one of the largest architectural firms in northern Wisconsin. ADG's home office is located in Eau Claire, Wisconsin with a new office in Minneapolis, Minnesota. We remain a locally owned architectural firm, which goes hand-in-hand with the level of service and breadth of experience we offer our clients.

COLLABORATIVE-FOCUSED.

CLIENT DRIVEN.

COMMUNITY CONSCIOUS.

We are a collaborative culture inspired by challenge. In our office, you'll find a strong team environment and committed approach to knowing our clients, their needs, and the communities they serve. We dive deeply into our clients' world to provide solutions that go far beyond the obvious. Making a positive and lasting impact on the people and communities we serve is at the core of what we believe.

UNMATCHED FIRE STATION/EMS FACILITY STUDY AND DESIGN EXPERIENCE

The Five Bugles Design team has experience in over 200 public safety and emergency service projects throughout the country. We are a team with a record of meeting and exceeding expectations. The team includes an award-winning architectural staff, emergency response specialists who "speak the language of the fire service industry" and experts in public safety project management. The Five Bugles Design team is a group of PROVEN professionals ready to provide your community with a highly sustainable building. We are passionate about our work, and we gain a great deal of satisfaction helping communities achieve their goals with important public building projects.





IN-HOUSE EMERGENCY SERVICES SPECIALISTS

The Five Bugles Design team includes two in-house Emergency Services Specialists. Both Ed Mishefske and Mike Scott have long careers in the emergency services field serving in a variety of roles from line firefighter to chiefs of major urban departments to years of service in law enforcement. Most importantly is their experience having built stations of their own before joining Five Bugles Design. The professional experience of Ed and Mike is a unique resource our clients benefit from during the development and planning of an efficient facility.

Ed Mishefske:

The experience of former fire chief and 36-year fire protection services veteran, Ed Mishefske, transcends the range from pure volunteer departments to paid-on-call departments to full-time career departments. Ed has experience in all types of delivery services including EMS medical delivery services, hazardous material response, wildland fire control, as well as crash and rescue.

Over the years, Ed has shown the unique ability to engage emergency services professionals, listen to their needs, and articulate those needs to our design professionals.



Mike Scott:

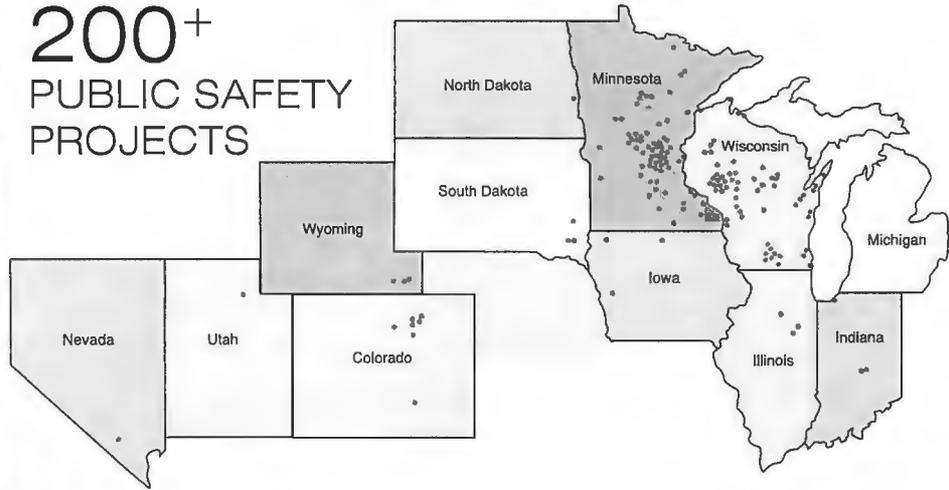
Public Safety expert Mike Scott, a retired Law Enforcement Professional and current Fire Chief, has been involved in the design and construction oversight of several public safety buildings throughout his 33 years in the public safety field. His experience ranges from serving a greater Minnesota Police Department to a Metro Sheriff's Office, and over 30 years with the Eagan Fire Department. He started as a Volunteer Firefighter and worked his way through the ranks to the City's first full-time Fire Chief. Scott is also a certified Emergency Manager, First Responder, and Hazardous Materials Responder. Scott is the current Minnesota Fire Chief Association Region 1 Director.



Five Bugles Design has made a specialty of the planning and design of public safety related projects including Police, Fire, EMS, and Training Facilities. With our staff experience of over 200 public safety projects throughout the country, we bring a wealth of knowledge to each of our unique project designs.

FIRM QUALIFICATIONS

200+
PUBLIC SAFETY
PROJECTS



MINNESOTA

Albany
Albertville
Andover
Anoka County
Augusta
Bayport
Becker
Big Lake
Bloomington
Bois Forte Tribal
Reservation
Brainerd
Breezy Point
Buffalo
Chisago City
Chisholm
Clearwater
Clouquet
Cold Spring
Crow Wing County
Eagan
Eden Prairie
Elysian
Foley
Gaylord
Glenwood
Grey Eagle
Hanover
Hopkins
Jordan
Keewatin

Kimball
Lake City
Lakeville
Lewiston
Long Lake
Mankato
Maple Plain
Maplewood
Montevideo
Montgomery
Mora
Morris
Mound
Mounds View
Mower County
Northfield
Norwood/
Young America
Palisade
Pequot Lakes
Princeton
Ramsey
Red Wing
Rogers
Sauk Rapids
St. Charles
St. Cloud
St. Francis
St. Louis Park
Stewartville
Virginia
Woodbury

WISCONSIN

Abbotsford
Albertville
Alma Center
Altoona
Anson, Town of
Ashland
Barron
Bellevue
Birchwood
Chetek
Chippewa Falls
Chippewa Valley
Airport
Colfax
Cornell
De Forest
Eau Claire (Dist. 6)
Eau Claire
Elkhart Lake
Fairchild
FVTC Training
Facility- Appleton
Fort McCoy
Training Facility
Greenfield
Jackson
Janesville
Jefferson
Kaukauna
Kenosha
Kronenwetter
La Crosse Airport

La Crosse
Lake Hallie
Ladysmith
Lafayette, Town of
Madison (2)
Marathon
Marshfield
Menasha
Menomonie
Middleton
Middleton, Town of
Milton
Mosinee
Mt Horeb
Pewaukee
Pleasant Valley, Town of
Red Cliff
Rib Lake
Rib Mountain
Rice Lake
Rome, Town of
Seymour, Town of
Sister Bay
Spooner
Stoughton
Stratford
Superior
Tomah
Union, Town of
Weston
Wheaton, Town of
Whitehall
Verona

COLORADO

Brighton
Evans
Gilcrest
Lake Dillon
Larkspur
Milliken
Pueblo West
INDIANA
South Haven/ Portage
ILLINOIS
Bloomington
Cornbelt
Normal
INDIANA
Huntington
South Haven/
Portage
IOWA
Sibley
Clear Lake
MICHIGAN
Sault Ste. Marie
NEVADA
Pahrump
NORTH DAKOTA
Fargo
SOUTH DAKOTA
Dell Rapids
Tea
UTAH
Lehi
WYOMING
Cheyenne
Laramie



Red Wing, MN Fire Station and Training Facility

A comprehensive study for a new fire/training facility concluded a 2.6 acre site on the north side of the City optimal for response times and significant training opportunities. The design provides for 6 dorm rooms, a large training room, and drive through apparatus bays equipped with in-floor radiant heat and four fold doors.

Construction Anticipated: 2017
 Estimated Cost: \$4,000,000
 Project Size: 17,460 SF



Mount Horeb, WI New Central Fire Station

This project included a GIS Study of optimum site locations, a Staffing and Operations Study, Programming and Design. The new station incorporates traditional Scandinavian design which is prominent throughout the Village.

Construction Anticipated: 2017
 Estimated Cost: \$11,000,000
 Project Size: 49,500 SF



Middleton Fire District/City of Middleton EMS - New Facilities

The City of Middleton requested a "turn of the century" design theme to occupy a prominent site that acts as a gateway from Highway 14 to the City. Two separate facilities were constructed, one to house the City's full time EMS staff and another to house the volunteer Fire Department. The station received *Fire Chief* Magazine's National Silver Design Award in 2009. Personal design experience while employed by another firm.

Construction Completed: 2008
 Project Cost: \$7,389,854
 Project Size: 40,000 SF



Eagan, MN New Police Station

Mike Scott served as Fire Chief and worked with Ed Mishefske on the programming and planning of this new station while Ed was employed by another firm.

Construction Completed 2011
 Project Cost: \$8,000,000
 Project Size: 35,000 GSF



Woodbury, MN PSC Training Facility

One of the goals of this project was to provide a facility that integrated Fire and Police Departments while providing a training room large enough for both departments, a cohesive Patrol Division and addition of indoor parking for the Police Department. Personal design experience while employed by another firm.

Construction Completed: 2010
 Construction Cost: \$7,000,000
 Project Size: 44,000 GSF New Construction
 8,400 GSF Remodeled



Marathon City, WI New Fire Station

The station is a great example of an all masonry facility with a very competitive construction cost. The project was completed on schedule and under budget. Winner of *2012 Excellence in Architecture* – Wisconsin Masonry Institute. Personal design experience while employed by another firm.

Construction Completed: May 2009
 Project Cost: \$1,230,518
 Project Size: 10,000 SF



**TWO NEW FIRE STATIONS
ST. LOUIS PARK, MN**

\$15,200,000

New Construction

Sean Walther,
Senior Planner
5005 Minnetonka Blvd. St.
Louis Park, MN 55416
952.924.2574
swalther@stlouispark.org

Michael Clark, AIA
mclark@
fivebuglesdesign.com

2013

FIRM QUALIFICATIONS

St. Louis Park Fire Department's two facilities were built in the 1960's. Like many facilities of that vintage they were too small for the equipment and staff they housed, lacked gender equity, had single loaded apparatus bays fronting on busy thoroughfares and suffered from structural failure of the apparatus bay floors.

Project Specific Elements:

- 32,000 Square Feet Combination Department
- Training Center
- Historic Display
- Alerting System
- Fitness and Health Spaces
- LEED Silver (Self Performing)
- Living Quarters

The new station designs not only solved the departments programmatic needs but did so keeping the existing Station No. 2 operational until the replacement facility was completed saving a full year from the assumed construction schedule.

Station No. 1 was awarded a gold medal from the *Fire Chief Magazine* Station Style Awards in 2012.

This project is the personal design experience of Mike Clark while employed by another firm.







**NEW FIRE & EMS STATION
VERONA, WI**

\$9,180,000

New Construction

Bill Burns
City Administrator
City of Verona
101 Lincoln Street
Verona, WI
608.848.9949

Steven Gausman
AIA, NCARB
sgausman@
fivebuglesdesign.com

Fall 2015

FIRM QUALIFICATIONS

This proposed design for a new fire station was recently completed for the Verona Fire Department. The new 8-bay central station includes a large apparatus/emergency vehicle bay with administrative offices on the first level and living quarters for staff and interns on the second level. The new station occupies a prominent site and the Prairie Style architecture reflects the local urban fabric. Designed to Self-Performing LEED Silver, the station is anticipated to be a high performing building.

Project Specific Elements:

- 44,000 Square Feet
- Combination Department
- Career EMS
- Living Quarters
- Training
- Station Alerting System
- LEED Silver (Self Performing)
- Historic Display







**NEW FIRE STATION
JANESVILLE, WI**

\$8,000,800

New Construction

Jim Jensen, Fire Chief
303 Milton Avenue
Janesville, WI 53545
608.755.3050
jensenj@ci.janesville.wi.us

Steven Gausman
AIA, NCARB
sgausman@
fivebuglesdesign.com

Spring 2016

FIRM QUALIFICATIONS

The City of Janesville retained Five Bugles Design to replace its aging Central Fire Station located on Milton Avenue; a gateway to Janesville's Downtown. The new station is located on adjacent parcels allowing for existing 24/7 Fire & EMS protection. Architecturally the new station is inspired by many of the features of the existing station it is replacing.

Project Specific Elements:

- 33,000 Square Feet
- Combination Department
- Career EMS
- Living Quarters
- Training Center
- Station Alerting System
- LEED Silver (Self Performing)







**NEW FIRE STATION
MARSHFIELD, WI**

\$4,751,179

New Construction

Bob Haight, Fire Chief
City of Marshfield
Fire Department
412 East Fourth Street
Marshfield, WI 54449
715.486.2090

Steven Gausman
AIA, NCARB
sgausman@
fivebuglesdesign.com

2010

FIRM QUALIFICATIONS

Steve Gausman and Ed Mishefske assisted the Marshfield Building Committee in reviewing fifteen various sites within the stipulated geographical area. Space Programming sessions were conducted with the Building Committee over multiple dates. As a result of this study, Marshfield Fire and Rescue decided to move ahead with a 31,000+ SF facility, completed on schedule and under budget. The proposed design was constructed as an urban infill project on a downtown site that accommodates several sustainable features. The City of Marshfield is a leading proponent of sustainability and achieved a LEED Gold certification for this facility. Additionally, the building's design resulted from meetings with the local Historical Society to incorporate design elements of past Marshfield buildings.

Project Specific Elements:

- 37,000 Square Feet
- Training Center
- Living Quarters
- EMS
- LEED Gold

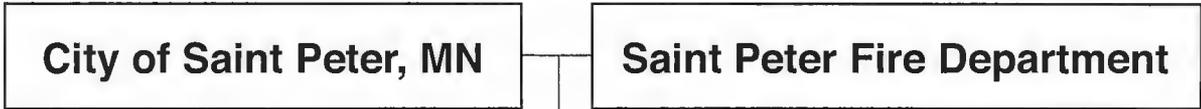






STAFF QUALIFICATIONS

ORGANIZATIONAL CHART



Steven Gausman
AIA, NCARB
Principal-In-Charge

Michael Clark, AIA
Project Architect

Mike Scott
Emergency
Services Specialist

Robert Krzyzanowski
Project Manager

Site Location Study
Jon Schwichtenberg,
GISP
Project Manager
GIS Coordinator

Mechanical, Electrical,
and Plumbing
Engineering

Jeff Urlaub, PE
President & Senior
Mechanical Engineer

Tony Rongstad, PE
Director of Electrical
Engineering

Josh Hinson,
PE, LEED, AP
Senior Mechanical
Engineer

Paul Culver, DES
Senior Electrical
Engineer

Tim Coach, DES
Director of Plumbing
& Fire Protection

Interior Design &
Furniture Selection
Rice Lake, WI
Laurie Zadre
Interior Designer

Northland
Consulting Engineers L.L.P.
Mechanical, Civil and Structural Engineering

Structural and Civil Engineering

Jon Aamodt, PE
Structural Engineer

FIVE BUGLES

DESIGN



STAFF QUALIFICATIONS

STEVEN A GAUSMAN, AIA, NCARB OWNER • PRINCIPAL

In 2009, Mr. Gausman joined Architectural Design Group, LLC as the Executive Vice President and co-founded the division Five Bugles Design. In January 2012 Steve became Owner • Principal at ADG. Prior to joining ADG and forming Five Bugles Design, Steve served as a Senior Principal and Director of Architecture for SEH Inc. During his tenure, he started the firm's architectural practice and grew it to include eight offices spanning from Michigan to Colorado. Over the last decade, Steve's focus has been primarily on the design of emergency service facilities.

Education

Bachelor of Architecture
North Dakota State University
Fargo, North Dakota (1980)

Bachelor of Science
North Dakota State University
Fargo, North Dakota (1979)

Professional Registrations

American Institute of Architects AIA
Wisconsin
National Council of Architectural
Registration Boards - NCARB

Continuing Education

2009 Station Design Conference
Denver, Colorado
LEED Commissioning
University of Wisconsin – Madison
LEED/Green Building Process,
University of Wisconsin – Madison

AWARDS

Ice Age Interpretive Center,
New Auburn, WI
WI Dept of Administration
Excellence in Design Award
Stevens County Historical
Museum, Morris, MN
American Association for State
and Local History
Excellence in Design Award
Middleton Fire Station No. 1
Middleton, WI
Fire Chiefs Magazine
2009 Station Style Silver Award
Marathon City Fire Station
Marathon City, WI
Masonry Institute

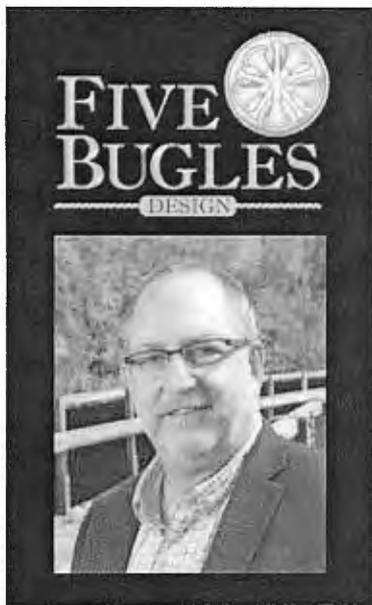
Experience

Planning and Design Consultation

Fire Station, Police Station, and Emergency Operations Center Study,
Princeton, Minnesota
Public Safety Center Feasibility Study, Ashland, Wisconsin
Emergency Response Assessment, Fitchburg, Wisconsin
Search and Rescue Facility Design Team, Camp Williams, Wisconsin

Fire/EMS Design

| | |
|------------------------------|---------------------------------|
| Ashland, Wisconsin | Lehi, Utah |
| Bellevue, Wisconsin | Lewiston, Minnesota |
| Bloomington, Illinois | Marathon City, Wisconsin |
| Bois Forte Tribal, Minnesota | Marshfield, Wisconsin |
| Cedar Falls, Iowa | Merrill, Wisconsin |
| Chippewa Falls, Wisconsin | Middleton, Wisconsin |
| Chisago City, Minnesota | Middleton, Town of Wisconsin |
| Cloquet, Minnesota | Milton, Wisconsin |
| De Forest, Wisconsin | Mound, Minnesota |
| Eagan, Minnesota | Mount Horeb, Wisconsin |
| Eau Claire, Wisconsin | Normal, Illinois |
| Elkhart Lake, Wisconsin | Red Wing, Minnesota |
| Fargo, North Dakota | Rib Mountain, Wisconsin |
| Fitchburg, Wisconsin | Richmond, Minnesota |
| Janesville, Wisconsin | Sauk Rapids, Minnesota |
| Jefferson, Wisconsin | St Cloud, Minnesota |
| Kaukauna, Wisconsin | Stewartville, Minnesota |
| Kenosha, Wisconsin | Stoughton, Wisconsin |
| La Crosse, Wisconsin | Superior, Wisconsin |
| Ladysmith, Wisconsin | Verona, Wisconsin |
| Lake City, Minnesota | Wausau, Wisconsin |



STAFF QUALIFICATIONS

MICHAEL CLARK, AIA PROJECT ARCHITECT

Michael's 25 year career has included practice as an architect and planner in architectural firms as well as private practice. His career goals and passion have included the programming, planning and architectural design of Public Safety facilities with an emphasis on Police and Fire Departments as well as Municipal Administration Facilities and City Halls.

Michael has been a pioneer in the practice of incorporating training into the design of facilities and practices a philosophy that places Safety, Security, and Efficiency in the forefront of his design.

Education

Bachelor of Architecture
Bachelor of Science
Ball State University
Muncie, Indiana (1987)

Professional Registrations

American Institute of Architects AIA
Minnesota
Registered Architect MN since 2007
Registered Architect WI from
1991-2007

Awards

St. Louis Park Fire Station No. 1
Gold Medal - Combination Station
2013 Station Style Awards

Sister Bay Fire Station
Association of General Contractors

Publications

"The Form and Function of Training"
July August 2009
Fire Chief Magazine

"A Replacement Plan for Failing Fire
Stations" November December 2012
Fire Chief Magazine

Experience

Planning and Design Consultation

Hales Corners Fire Station, Hales Corners, Wisconsin Location Study
Inver Grove Heights Station, Inver Grove Heights, Minnesota Location Study
Minnetonka Public, Minnetonka, Minnesota Safety Space Needs Study
Morse Fall Lake Fire Station Pre-Design Study, Ely, Minnesota
Virginia Fire and Ambulance Facility Study, Virginia, Minnesota

Fire/EMS Design

Chisago City Fire Station Chisago City, MN
Red Wing Regional Fire Station Red Wing, MN
Red Wing Fire Station No. 1 Renovations Red Wing, MN
Cloquet Predesign Study Cloquet, MN
Northfield Police and Fire Department Northfield, MN
Santee Sioux Tribe of Nebraska Public Safety Study
Niobrara, NE
St. Louis Park Fire Stations St. Louis Park, MN
Greenfield Fire Station Remodel Greenfield, WI
Hales Corners Fire Station and EMS Hales Corners, WI
Johnson Creek Community Fire Department and EMS Space Needs Study and
Site Selection Johnson Creek, WI
Middleton Fire Department and EMS Space Needs Study,
Middleton, WI
Sister Bay Fire Department and EMS Sister Bay, WI
Verona Fire Department and EMS Space Needs Study Verona, WI
Woodbury Public Safety Expansion Woodbury, MN

Facility Analysis

Chisago and Lindstrom Fire Department Merger Studies Chisago City, MN
Inver Grove Heights, Station Location Study Inver Grove, MN
Johnson Creek Community Fire Department Space Needs Study and Site Selection,
Johnson Creek, WI
Middleton Public Safety Facilities Plan Middleton, WI
Minnetonka Public Safety Space Needs Study Minnetonka, MN
Morse Fall Lake Fire Station Design Study Ely, MN
Pewaukee Safety Building Study Village of Pewaukee, WI
Platteville City Administration and Public Safety Study Platteville, WI

FIVE BUGLES

DESIGN



STAFF QUALIFICATIONS

MIKE SCOTT EMERGENCY SERVICES SPECIALIST

Mike Scott's 33 year career in Public Safety work includes serving as a Volunteer Firefighter, Police Officer, Deputy Sheriff and a career Fire Chief. Mike's Law Enforcement career began in 1987 as a Police Officer with the City of Fergus Falls for three years before starting a career with the Dakota County Sheriff's Office in 1990. While at the Sheriff's Office Mike worked in a number of roles including Court Security, Patrol Officer, Narcotics Detective, Agent in-Charge of the South Metro Drug Task Force, Lieutenant of Detention Services and eventually Commander of Detention Services before leaving Law Enforcement in 2006.

Education

Associates Degree - Law Enforcement
Inver Hills College
Inver Grove Heights, MN

BS - Law Enforcement
Metropolitan State University
St Paul, MN

Master's Degree
Public Administration
Metropolitan State University
St Paul, MN

Federal Bureau of Investigations
National Leadership Academy

Professional Registrations

Certified Jail Administrator
Certified Emergency Manager, MN
Licensed Police Officer 29 years
Licensed Firefighter 33 years

Professional Associations

Minnesota State Fire Chief's
Association's Regional Director
for Region 1 Capitol City. 2015-

Eagan YMCA Community
Board Member

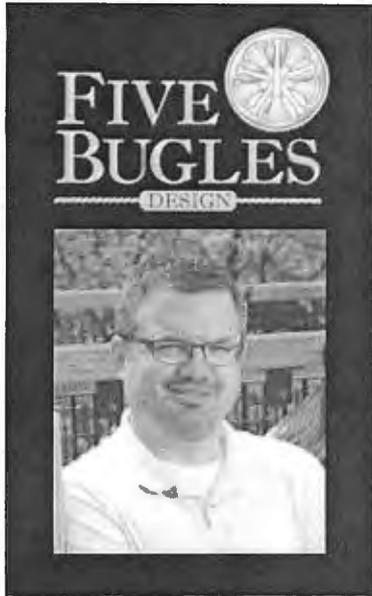
Environmental Sustainability
Committee Member
International Fire Chiefs Association
2012-2015

Mike's Fire Career began in 1983 as a Volunteer Firefighter with the City of Eagan where he worked his way to the role of Commander. In 2006 Scott became the first Career Fire Chief for the City of Eagan which is the eleventh largest City in Minnesota with a population of nearly 70,000. Eagan is a combination department with a small career staff and 100 paid-on-call staff.

While employed at the Sheriff's Office Mike helped design a Drug Task Force Office, and was the Project Manager for a major jail expansion/remodel. While in the role of Fire Chief, Scott served as Project Manager for two fire station remodel/expansions and the design and construction of two new fire stations.

Scott's education background includes two Law Enforcement degrees, and a Master's degree in Public Administration. Scott is also a Certified Jail Manager and Certified Emergency Manager.

Mike has a passion for building projects in the Public Safety arena.



STAFF QUALIFICATIONS

ROBERT W. KRZYZANOWSKI

PROJECT MANAGER

In 2009, Mr. Krzyzanowski joined Architectural Design Group, LLC (ADG) as the Project Manager for Five Bugles Design. He serves as the coordinator between the owner and all consultants on the project. Robbie has spent the last ten years as a Project Manager and Technician putting together construction documents for over thirty buildings of which sixteen buildings were specifically for emergency services. His experience in emergency services construction provides the owner with multiple ideas and provides information that other owner's have used in past projects.

Robbie's Project Management experience includes a variety of emergency service buildings of various sizes – from a 2,880 square foot addition to the Lafayette Fire Station in Chippewa Falls, Wisconsin, to the 32,850 square foot fire station in Middleton, Wisconsin. This vast array of experience allows him to assist owners in constructing buildings that meets their specific space needs and building type requirements.

Education

Associate Degree
Drafting and Design Technology
Winona Technical College
Winona, Minnesota (1998)

Continuing Education

Project Management Bootcamp
PSMJ Resources, Inc.
Presented by Alan Bollinger
St. Paul, Minnesota

LEED for New Construction
Como Park Zoo and Conservatory
Saint Paul, Minnesota

Professional Experience

Architectural Design Group,
Since 2009
SEH, Inc, 2003 - 2009
PMSI 1999- 2003

Fire/EMS Station Assessment/ Facilities Design

Fitchburg, Wisconsin
Janesville, Wisconsin
Kenosha, Wisconsin
Wausau, Wisconsin
Ashland, Wisconsin

Experience

Planning and Design Consultation

Ashland Fire Station, Wisconsin
Marshfield, Wisconsin
Marathon City, Wisconsin
Stoughton, Wisconsin
Rib Mountain, Wisconsin
Town of Middleton, Wisconsin - Fire and EMS

Fire/EMS Station

Construction Documents

Altoona, Wisconsin
Ashland, Wisconsin
Bellevue, Wisconsin
Elkhart Lake, Wisconsin
Grand Forks AFB, North Dakota
Janesville, Wisconsin
La Crosse, Wisconsin
Lafayette, Town of, Wisconsin
Marshfield, Wisconsin
Marathon City, Wisconsin
Middleton, Wisconsin
Milliken, Colorado
Pleasant Valley, Town of, Wisconsin
Rib Mountain, Wisconsin
Seymour, Town of, Wisconsin
Stewartville, Minnesota
Stoughton, Wisconsin
Tea, South Dakota
Verona, Wisconsin
Washington, Town of, Wisconsin



STAFF QUALIFICATIONS

JEFF URLAUB, PE PRESIDENT

Jeff has led MEP Associates to the forefront of technology, recognizing innovative, environmentally responsible designs as cost-effective and long-term solutions. He has over eighteen years experience in HVAC design, project management, design of engineered systems and mechanical service. Through various professional organizations, Jeff is active in continuing to explore new technologies that enhance our client's ability to achieve their goals.

EDUCATION

Bachelor of Science, Mechanical Engineering, University of Florida, Gainesville, FL (1998)

PROFESSIONAL REGISTRATIONS

- Professional Engineer – Mechanical; Colorado, Florida, Idaho, Indiana, Iowa, Illinois, Kansas, Michigan, Minnesota, Missouri, Montana, Nebraska, New Jersey, New York, North Dakota, Ohio, Oklahoma, Pennsylvania, South Dakota, Wisconsin & Wyoming

PROFESSIONAL AFFILIATIONS

- American Society of Heating, Refrigeration, and Air Conditioning Engineers (ASHRAE)
- National Council of Examiners for Engineering and Surveying (NCEES)
- National Fire Protection Association (NFPA)
- National Society of Professional Engineers (NSPE)
- Wisconsin Geothermal Association (WGA)
- Wisconsin Healthcare Engineers Association (WHEA)
- International District Energy Association (IDEA)

AWARDS

- Mayo Clinic Health System – Eau Claire Hospital, Inc., Central Energy Plant; 2008 ASHE VISTA Award

MEP / INDUSTRY TENURE

11Years / 19 Years

SELECT PROJECT EXPERIENCE

CITY OF ABBOTSFORD

Abbotsford, Wisconsin
New Municipal Center - Public Library and City Hall
Public Safety Building; MEP Design

CITY OF JANESVILLE

Janesville, Wisconsin
Janesville Fire Department;
New Fire Station

CITY OF LA CROSSE

La Crosse, Wisconsin
La Crosse Fire Department;
Station Floor study and replacement

CITY OF MIDDLETON

Middleton, Wisconsin
EMS Facility; MEP Design

CITY OF MILTON

Milton, Wisconsin
Joint Milton & Fire Department;
New Public Safety

CITY OF MORA

Mora, Minnesota
City Hall & Fire Station; MEP Design

CITY OF PLAINVIEW

Plainview, Wisconsin
Fire Department; Station Expansion

CITY OF PRESCOTT

Prescott, Wisconsin
City Hall; Mechanical Design,
Heat Pump Replacement

CITY OF STEWARTVILLE

Stewartville, Wisconsin
Stewartville Area Fire & Emergency
Operation Center; Renovation and Expansion

DEPARTMENT OF CORRECTIONS

Chippewa Falls, Wisconsin
Chippewa Valley Correctional Treatment
Facility Remodel

DUNN COUNTY

Menomonie, Wisconsin
Municipal Building
District Energy Study

EAU CLAIRE COUNTY

Eau Claire, Wisconsin
Fire Station #10; Remodel and Addition
Eau Claire County Court House and Jail;
New Facility

EPIC

Verona, Wisconsin
Geothermal Well Field Analysis
Campus #2, 3 & 4 Geothermal HVAC Design
New Central Energy Plant
New Data Center
IOWA NATIONAL GUARD

Camp Dodge, Iowa

Armed Forces Readiness Center (LEED® Gold)
Field Maintenance Shop (LEED® Gold)

LAC DU FLAMBEAU TRIBAL NATURAL RESOURCES

Lac du Flambeau, Wisconsin
Tribal Natural Resources Center (LEED®
Certified)

ROCHESTER FIRE DEPARTMENT

Rochester, Minnesota
New Fire Station with 3 Truck Bays,
Police and County Dispatch Centers

STEVENS COUNTY

Morris, Minnesota
Justice Center; Geothermal System Design

WABASHA COUNTY

Wabasha, Minnesota
Law Enforcement Center;
Geothermal Design

WRIGHT COUNTY

Buffalo, Minnesota
Law Enforcement Center;
Geothermal Design



STAFF QUALIFICATIONS

TONY RONGSTAD, PE DIRECTOR OF ELECTRICAL ENGINEERING

Tony is a highly effective business leader with over twenty years of sales & management experience in the fields of electrical distribution, engineering, and information technology. He has excellent project management and leadership skills with proven ability to complete projects on time and within budget. Tony also plays a key role in directing MEP's Electrical Group with an innovative and supportive management approach.

EDUCATION

Bachelor of Science,
Electrical Engineering,
University of Wisconsin -
Madison, WI

PROFESSIONAL REGISTRATIONS

- Professional Engineer –
Electrical; Wisconsin, Minnesota,
Iowa, Ohio, North Dakota, Indiana
and Michigan

PROFESSIONAL AFFILIATIONS

- American Society of Heating,
Refrigeration, and Air Conditioning
Engineers (ASHRAE)
- International District Energy
Association (IDEA)

AWARDS

- Mayo Wisconsin Governors
Award for Engineering,
University of Wisconsin River
Falls, Kleinpell Fine Arts
Renovation Project (1996)

MEP / INDUSTRY TENURE

4 Years / 27 Years

SELECT PROJECT EXPERIENCE

CHIPPEWA COUNTY COURTHOUSE
Chippewa Falls, Wisconsin
Energy Audit and Assessment

DEPARTMENT OF INTERIOR,
U.S. FISH AND WILDLIFE SERVICE
Big Stone National Wildlife Refuge
Odessa, Minnesota
Energy Renovation & Geothermal
System Conversion
(LEED® Certification in Progress)
Neosho National Fish Hatchery
Neosho, Missouri
Visitor Center/Administrative Bldg.;
Submittal Review
Energy Analysis
Tamarac National Wildlife Refuge
Rochert, Minnesota
Energy Renovation & Geothermal
System Conversion
Residence Building; Inspection (LEED®
Certification in Progress)
Upper Mississippi River National
Wildlife & Fish Refuge
La Crosse, Wisconsin
Energy Renovation & Geothermal
System Conversion
Headquarters/Visitor Center/
Maintenance Facilities; New Building

DEPARTMENT OF CORRECTIONS
Chippewa Falls, Wisconsin
Chippewa Valley Correctional Treatment
Facility Remodel

EAU CLAIRE COUNTY

Eau Claire, Wisconsin
Fire Station #10; Remodel & Addition
New County Jail and Court House;
Commissioning

North Fire Station; New Building*
Courtroom; Remodel*
Human Services Government Facility;
Addition*

EAU CLAIRE COUNTY HUMAN SERVICES

Eau Claire, Wisconsin
Three-Story Building Addition and
Renovation*

EPIC

Verona, Wisconsin
Campus #2, 3 & 4 Geothermal
HVAC Design
New Central Energy Plant
New Data Center

IOWA NATIONAL GUARD

Cedar Rapids, Iowa
New 113,000 SF Armed Forces
Readiness Center
New 60,000 SF Field Maintenance Shop

* Work performed while affiliated with another firm.



STAFF QUALIFICATIONS

PAUL CULVER, DES SENIOR ELECTRICAL ENGINEER

Josh is a professional engineer with a decade of experience ranging from the development and coordination of mechanical systems design, performing energy analysis, conducting retrocommissioning activities, to validating system operations through measurement and verification. He works diligently to determine the best solutions for his clients and is committed to quality engineering. Josh strives to implement the latest technologies that result in fully functional system operations, reduced maintenance and operating costs, and overall client satisfaction.

EDUCATION

Bachelor of Science;
Mechanical Engineering,
University of Minnesota – Mankato

General Education; Georgian
Southern University

PROFESSIONAL REGISTRATIONS

- Professional Engineer –
Mechanical; Iowa, Minnesota,
South Dakota & Wisconsin
- LEED® Accredited Professional
(LEED® AP), U.S. National
Registration

PROFESSIONAL AFFILIATIONS

- American Society of Heating,
Refrigeration, and Air
Conditioning Engineers (ASHRAE)

MEP / INDUSTRY TENURE

1 Year / 10 Years

SELECT PROJECT EXPERIENCE

CITY OF VERONA
Verona, Wisconsin
New Well Station; Mechanical /
Geothermal design

DAVENPORT CITY HALL*
Davenport, Iowa
Energy Audit; 60,000 SF
Energy Model and Conservation
Measures Report
Annual Savings; Electric: 186,379 kWh

DAVENPORT PUBLIC WORKS*
Davenport, Iowa
Energy Audit; 227,000 SF
Energy Model and Conservation
Measures Report
Annual Savings; Electric: 191,400 kWh,
Fuel: 352,700 kBtu

DEPARTMENT OF MILITARY AFFAIRS
Sparta & Mauston, Wisconsin
A/C Replacement

EPIC
Verona, Wisconsin
Geothermal Well Field Analysis
Campus #2, 3 & 4 Geothermal
HVAC Design
New Central Energy Plant
New Data Center

LA CROSSE LAW
ENFORCEMENT CENTER*
La Crosse, Wisconsin
140,000 SF addition to existing facility,
Lead mechanical engineer, Design of entire
HVAC, plumbing and fire protection system

RUAN CENTER*
Des Moines, Iowa
Energy Audit; 592,566 SF
Energy Model and Conservation
Measures Report
Annual Savings; Electric: 1,282,718 kWh,
Fuel: 12,600 kBtu

STOUGHTON FIRE STATION*
Stoughton, Wisconsin
New Fire Station; 22,000 sq ft; \$5,000,000,
Lead mechanical engineer, Design of entire
HVAC, plumbing and fire protection system

WEST DES MOINES LAW
ENFORCEMENT CENTER*
West Des Moines, Iowa
Energy Audit; 36,916 SF
Conservation Measures Report
Annual Savings; Electric: 149,879 kWh,
Fuel: 488,000 kBtu

UNIVERSITY SQUARE*
Madison, Wisconsin
700,000 SF Apartment tower/
Multi-Use office tower (11 Stories)

*Work performed while affiliated with another firm



STAFF QUALIFICATIONS

PAUL CULVER, DES SENIOR ELECTRICAL ENGINEER

Paul is a Senior Project Engineer in the Madison office with 15 years experience in the consulting engineering and electrical construction industry. Paul is a licensed Designer of Engineering Systems and a master electrician in the state of Wisconsin. He has experience working on both public and private sector projects, in the following market segments; Healthcare, Industrial, Higher Education, K-12, Community and Arts, and Sport Venues. With Paul's experience he adds value to all stages of the project, from programming through construction.

EDUCATION

Bachelor of Science;
Electrical Engineering Technology,
Milwaukee School of Engineering
General Education; University of
Wisconsin – Waukesha
Associates Degree, Electronics,
Waukesha County Technical
College

PROFESSIONAL REGISTRATIONS

• Designer of Engineering Systems
– Electrical, Wisconsin

PUBLICATIONS

• Consulting - Specifying Engineer
Engineering For The Sciences
May 1, 2006

MEP / INDUSTRY TENURE

1 Year / 15 Years

SELECT PROJECT EXPERIENCE

ARGONNE NATIONAL LABORATORY*
Argonne, Illinois
Lead Electrical Engineer; Multi-building
interior 15KV switch replacement,
two exterior 5KV substation replacements

CITY OF MIDDLETON*
Middleton, Wisconsin
Lead Electrical Engineer; Fire Station #1,
EMS Station

CITY OF OSHKOSH*
Oshkosh, Wisconsin
Lead Electrical Engineer;
Police Department Renovation

DEL-HART WASTE WATER
TREATMENT PLANT*
Delafield, Wisconsin
Lead Electrical Engineer; Multi-Building
Renovation and Addition

DEPARTMENT OF INTERIOR,
U.S. FISH AND WILDLIFE SERVICE
Neosho National Fish Hatchery*
Neosho, Missouri
Project Manager; Visitor Center
Ottawa National Wildlife Refuge*
Oak Harbor, Ohio
Lead Electrical Engineer; Visitor Center,
Boardwalk and Toilet

DEPARTMENT OF MILITARY AFFAIRS
Sparta & Mauston, Wisconsin
A/C Replacement

DULUTH ENTERTAINMENT
CONVENTION CENTER*
Duluth, Wisconsin
Lead Electrical Engineer; Amsoil Arena

EPIC

Verona, Wisconsin
Geothermal Well Field Analysis
Campus #2, 3 & 4 Geothermal
HVAC Design
New Central Energy Plant
New Data Center

FORT MCCOY
Wisconsin
Drinking Water System; Repairs

HO-CHUNK NATION
Black River Falls, Wisconsin
Ho-Chunk Nation Police Department;
8,000SF Addition

JOHN DEERE HORIZON WORKS*
Horicon, Wisconsin
Project Manager; Chiller and Air Compressor
Upgrade, Service and Transfer Switch
upgrade, Fire pump Controller replacement
study, Fire pump Controller replacement

LA CROSSE COUNTY*
La Crosse, Wisconsin
Project Manager; La Crosse County Jail
Addition and Renovation, New municipal
garage, Solar Hot water system

UNIVERSITY SQUARE DEVELOPMENT*
Madison, Wisconsin
Lead Electrical Engineer;
University Wisconsin Madison tower,
Steve Brown Apartment tower,
Food Court, Retail Space
Build-Out, Parking Facility

UNIVERSITY OF WISCONSIN FOX VALLEY*
Neenah, Wisconsin
Project Manager;
Communication Arts Center

VILLAGE OF FONTANA*
Fontana, Wisconsin
Project Manager; Municipal Beach House

*Work performed while affiliated with another firm



STAFF QUALIFICATIONS

TIM COACH, DES DIRECTOR OF PLUMBING & FIRE PROTECTION

Tim has gained extensive knowledge in the design of process and fluid flow systems, design of plumbing systems, and the design of heat and energy transfer systems within his thirteen years of industry experience. Tim is responsible for the design and specifications of plumbing systems, fire protection systems, and medical gas systems. He performs calculations, sizes the equipment and prepares the plumbing design and construction documents. He also provides storm water, sewer, natural gas, fire suppression water, domestic water, irrigation water and other special water and waste systems project design.

EDUCATION

Associate of Applied Science,
Civil Structural Technology,
Chippewa Valley Technical College,
Eau Claire, WI

Political Science Coursework,
University of Wisconsin -
Eau Claire, Eau Claire, WI

PROFESSIONAL CERTIFICATIONS

- Designer of Engineering Systems (DES) # 2055-7
- National Institute for Certification in Engineering Technologies (NICET)
- Certified Engineering Technician (CET) Certification # 112226

PROFESSIONAL AFFILIATIONS

- American Society of Plumbing Engineers (ASPE)
- National Fire Protection Association (NFPA)
- National Fire Sprinkler Association (NFSA)

MEP / INDUSTRY TENURE

8 Years / 13 Years

SELECT PROJECT EXPERIENCE

CITY OF ABBOTSFORD
Abbotsford, Wisconsin
New Municipal Center -
Public Library and City Hall
Public Safety Building; MEP Design

CITY OF THORP
Thorp, Wisconsin
Public Library; Addition / Renovations
Public Works Building; Addition /
Renovations

DEPARTMENT OF CORRECTIONS
Black River Correction Center
Black River Falls, Wisconsin
Kormensky; Domestic Hot Water Tank
Chippewa Valley Correctional
Treatment Facility
Chippewa Falls, Wisconsin
CVCTF; Control Center Remodel
CVCTF; Heat Exchanger and Tank
Replacement
Jackson Correctional Institution
Black River Falls, Wisconsin
Water Heater Replacement

DEPARTMENT OF MILITARY AFFAIRS
Multiple Locations
National Guard Armories; Shower and
Restroom Remodeling and Rehab at
River Falls, Menomonie, Rice Lake,
New Richmond, Abbotsford, and
Neillsville, Wisconsin

DEPARTMENT OF INTERIOR,
U.S. FISH AND WILDLIFE SERVICE
Big Stone National Wildlife Refuge
Odessa, Minnesota
Energy Renovation & Geothermal
System Conversion
(LEED® Certification in Progress)
Minnesota Valley National Wildlife Refuge
Bloomington, Minnesota
Energy Renovation & Geothermal
System Conversion
Visitor Center; HVAC Renovations
Photovoltaic System Design & Solar
Heating Systems
Commissioning (LEED® Silver)
Morris Wetland Management District
Morris, Minnesota
Energy Renovation & Geothermal
System Conversion
Headquarters Building; Renovation
Tamarac National Wildlife Refuge
Rochert, Minnesota
Energy Renovation & Geothermal
System Conversion
Residence Building; Inspection
(LEED® Certification in Progress)

DEPARTMENT OF VETERANS AFFAIRS
Oscar G. Johnson VA Medical Center
Iron Mountain, Michigan
MVAC master Plan for Building 1
Upgrade Electrical Distribution & Generator CX
Upgrade Supply Processing & Distribution
(SPD)
PRRTP Renovation
6th Floor Lab Renovation
Expand Mental Health 3C
Sheridan VA Medical Center
Sheridan, Wyoming
Center Chiller Replacement
Tomah VA Medical Center
Tomah, Wisconsin
New 75 Bed Facility



STAFF QUALIFICATIONS

JON AAMODT, P.E. PRINCIPAL PARTNER, STRUCTURAL PROJECT ENGINEER



As principal engineer of the firm since 1997, Jon's design experience includes a broad range of structural systems and delivery methods. He leads a highly qualified structural design team that provides engineering services for all types of construction projects including Building Design, Industrial Facility Design, Building Expansions, Restoration / Repurpose of existing facilities, Preservation of Historic facilities, Feasibility Studies and Condition Assessments. Jon has extensive experience delivering accurate reliable engineering documents and working with the design team to deliver a quality product on a compressed schedule with challenging construction budgets. He is a founding partner of Northland Consulting Engineers and is currently registered to practice engineering in nine states. He is also registered with the National Council of Examiners for Engineering and Surveying.

Jon is proud of the many long term relationships and trust he has formed with his clients. Those clients value his experience, expertise and dependability to provide prompt, economical engineering solutions and service to their projects.

At Northland Consulting Engineers, we believe that our high level service to our clients sets us apart from other firms. Our goal is to offer excellent quality structural engineering experience to help complete your project on time and within budget. More information can be found on our website: www.nce-engineers.com.

PROFESSIONAL PRACTICE

- 1991-1996 Structural engineering with other firms
- Since 1997 Principal and Founder, Northland Consulting Engineers

EDUCATION

Michigan Technological University
B.S. in Civil Engineering, 1991

PROFESSIONAL REGISTRATIONS

- Minnesota (PE)
- Wisconsin (PE)
- Montana (PE)
- Michigan (PE)
- Texas (PE)
- Arizona (PE)
- New Mexico (PE)
- Florida (PE)
- Kansas (PE)

PROFESSIONAL AFFILIATIONS

American Society of Civil Engineers, American Concrete Institute
Charter Member, Structural Engineering Institute

CIVIC CONTRIBUTIONS

Past Board Member of Duluth Builders Exchange, Duluth Boys & Girls Club
Current Board Member Western Little League

REPRESENTATIVE DESIGN PROJECT EXPERIENCE

DOUGLAS COUNTY METRO CENTER
Superior, WI 2001
5 Story Government office building including, jail, courtrooms public safety etc.
\$50+ Million

ROSEAU CITY CENTER
Roseau, MN 2004
2 Story Government Office and Public Safety Building
\$8.0 Million

HERMANTOWN CITY HALL
FIRE AND POLICE ADDITION
Hermantown, MN 2005
2 Story Office Building, including Fire and Police Station
\$3.0 Million

SAINT LOUIS COUNTY COURTHOUSE
RENOVATIONS AND MECHANICAL UPGRADES
Duluth MN 2008
\$800,000

SAINT LOUIS COUNTY
SALLY PORT ADDITION AND RENOVATIONS
Duluth, MN 2009
\$1.0 Million



JON SCHWICHTENBERG, GISP PROJECT MANAGER/GIS COORDINATOR

Jon brings 25 years of experience in Geographic Information Systems (GIS) related work, with a focus in strategic vision, technology innovation, GIS Technical Services and delivering quality projects to clients. Jon is responsible for the development of GIS at GRAEF, both internally and externally for clients. His experience includes working with local, county, state and federal government agencies, as well as private companies and industries in respect to GIS. Jon has experience in many aspects of GIS, including needs assessments, system design and integration, mapping, survey, global positioning systems (GPS), data development, cartography, analysis, CAD, database design and implementation, software development, hardware configuration and many other aspects of GIS.

PROFESSIONAL REGISTRATION

Certified GIS Professional
GISCI GISP Certification

EDUCATION

A.S., Architecture, 1990
Madison Area Technical College
Madison, Wisconsin

B.S., Geography, 2002
Distance Learning - Concordia
College and University Virginia

PROFESSIONAL AFFILIATIONS

Wisconsin Geographic Information
Coordination Council (WIGICC)
Chair (2010 to Present)

Wisconsin Land Information
Association (WLIA)
President 2012

Wisconsin Presidents Council
WIGICC and WLIA Representative

Jon has developed and implemented GIS training classes, both generic to software packages and specific job implementation training for GIS. He has developed automated processes for the configuration of multiple data sources to create input for complex modeling software packages. Jon has assisted clients with developing unique GIS systems for tracking internal and external work. He works with several statewide agencies and associations to assist in state efforts to gain funding sources and formalized structure for development of statewide systems. Jon has extensive experience in project management, managing projects ranging from \$500 to \$500,000. His background working in construction, engineering, planning, environmental, architecture and many other disciplines, allows Jon to be familiar with the needs of your operations and to apply that knowledge to GIS systems to assist you to be more effective and efficient.

PROJECT EXPERIENCE

FIRE STATION LOCATION/SITING STUDIES

PROJECT MANAGER/ SENIOR GIS SPECIALIST

Data collection compilation and analysis, including parcels, zoning, land use, transportation, wetlands, floodplains and other layers. Analysis of the time required to travel to locations with the fire service area. Analysis of Parcels, (Size + Location), zoning, wetlands flood plains and roadway network. Mapping of travel to zones for time intervals. Preparation of map exhibits for reporting. Projects include:

- City of Verona, WI – Fire Department
- Village of Fitchburg, WI – Fire Department
- Village of Mount Horeb, WI – Area Fire Department
- City of Chippewa Falls, WI – Fire Department
- City of Deforest, WI – Area Fire Department
- City of Virginia, MN – Area Fire Department

City of Fitchburg Fire Department – Fire Station Location Study, Fitchburg, WI
Senior GIS Specialist

Shawano Lake Sanitary District – GIS and GPS Services, Shawano, WI
Project Manager/Senior GIS Specialist

City of Chetek – GIS Services, Chetek, WI – Project Manager/Senior GIS Specialist

Village of Frederic – GIS and GPS Services, Frederic, WI
Project Manager/Senior GIS Specialist:

LZ DESIGNS



STAFF QUALIFICATIONS

LAURIE ZADRE

INTERIOR DECORATOR / DESIGN CONSULTANT

LZ Designs is an Interior Design Firm that offers a detailed scope of designs services to its clients. Services range from programming, space planning, interior design concepts, material/color coordination, cabinetry designs, construction documentation and inclusive furniture and fixtures packages. LZ Designs has a realistic approach to designing environments by incorporating various elements of aesthetics and insuring functional design. Laurie's emphasis is on a complete organized design solution from concept through documentation and completion.

EDUCATION

Bachelor of Arts Degree
University of Northern Iowa
December 1991
Major: Design and the Human
Environment - Interior Design
Emphasis: Art

EXPERIENCE

Self Employed –
Women Owned Consulting Firm
10-2000 to Present
Employed at Architectural Firms
as Interior Designer
10-1991 to 9-2000

CERTIFICATIONS

NCIDQ – National Council for
Interior Design Qualification
Certified #28964

TOTAL EXPERIENCE

18 Years

RELATED PROJECTS

Red Wing Fire Station and Training Facility
Red Wing, MN

Chisago City Fire Station and
Training Facility, Chisago City, MN

Ashland Fire Station Ashland, WI

Verona Fire and EMS Station Verona, WI

Janesville Fire Station Janesville, WI

Eau Claire Station #10
Eau Claire, WI

Colfax Health and Rehabilitation Center
Colfax, WI New Construction Skilled
Nursing Home

Ladysmith Care Center Large Expansion
and Remodel Ladysmith, WI

Ladysmith Care Center – Skilled Nursing
Home and RCAC Assisted Living
Ladysmith, WI

New Richmond Center Building
Addition and Remodeling

Northwoods Center Building Addition and
Remodeling

Nicolet Area Technical College
New Addition and Remodel
Rhineland, WI

Chippewa Valley Technical College
Remodeling Eau Claire, WI

Wisconsin Indianhead Technical College
Remodeling & Addition
New Richmond, WI

St. Croix Regional Medical Center
Remodeling St. Croix Falls, WI

Red Cedar Medical Center – Urgent Care /
Emergency Department Menomonie, WI

Baldwin Care Center – Skilled Nursing
Home and Community Based Residential
Facility Baldwin, WI

St. Croix Regional Medical Center
Chemotherapy Suite, Pharmacy,
Conference Center St. Croix Falls, WI

Red Cedar Medical Center Hospital
Addition & Remodel, Clinic Remodel
and Elmwood Clinic Remodeling
Menomonie & Elmwood, WI

Avanti Health Systems – Dr. Kate
Rehabilitation Center and Nursing Home
Minocqua, WI

Wisconsin Area Technical College
New Richmond, WI

Nicolet Area Technical College
Rhineland, WI

Chippewa Valley Technical College
Eau Claire, WI

Business Education Center –
Student Commons

Health Education Center/Clinic
Addition and Remodeling &
New Construction
NanoRite Addition



STAFF QUALIFICATIONS

REFERENCES

STEVEN GAUSMAN

Bill Burns
City Administrator
City of Verona
111 Lincoln Street
Verona, WI 53593
bill.burn@ci.verona.wi.us
608.845.6495

Jenny Minter
Deputy Fire Chief
Mount Horeb Area Fire District
120 S. 1st Street
Mount Horeb, WI 53572
608.437.5571

Bob Haight
Fire Chief
City of Marshfield Fire Department
412 East Fourth Street
Marshfield, WI 54449
715.486.2090

Jim Jensen
Fire Chief
Janesville Fire Department
303 Milton Avenue
Janesville, WI 53545
608.755.3050

MICHAEL CLARK

Kevin M. Schroeder
Fire Chief
Cloquet Area Fire district
2801 Dewey Avenue
Cloquet, MN 55720
218.499.4274

John Pechman
City Administrator
Chisago City, MN
10625 Railroad Ave.
Chisago City, MN 55013
651.257.4162
jpechman@ci.chisago.mn.us

Shawn Blaney
Deputy Director of Public Works
Buildings and Grounds Division
City of Red Wing
229 Tyler Road N.
Red Wing, MN 55066
651.385.3655
shawn.blaney@ci.red-wing.mn.us

Andy Speltz
Interim Fire Chief
420 Plum Street
Red Wing, MN 55066
651.385.3695

DESIGN AND CONSTRUCTION

KEY CHALLENGES

Technology must be incorporated into early design concepts. The stations are often constructed of hard materials like concrete block with added costs for future changes and installations making early consideration of these elements, whether for current use or future install, a critical step in the process.

- Station alerting systems have become very robust and are now doing more than just paging the department out for a fire call. It is possible now to manage response times, track personnel and equipment, display incident data, reduce response times and more. These systems require the placement of speakers, monitors, and devices throughout the facility.
- The incidents of cancers in the fire service are driving a renewed interest in the use of direct vehicle exhaust systems. These systems must be coordinated with other systems in the already crowded ceilings of the apparatus bays.
- Access control systems have simplified the security of fire stations, but these systems require coordination with electrical and communications systems for proper installation and control.
- Security systems including audio and visual recording of facilities are becoming an important part of securing your facility; a building that houses millions of dollars in critical infrastructure.
- Digital control systems for the HVAC system in these facilities can be used to save the department substantial operational costs over time by minimizing losses due to wasted energy when garage doors open and close on winter days.

- Incorporation of a department's fire history is a constant in our fire station designs.
- Pride of service and cultural awareness are the glue that holds our regions paid-on-call fire service together. There is no better way to express this and experience it on a daily basis than to build it into our facilities.



DESIGN AND CONSTRUCTION

Energy efficiency is an important element in any public building but particularly so in fire stations

- Our standard station design specifications will achieve a LEED Silver level design if certification is required, but we have completed projects that have achieved a LEED Gold designation.
- Day lighting throughout the facility is a must to reduce lighting costs in a large facility that is infrequently occupied, as is the use of LED fixtures.
- We generally recommend the use of in-floor heat for our apparatus bays as a way to keep the heat in these spaces at a personnel level without having to constantly recirculate air. This also reduces the cycling of the system to reheat the volume of a bay following the opening of garage doors.

Future growth in fire stations is more than just planning for additional space. It generally involves consideration for future changes in operational models.

- Inclusion of duty crews, scheduled paid-on-call service, and or part time fire fighters can include additional office space and living quarters that are not currently in need.
- Is there a contemplated growth in the community that will lead to increases in full time staff to manage inspections, plan review or medical and rescue calls? Each of these can involve a change in the functional use of the facility.





DESIGN AND CONSTRUCTION

TRAINING

Training is the single largest use of most fire facilities. Under the guidance of Mike Scott our team will work with you to review your training needs and how to include them in the facility.

OUR TRAINING TOWERS TYPICALLY INCLUDE:

- Rappelling
- Rescue windows and platforms
- Vertical and near vertical rescue opportunities
- Sprinklers and standpipes rigged for practice
- Confined space
- Smoke

HOSE EVOLUTION DRILLS

- Training mezzanines can be configured to include:
- Maze training
- Blackout
- Smoke
- Door and roof breaching

SITE TRAINING OPPORTUNITIES INCLUDE

- Vehicle extrication
- Roof ventilation
- Equipment and apparatus use
- Hose evolution drills

CLASSROOM TRAINING

- Audio and Visual training aids to be able to take advantage of a variety of on site and off site training opportunities
- Adequate storage for training aids and props
- Public Education training storage and presentation capabilities
- Access to refreshment centers or kitchens as required to support cultural events such as meals served for training events or public open houses.







DESIGN AND CONSTRUCTION

MAINTAINING PROJECT BUDGETS

- With over 200 projects completed, and four of similar size to yours in the past 5 years, we have a deep, historical knowledge of the construction costs relative to Public Safety facilities.
- A third party cost estimating firm will be used by our team to develop two interim estimates at the completion of Schematic Design and Design Development phases to insure that cost inflation factors and other costs specific to your site such as soils corrections, road improvements and other costs are factored appropriately.
- Each phase of the project will include an updated project budget and schedule confirming that the project has remained on the budget established by the project team.

COST CONTROL

Our staff takes cost estimating very seriously. For your review we have the following examples:

Verona Fire Station

| | | |
|----------------|--------------------------|-------------|
| September 2014 | Design Project Awarded | |
| September 2014 | Staff Estimate | \$9,180,000 |
| | (Schematic Design) | |
| September 2014 | Project Bid | \$9,180,000 |
| | Contingency Used to Date | \$240,000 |

Ashland Fire Station

| | | |
|--------------|---------------------------|--------------------------|
| January 2014 | Design Project Awarded | |
| March 2015 | Staff Estimate | \$4,100,000 |
| March 2015 | Project Bid | \$3,800,000 |
| | Contingency Used to Date: | No change orders to date |

Janesville Fire Station

| | | |
|--------------|--------------------------|-------------|
| January 2014 | Design Project Awarded | |
| March 2015 | Staff Estimate | \$9,000,000 |
| April 2015 | Project Bid | \$8,000,800 |
| | Contingency Used to Date | \$130,000 |

Stewartville Fire Station

| | | |
|--------------|---------------------------|--------------------------|
| May 2012 | Project Awarded | |
| January 2013 | Staff Estimate | \$1,800,000 |
| May 2013 | Project Bid | \$1,800,000 |
| | Contingency Used to Date: | No change orders to date |

SITE LOCATION AND RISK & DEMAND ANALYSIS

CURRENT DEMOGRAPHICS

Our team will review current Municipal and Fire District data, resource information, and mapping. We will consult with staff to obtain available copies of supporting documents including but not limited to:

- Required site size
- Response data
- ISO criteria and existing rating
- Future land use and zoning
- Existing and future development in the Fire Response Area (FRA)
- Existing and future population conditions within the FRA
- All other existing digital (CAD and GIS) and hard copy data layers for use in the study, including but not limited to parcel mapping, roadway centerline data, streams/lakes, utility data, extraterritorial boundaries, aerial photography, building locations, call locations not all ready in our data set and any other data sets necessary.

LOCATION STUDY

Acceptable response times within the fire station's geographic responsibility zone is the most important factor in the final site decision. Our methodology looks at response times and required response times based on population densities, population projections and national standards. This is true for both EMS and fire units.

Fire station siting is more than just looking at response times. Five Bugles Design has developed a site assessment matrix that comprehensively measures multiple criteria of a site for an emergency services facility. Included in this evaluation are not only typical architectural considerations such as utilities, water/runoff retention, grade issues, and soil conditions but also emergency service components such as travel times, response routes, limitations from railroad tracks, bridges, street width, congested traffic areas, apparatus topographic limitations, apparatus turning radius, and drive through bay consideration. Response times for volunteers to the station is also a major consideration.

DESIGN AND CONSTRUCTION

- Using GIS, our Team will review the land use/zoning of the surrounding townships and determine potential growth areas utilizing the collected data layers.
- Using GIS, our Team will calculate response times for the Fire Response Area for any new road/growth areas added to the existing scenario to determine deficiencies in the response time zones. This will assist in determining whether new or relocated facilities are needed.
- Our Team will review the existing County data layers, update the roadways with speed limits based on type of street and model the existing response times for the department.
- Our Team will assess future growth in fire response area for 5-10-20 years using the existing comprehensive plans from the Municipal data.
- Our Team will assess location of existing facility site, travel routes, response time, etc. This assessment will include the overlay of the best locations for response times, with the municipal owned properties, to better locate already owned properties to facilitate the use of existing municipal land for any new location.

RESPONSE TIME AND LOCATION GIS MAPPING DELIVERABLES

Our Team will utilize the County road centerline layer with all of its attributes (speed limits, etc.), along with the location data for the calls from the department's files, to create a transportation model for use in ArcInfo 9.2. We will use the ArcInfo network tools then to model the following scenarios for response times:



Scenario 1: Existing response times in intervals of minutes (2-, 3-,4-, 5-, 6-, 7- and 8-minute response capabilities and distance). Analyzing the existing scenario, our GIS staff will analyze the roadway network to determine locations of roadway segments that may assist in improving the response times.

Scenario 2: Analyzing the existing scenario and the deficient areas, our Team will run a scenario keeping the existing station and/or relocating it as needed to more effectively cover the response area.

Scenario 3: Our Team will analyze the entire response area and locate a station as though no station currently exists.

DELIVERING THE PROJECT ON SCHEDULE

- A successful project takes the right amount of time spent considering the particular challenges of a department and seeking solutions, while maintaining a schedule that completes the project in a concise and effective manner. With experience in the development of over 200 public safety projects we have a unique understanding of the balance required to accomplish this.
- Our team works exclusively with public clients. We understand the required review periods, submittals, public hearing and other important steps that are required when spending public funds. We will make sure our initial project schedule includes these important dates and then adhere to that schedule.



INVOLVEMENT THROUGH THE CONSTRUCTION PHASES

- Inclusion of our design leader in the construction phase ensures that design intent is included in field decisions throughout the construction phase. This also means that one of our most experienced personnel is working on your project through construction.
- Communication is critical in today's construction world. Decisions are often required in days to avoid construction related delays. We will discuss with you, your team and the successful contractors the best systems (project specific web sites, electronic submittals, email and other electronic communications protocols), to assure that not only is information flowing appropriately, but that it is also timely.
- Inspection is an important service provided by the architect during construction ensuring the project is proceeding according the plans and specifications. In today's fast paced construction world this is usually one meeting per week.
- Project Quality is ensured through adhering to best practices and ensuring the contractors do as well. Reviewing that shop drawing submittals adhere to specifications and those products that are installed adhere to the shop drawings is critical. Further our experience with the building type gives us a deep knowledge of the quality of products specified for these facilities and only specifies those that meet the highest level of quality.
- Change orders are a natural part of construction projects that arises from the complex nature of this work. These changes come from a variety of sources, the largest being that of the Owners and Users developing a better understanding of equipment needs and the special characteristics of their facility as it is constructed. We work hard to ensure a full understanding of the facility during design to minimize these changes. We are proud of our record of 2% or less of architectural and engineering changes.
- Our specifications include specific language regarding the final startup procedures, testing and occupancy of the building. We review this with the project team prior to bidding to ensure that what is specified is adequate. We will do a 10 month warrantee review of the facility and these items will be included to ensure that not only is the project functioning correctly, but that you as Owner understand its operations.



Our team has developed a comprehensive project planning methodology in order to provide our clients with a full range of services needed to provide for the long term needs of our clients.

SCOPE OF SERVICES

1. TOUR EXISTING FACILITIES

While the department has no doubt visited many facilities already, this step will give our team an opportunity to share this experience and develop a further understanding of building elements the department likes and does not like in facilities by our firm as well as others.

2. STATION LOCATION STUDY

Five Bugles Design, with our consultant partner GAS, will assist the City in determining potential locations for the proposed facility that include response time of staff to the station, response from the station to the incident, areas of potential challenge in the community and other pertinent data making use of current and projected community data provided by St. Peter.

3. PROGRAMMING REVIEW

Five Bugles Design has a specific and detailed programming process, led by Retired Fire Chief, ED Mishefske that we have developed through the process of programming and design over 200 facilities. This will verify the spaces needed by the project as well as provide direction to our team where spaces can be creatively used to better the department's mission.

4. CHARRETTE PROCESS

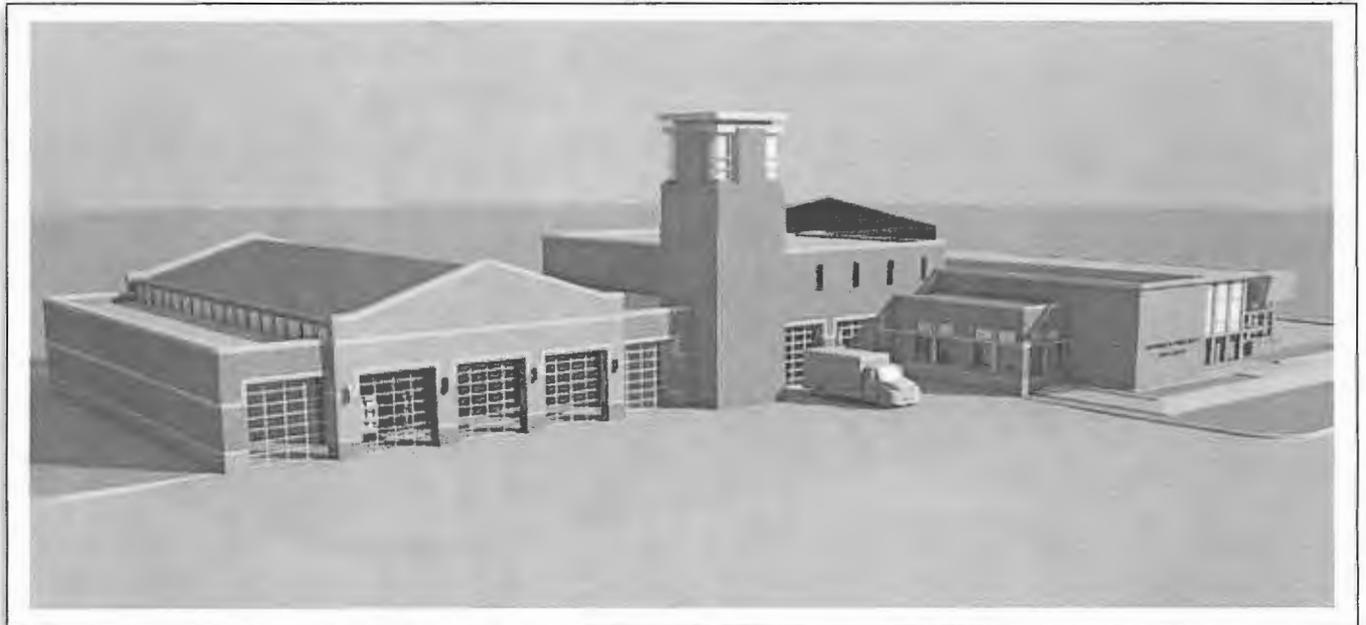
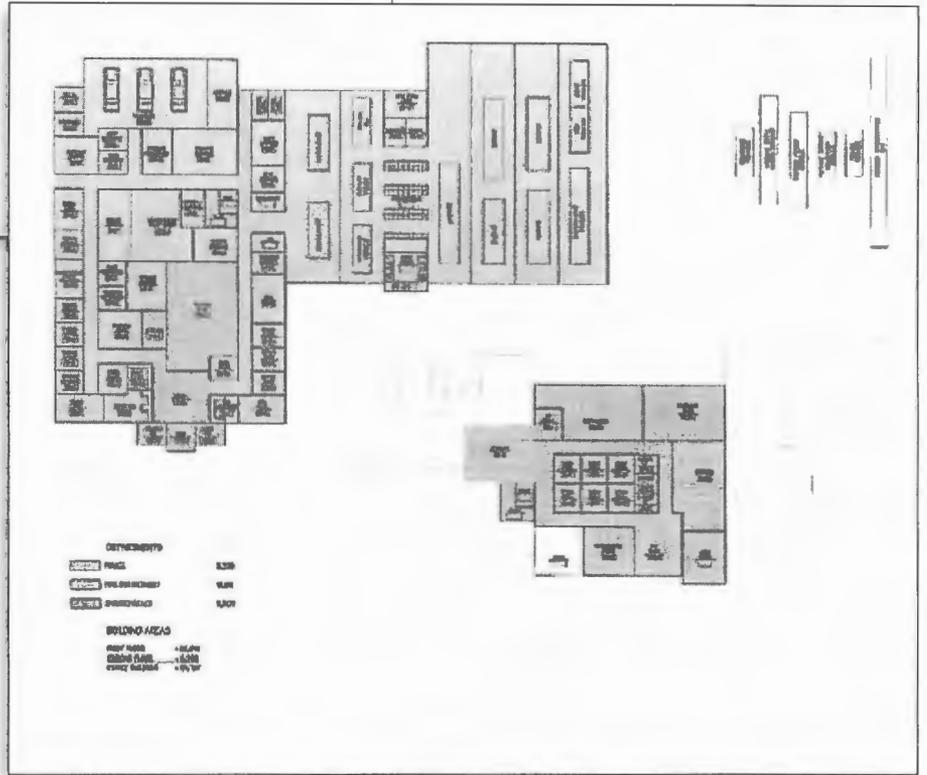
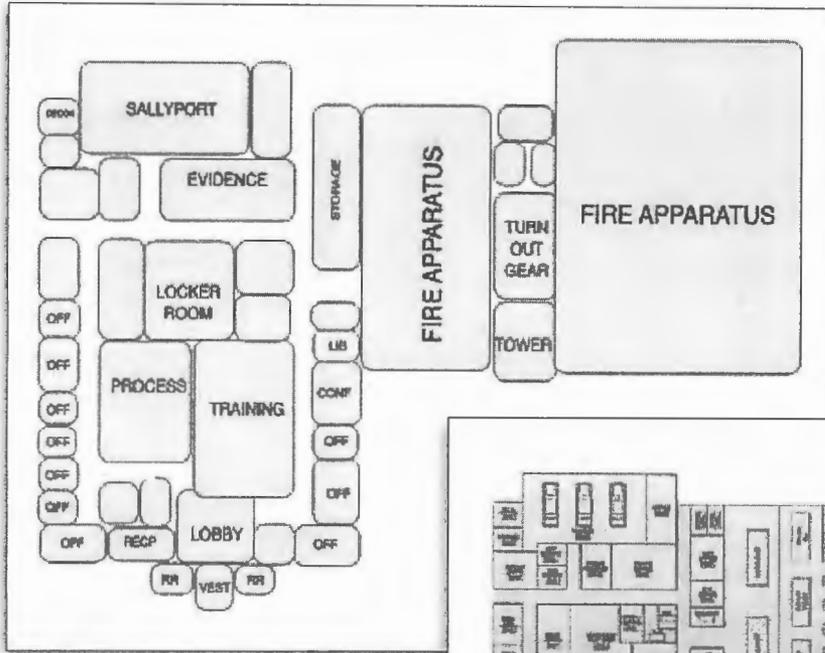
We will work together with your team to develop concepts that incorporate the specific blend of your department's culture and operations with our extensive project experience to create an effective facility design for your department.

5. DESIGN DEVELOPMENT AND CONSTRUCTION DOCUMENTATION

With approval of the project scope, budget, and schedule we will develop the project to complete comprehensive set of bid documents and assist the City in obtaining competitive bids. This will include a series of alternative bids that will assure the department is getting the most from their budgeted funds.

6. CONSTRUCTION SERVICES

One of the tools that our firm uses to assure success during the construction phase is to utilize the architectural staff who designed your building to provide the construction services. These personnel are the best informed members of the team regarding the design intent and will assure the facility is built as it was intended.







COMPENSATION

Five Bugles Design is pleased to present the following fee proposal for a new Fire Station for the City of Saint Peter, Minnesota.

| | |
|--|------------------------------|
| Programming & Space Needs | \$12,500 |
| Station Location Study | \$15,000 |
| Architectural and Engineering Design of Approved Project: | 7.25%* of Construction Costs |

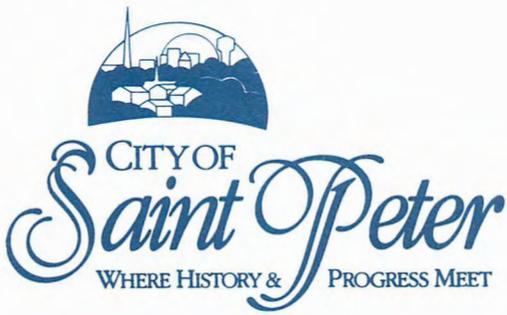
* Assumes Civil Engineering is provided by the City of St. Peter. If this service is provided through the architect an additional .25% fee will be required.

Our Services will be invoice based on the following schedule:

1. Programming and Space Needs Study invoiced monthly for work completed.
2. Architectural and Engineering Design Services invoiced monthly for work completed under the following schedule:
 - a. Schematic Design: 20%
 - b. Design Development: 15%
 - c. Construction Documents: 40%
 - d. Bidding Services: 5%
 - e. Construction Services: 20%
3. Reimbursable expenses to include the following:
 - a. Printing and postage
 - b. Travel related expenses

Services specifically excluded:

1. Geotechnical explorations
2. Environmental Studies
3. Hazardous materials remediation if required



Memorandum

TO: Honorable Mayor Zieman
Members of the City Council

DATE: 8/22/16

FROM: Todd Prafke
City Administrator

RE: Solar Update

ACTION/RECOMMENDATION

None needed. For Council review and discussion only.

BACKGROUND

As part of the goal session on August 29th, Chris Schoenherr from SMMPA will be in attendance to discuss SMMPA's plan for solar energy.

To refresh the Council's memory, listed below are the goals the Council has established for solar power:

SOLAR GOALS

- No financial subsidies over the long term
- Ease City operations
- Reduce costs to customer and the City
- Positively impact cost of energy supply
- Community based opportunity
- Sustainability

Please feel free to contact me if you have any questions or concerns on this agenda item.

TP/bal

SOLAR GOALS

- No financial subsidies over the long term
- Ease City operations
- Reduce costs to customer and the City
- Positively impact cost of energy supply
- Community based opportunity
- Sustainability

Healthy Hospital Essential To Community

Submitted by admin on Fri, 06/10/2016 - 18:09

by *Reed Anfinson*

Tweet

Publisher, Swift County Monitor-News

For more than a year now the Swift County-Benson Hospital's (SCBH) Governing Board and CEO Kurt Waldbillig have been steadily moving toward a plan that would significantly turn around the financial position of the hospital. It would not only reverse the losses of the past two years, but put the hospital on track to becoming financially strong within three years.

That financial strength will be essential to ensuring the hospital can modernize its care in coming years as well as weather the ever-changing medical reimbursement systems it must rely on from both the federal government's Medicare and Medicaid systems, as well as private medical insurance providers.

This year, SCBH is projecting a loss of about \$865,000. That loss comes on top of a \$901,000 in 2015 and an \$865,000 loss in 2014. Those losses are eating away at what was once a healthy reserve fund and are not sustainable. Doing nothing is not an option, Waldbillig has told Swift County's Board of Commissioners and the Benson City Council.

The hospital's plan involves construction of a \$12.445 million assisted living/memory care facility on land south of Scofield Place yet this fall. It would like to also start work on a \$5.75 million construction project that would change the current layout of hospital's buildings.

That change involves tearing down the current inpatient wing of the hospital and moving it along with emergency care to the west end of the hospital close to the surgical center.

SCBH would like to start work this fall on construction of the new memory care/assisted living facility. It is the core part of the project that the hospital sees as turning around its financial fortunes. Current financial projections show the project netting SCBH nearly \$1 million by 2019 and \$1.2 million in the years that follow once the facility is up and operating at near full capacity.

The assisted living/memory care facility will provide a much-needed service to the community, allowing the families that have leave town to find places for their loved ones the opportunity to bring them home.

For this phase of the project to proceed on the schedule the financial options are limited. Because of the losses the past two years, no financial institution is going to extend the credit needed for construction. So SCBH is exploring other options. One is using Scofield Place's 501c3 corporate status to apply for the financing. Scofield Place's board is in the process of transferring the senior living facility to the hospital at no cost. It has the financial history and income strength to potentially lead in seeking funding for the assisted living/memory care facility.

However, SCBH may also seek financial backing from Swift County and the City of Benson for the sale of general obligation bonds. The taxpayers of the county and city would back those bonds. Commissioners and council members are wary of stepping in without having a higher level of comfort with the project that is being proposed.

There were a few missteps by SCBH in the past few months as it developed its plan. It appeared that the governing board was developing its plan behind closed doors. At a late April meeting, the governing board voted to go into closed session to discuss the project, but the reason for closing it was not explained by the board nor was the reason listed on the agenda – both of which are required by law. That gave the perception that something that should be discussed openly was being hidden. When challenged on closing the meeting, the board explained that it needed to discuss "marketing strategy."

After the meeting, Waldbillig made of point of contacting the Monitor-News, as well as county and city officials, to explain that the reason for the closed meeting was to talk about issues involved with a deal that was being worked out between the hospital and Affiliated Community Medical Centers (ACMC) as it moved toward another essential key to turning around the hospital's finances.

Through the deal, ACMC's Benson clinic will become a Rural Health Clinic operated by the hospital as a department of a SCBH, and be under the hospital governing board's control. The hospital sees this an essential change that will begin to ensure it has greater input in medical records, the recruitment of medical providers and the use of its ancillary services.

We recognize that SCBH was dealing numerous sensitive topics, some of which qualified to be discussed in closed sessions. We also know that many volunteer public bodies don't have a complete understanding of the state's open meeting law and can make honest mistakes in complying with it. SCBH has been making a considerable effort in recent weeks to ensure that both the city and county fully understand the scope of the project it is undertaking.

65

Moving forward with the assisted living/memory care facility construction is essential to not only the health of the hospital, but to the health of the community as well.

A sound hospital is required for the economic health of the entire area. There are businesses that will not come to Benson if it lacks a hospital; there are businesses for which making the decision to leave the community will be easier if it can point to the loss of medical care.

Further, for the stability of the current medical staff and for the recruitment of new medical providers, the hospital, backed by the city and county, has to show that it is moving forward with fundamental changes that will turn around its financial condition.

SCBH is "bleeding" patients. Area residents are traveling to Morris, Glenwood, Alexandria and other community medical clinics and hospitals in significant numbers. Appleton's clinic is looking to open a satellite office in Benson. All see the vulnerability of hospital today.

Many who are leaving have sought alternatives to seeking care at Benson's ACMC because of a lack of doctors.

We strongly believe that a plan has been developed by SCBH over the past year that will move it toward financial health. The sooner that plan is implemented, the sooner the losses stop and the sooner local efforts at recruiting new physicians have a chance of succeeding. Delays in moving forward will only lengthen the time of recovery.

We recognize there is a risk to the taxpayers, but getting our hospital back on sound financial ground requires taking that risk.

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Clipping Hospital Deserves City, County Support |...

SWIFT COUNTY Monitor-News

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| HI: 79F Lo: 59F | HI: 79F Lo: 59F | HI: 80F Lo: 65F |
| WeatherForYou.com | | |

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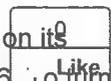
Hospital Deserves City, County Support

Submitted by admin on Wed, 07/27/2016 - 17:59

by *Reed Anfinson*
Publisher, Swift County Monitor-News

Tweet

Swift County-Benson Hospital has experienced substantial losses on its operations in the past two years and faces another big loss in 2016. Those financial losses into profits, SCBH's governing board and CEO Kurt



Waldbillig have been working on a three-fold plan that is now being implemented. It projects that by 2019 net revenues could reach nearly \$1 million.

Clipping Hospital Deserves City, County Support |...

Key to that turn around is the hospital taking over medical clinic operations in Benson, the construction of a \$12.5 million assisted living/memory care facility, and creating a more lean, efficient, and flexible operation through a hospital facility renovation. As of Sept. 1, the hospital is taking over the clinic from Affiliated Community Medical Centers (ACMC.) The next phase, the assisted living/memory care facility is waiting for backing from the Benson City Council and Swift County Board of Commissioners. Step three has been tabled as the hospital pushes to get the assisted living/memory care facility built.

At a joint meeting of the SCBH governing board, the city council and county board, Monday night the hospital met with split support from the council and opposition and indecision from the county board that has left the project in limbo.

There are three basic arguments against county, city, or both backing financing for the Swift County-Benson Hospital's effort to get an assisted living/memory care facility under construction yet this fall. They say the United States Department of Agriculture (USDA) can do the financing at no risk to taxpayers; there are other projects that demand public funding that are pressing and just as worthy of taxpayer funding; and \$3 corn.

These are all good points to raise and required thoughtful discussion to protect property taxpayers, county and city finances, to protect local government bond ratings to ensure low interest rates on future projects. Now that those discussions have taken place, we feel it is time for Benson and Swift County to stand with the hospital in moving the project forward as quickly as possible. Let's look at three objections to moving forward now.

USDA backing

The USDA has community development programs that offer financial backing for rural hospital projects. It will back 90 percent of the financing allowing a private financial company to take the other 10 percent risk. The local taxpayer is completely off the hook should the project fail.

It is an attractive option, but there are problems with waiting for USDA backing. It will delay moving forward with the project up to nine months and depress SCBH's financial position even more with serious, costly consequences. Here are more downsides to delaying:

- It takes away the hospital's control over how the facility is designed. The governing board is designing a facility that is "nice" with some amenities and qualities that aren't by any means extravagant, but add features people have

asked for. USDA may cut these out.

- It will be harder to recruit new physicians and nurse practitioners to the community at a time when SCBH is actively working to bring them here.
- It will make it harder to retain SCBH's current staff. They are looking for a sign the community supports the hospital and looking to see their below-market wages raised.
- Delaying financing and pushing construction out nine months will cost \$400,000 to \$600,000 in lost earnings.
- It may open the door for a competitor to come into Benson. While some dismiss this possibility, Appleton sees opportunity here and is opening a clinic. Towns all around us are advertising their medical services in the Monitor-News because they see a weak, vulnerable healthcare system.
- Going with USDA financing could add \$800,000 in interest costs to the project over what the lower interest rate available through city and county general obligation bonding backing would get.
 - It delays the recruiting effort to fill the 40 jobs that will be created with the new facility.
- Waiting will raise the costs of construction. Instead of a \$12.5 million project, it might be a \$13 million or \$13.5 million project.
- And, importantly, it means that all the families desperately needing a place now for a loved will have to wait or find facilities elsewhere.

Other county and city expenses

Swift County is looking at major projects involving funding for upgrades to its heating and cooling system at the courthouse, court security renovations and handicapped accessibility problems, Countryside Public Health renovations, Law Enforcement Center upgrades, highway department building and maintenance projects, and road building needs.

The City of Benson faces upgrades to its aged office space and needs new quarters for its police department. The three-level building is not handicapped accessible.

Both are also aware of the bonding needs of District 777 schools.

However, what is being discarded in this concern is that unlike all the other capital needs faced by the county, city and school district, the hospital isn't asking for taxpayer money – not upfront. It is simply asking for the city and county to stand behind it with a guarantee that should things go terribly wrong, that taxpayers will step in.

Also, unlike all those other projects, this is the only one that generates revenue to pay for itself.

\$3 corn

"If you go talk to a guy trying to make it on \$3 corn he really, right now today, doesn't care if there is a hospital in Benson," Commissioner Eric Rudningen said at the county board's July 19 meeting. He created it again Monday night. "If he needs an emergency service, he might care that day, but right now it is about 'How am I going to stay on this farm with \$3 corn?'"

With low commodity prices, and farmers paying the bulk of tax levies, now is not the time to raise taxes by putting additional levies on them, Rudningen and others have said. Even a marginal risk of an additional levy is unacceptable to them.

All of us who are tied closely to the farm economy are hurting. We understand the concerns, but again, the hospital is not asking the city and county to raise taxes. They are just asking for a guarantee.

Further, we reject Rudningen's claim that farmers don't care about the future of Swift County-Benson Hospital. As Dr. Rick Horecka pointed out at Monday night's meeting, when the community raised \$1 million for hospital remodeling in the 1990s, the farm economy was down and there were worries about the fund drive's success. But many farmers stepped up and donated to the project.

Justified, minimal risk for desperate needs

With the gift of Scofield Place, SCBH received a fully paid for and fully occupied independent and assisted living facility. The new proposed facility would add 15 memory care beds, 34 enhanced assisted living beds, and 22 independent living beds. That is a total of 106 beds.

For SCBH to simply make the debt payments on the new facility, it would only have to have 65 percent occupancy, or 69 beds. With 22 on the waiting list and the 34 at Scofield Place there are already 56 beds taken.

Our elected leaders have been told by the Director of Swift County Home Health Sue Zaic that those 22 people will have to seek facilities in other towns, isolating them from their families and friends, and forcing them to drive long distances if the facility is not built now.

Dr. Horecka has told them that he is constantly seeing patients who need an assisted living care facility, or memory care bed, who he has to send out of town.

Horecka, Zaic and the governing board all say that there are many more people in facilities outside Benson that would come home if Benson had its own memory care/assisted living facility.

Three studies have been conducted on the need for assisted living in Benson - one in 2002, one in 2014, and another in 2016. All three have shown a high need for the facility.

Based on all the data it has collected, and all the requests it has received, SCBH confidently estimates that it will have 95 percent occupancy in its new facility – not only ensuring it can pay off the debt but ensuring the hospital earns the revenues to turn around its current financial plight.

In a detailed financial analysis of what implementing its new clinic operation, building and operating an assisted living/memory care facility, and renovating the hospital would mean, SCBH estimates it could be making a net profit of \$993,000 by 2019 and \$1.2 million annually in the years after.

We recognize there are risks, but they are minimal. Further, some risks, such as ensuring we return our hospital to financial health as quickly as possible, ensuring its future, and providing our residents who need assisted living or memory care facilities close to home are worth taking.

Benson and Swift County have an extraordinarily qualified governing board that it appointed and trusted to act responsibly. Now, after it has spent more than a year studying in detailed depth a turn-around plan, after it has hired a new administrator whose mission was turn around the hospital's operations and finances, after it was to charged with rebuilding the trust and confidence in the medical services provided in the Benson area, the governing board has its legs cut out from under it.

Swift County and Benson need to support SCBH by backing construction of an assisted living/memory care facility now. Citizens should let their elected officials know that.

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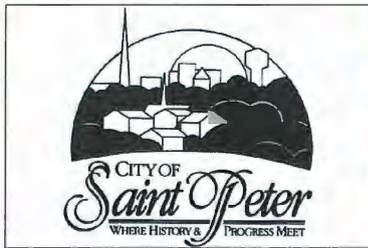
ST. PETER PARKS EVALUATION

ST. PETER, MN / JULY 2016



WHAT WE HEARD

- Public Meetings
- Public Needs
- Component Requirements



MISSION / VISION STATEMENT

- Mission Statement
- Vision Statement
- Principles
- Goals



INSPIRATION

- City Tradition
- New School Architecture
- Natural Landscape / River



BRANDING

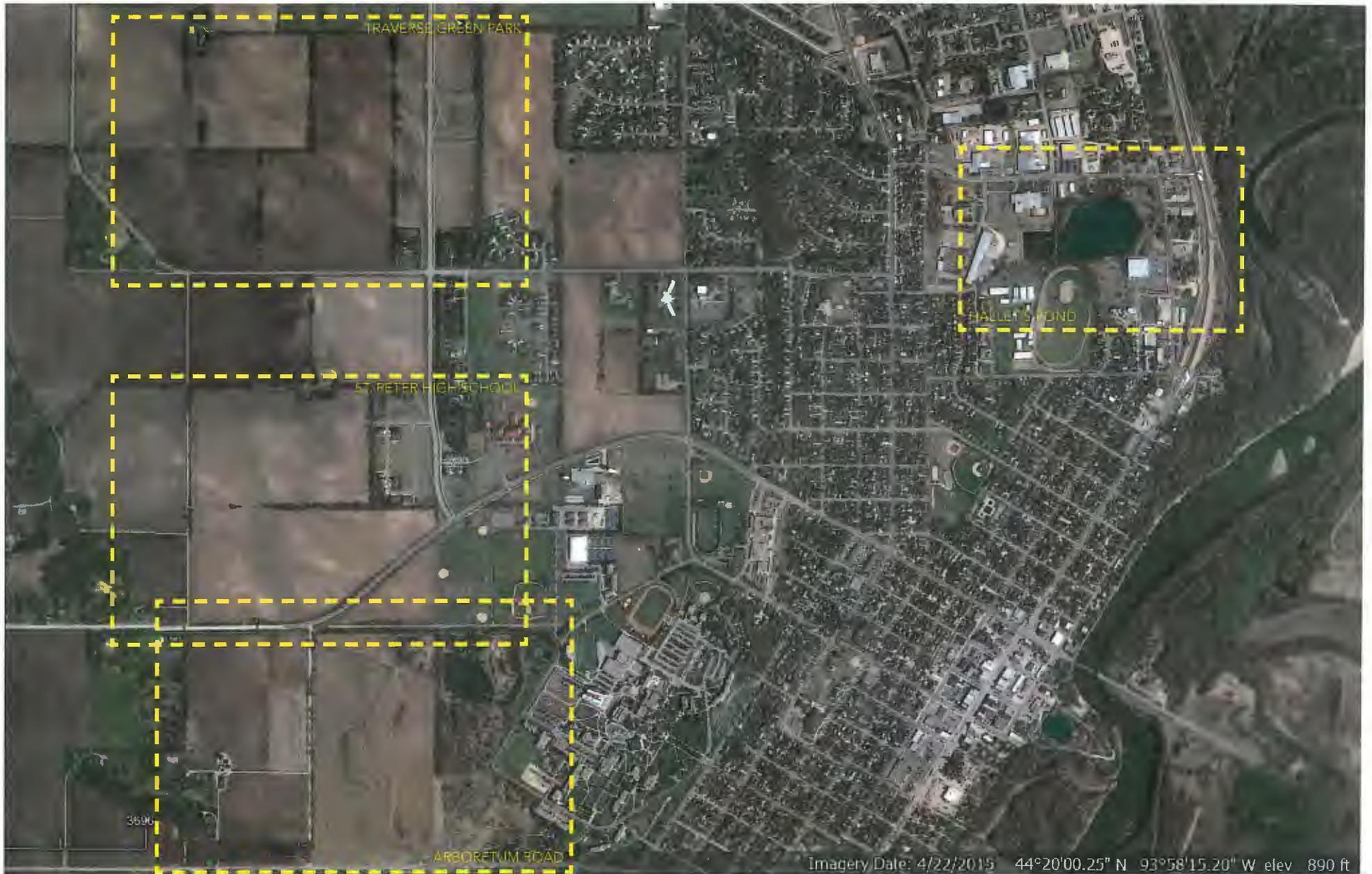
- Benches
- Drinking Fountains
- Lighting
- Signage
- Tree and Plant Materials
- Colors in Landscape
- Planters



FUTURE

- Concept
- Plans
- Perspectives

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ST. PETER PARK EVALUATION AERIAL OF ALL SITES

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ST. PETER PARK EVALUATION TRAVERSE GREEN

CONCEPT PLAN TRAVERSE GREEN PARK

75



ST. PETER PARK EVALUATION



07/26/2016

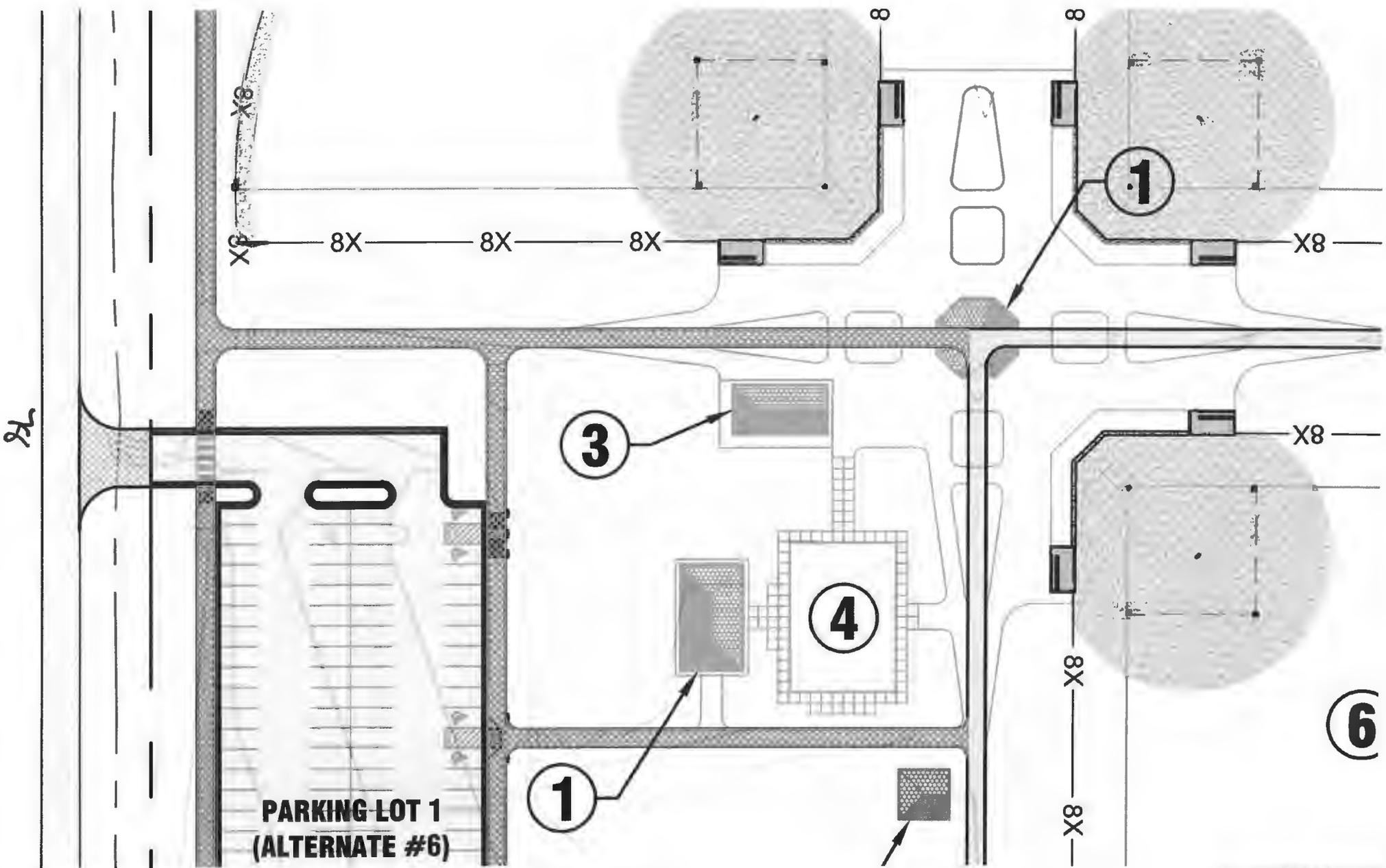
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ST. PETER PARK EVALUATION CITY SCHOOL COMPLEX

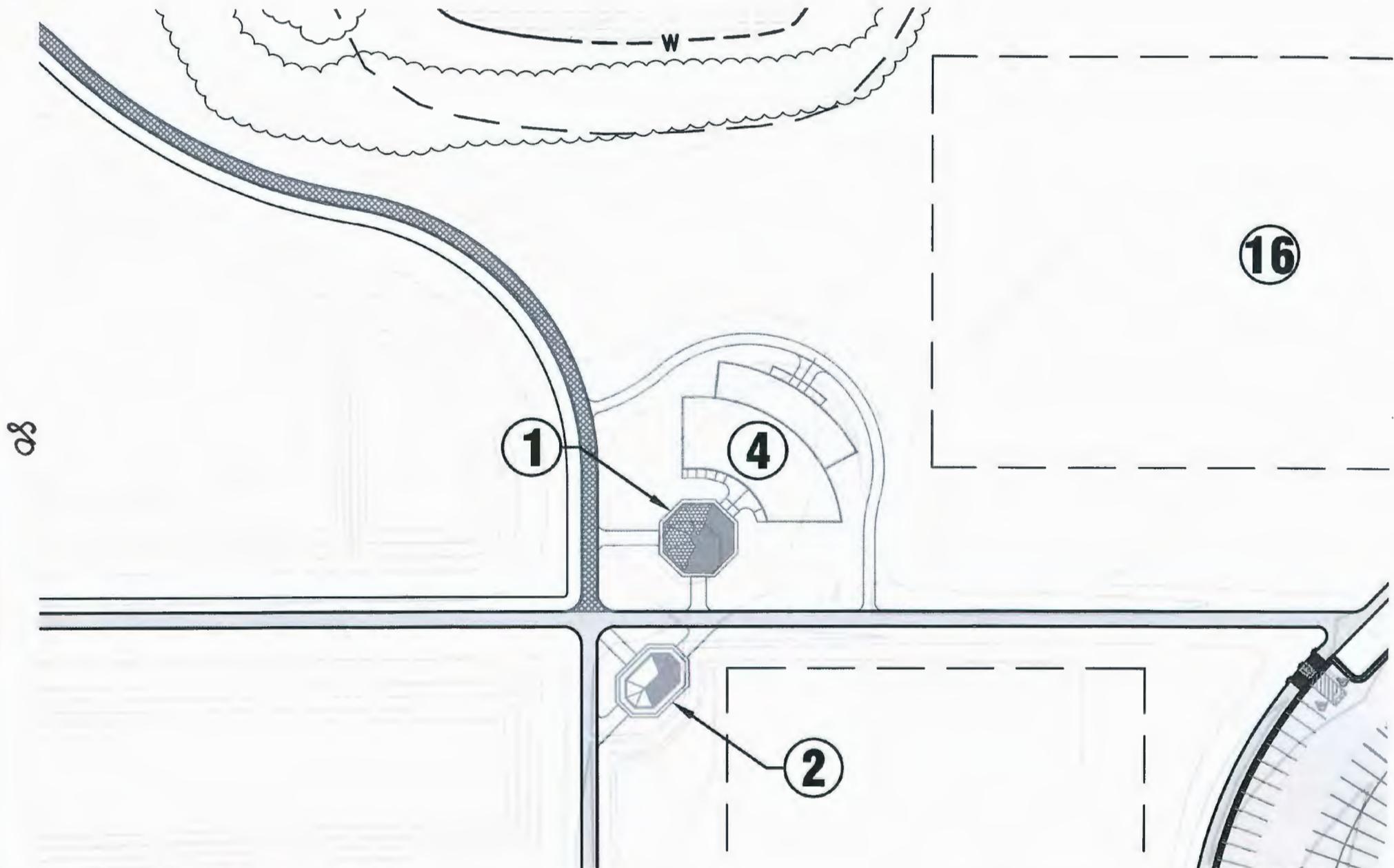
Imagery Date: 4/22/2015 44°19'46.99" N 93°58'59.58" W elev
 0 150' 300' 600' 07/26/2016 DF/ DAMON FARBER



**PARKING LOT 1
(ALTERNATE #6)**

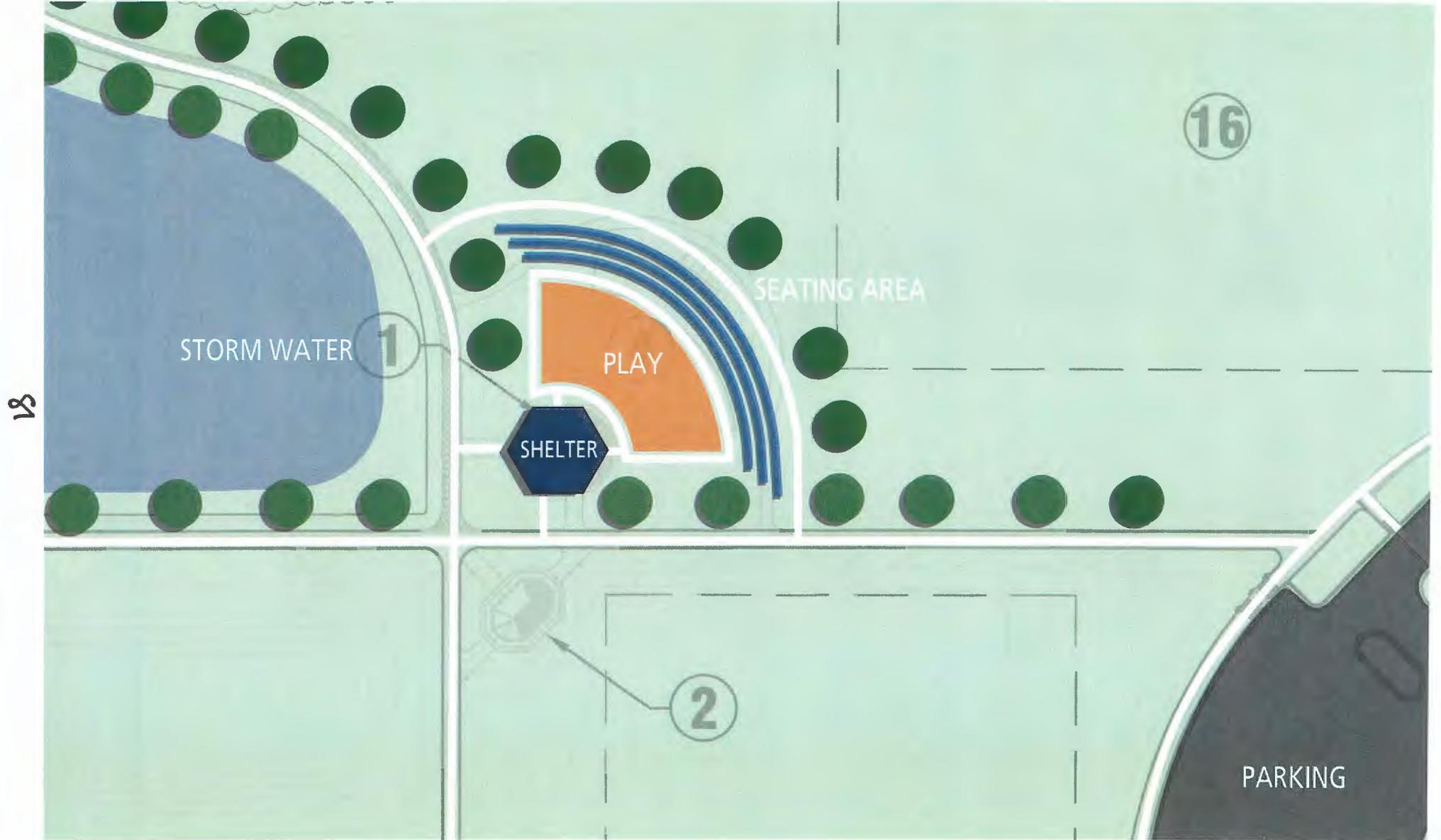
CONCEPT PLAN FOCUS AREA 1

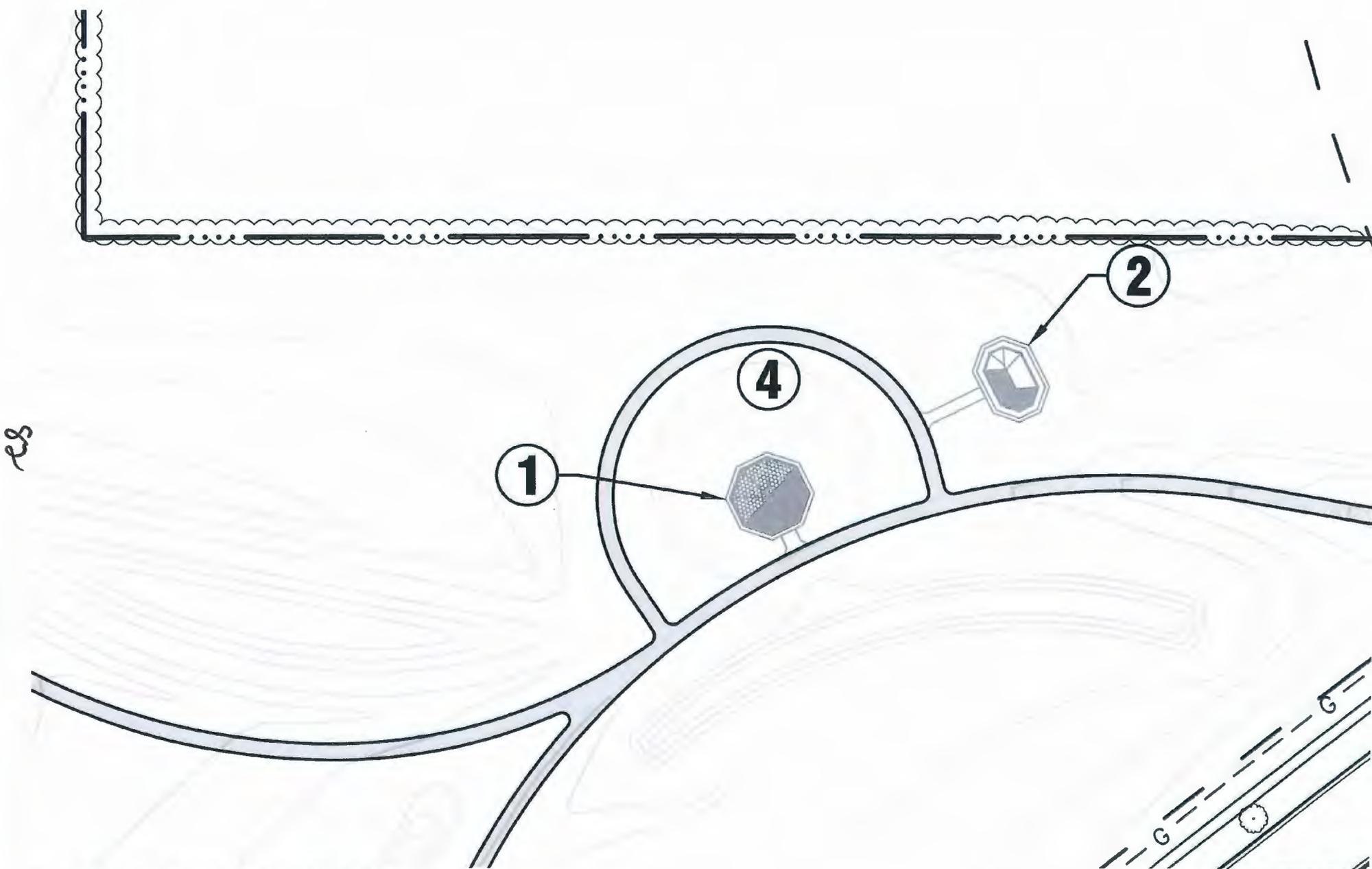




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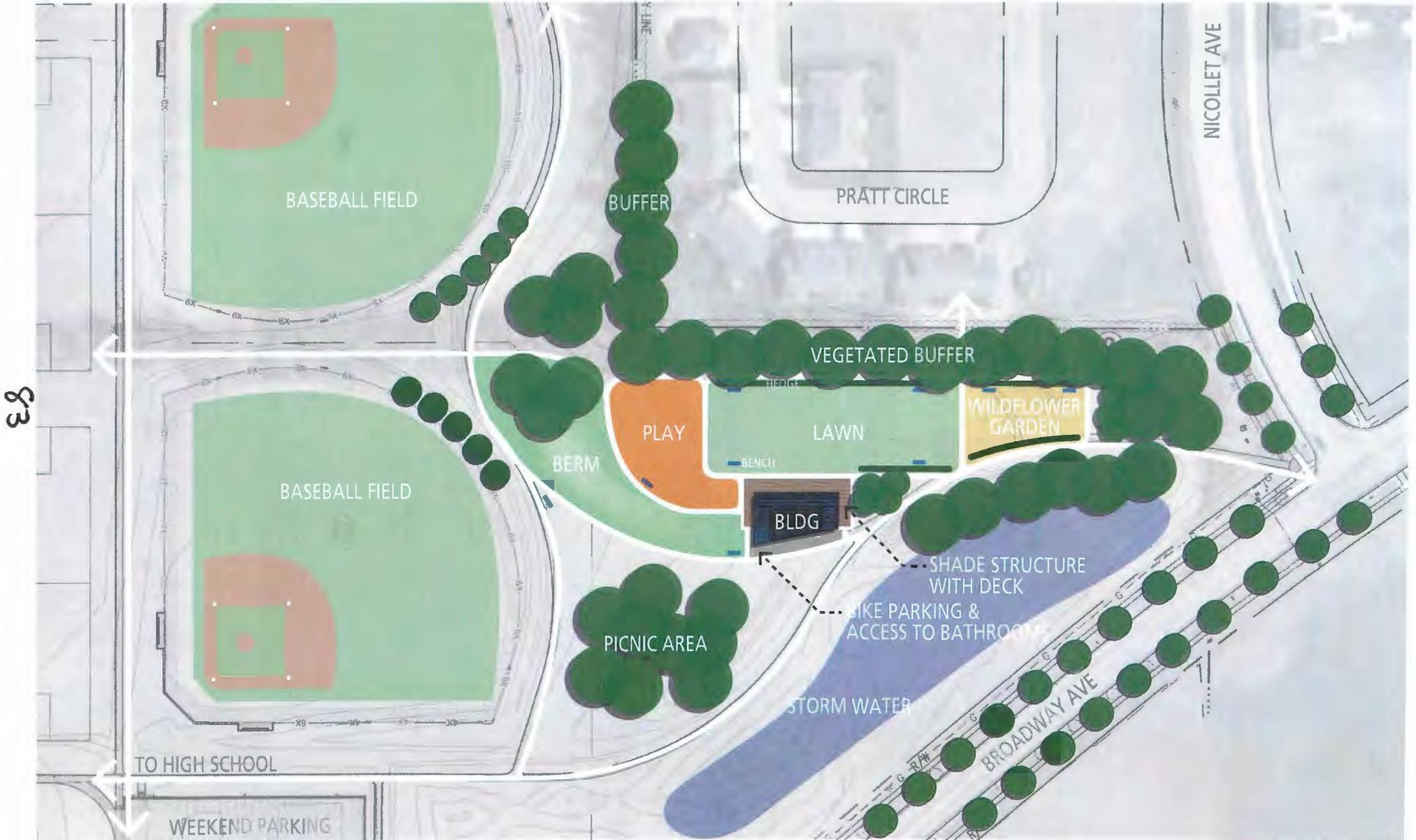
CONCEPT PLAN FOCUS AREA 2





es

CONCEPT PLAN FOCUS AREA 3



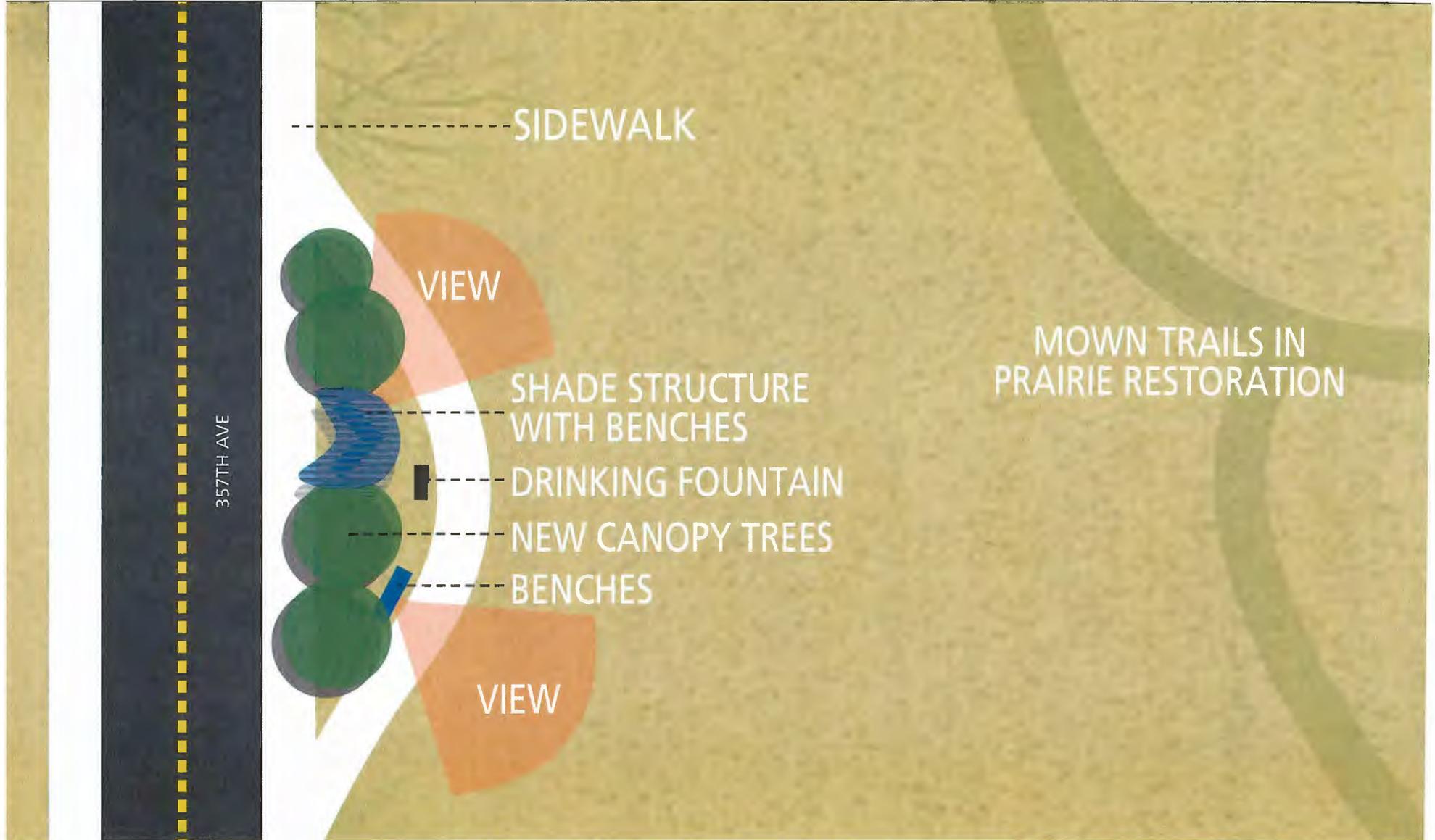
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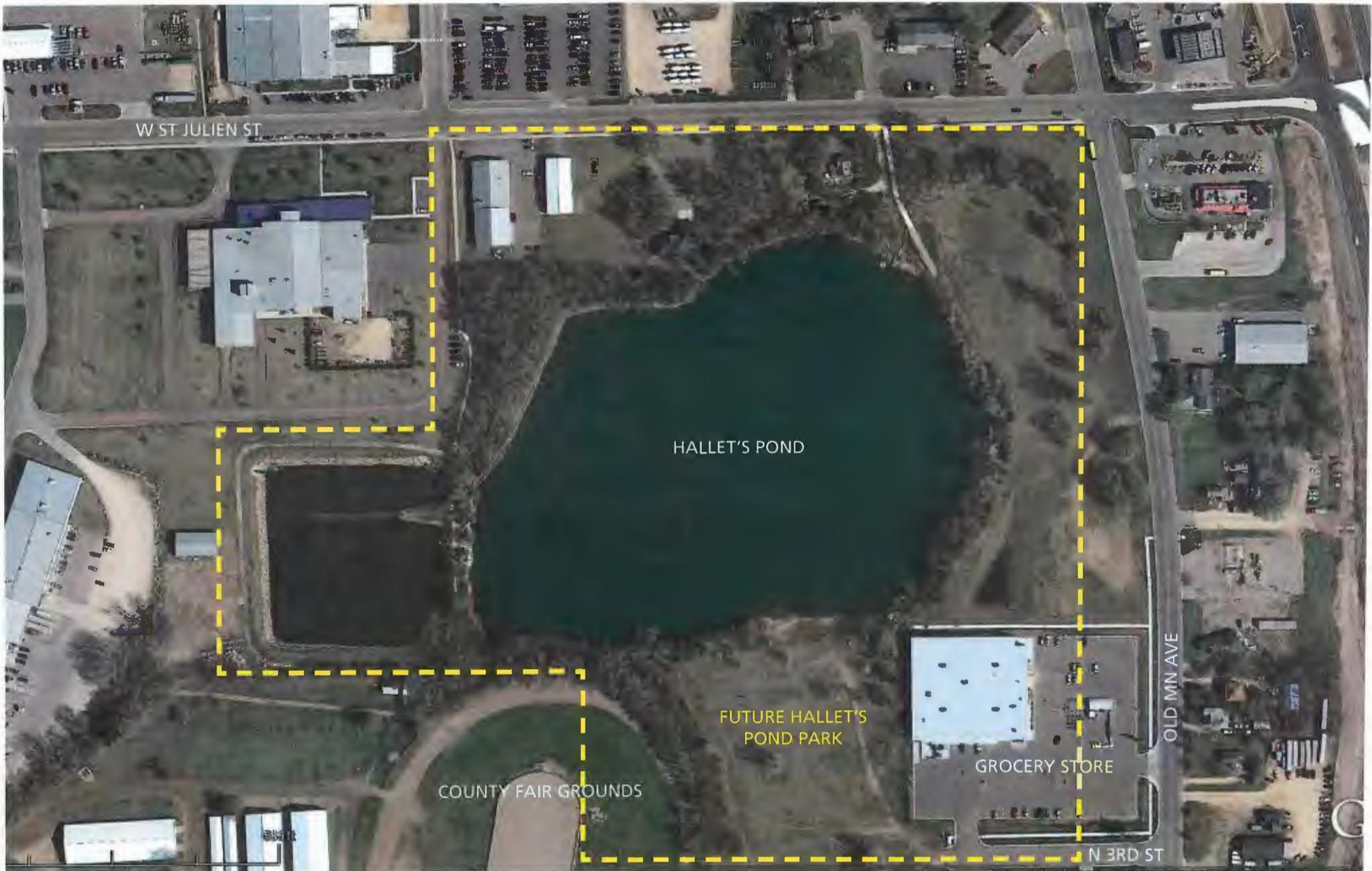
ST. PETER PARK EVALUATION LINNAEUS ARBORETUM

CONCEPT PLAN ARBORETUM ROAD FOCUS AREA

SS



28



ST. PETER PARK EVALUATION HALLET'S POND

CONCEPT PLAN ARBORETUM ROAD FOCUS AREA

L&



CONCEPT PLAN HALLET'S POND



07/26/2016

DF/ DAMON FARBER

WHAT WE HEARD

MATERIAL PALETTE

The site and trail furnishings will be: durable and long lasting, reflective of a sense of place that belongs to the City of St. Peter, be cost efficient, and provide safety and comfort among the entire park and trail system. The material palette: site furnishings, lighting, signage, drinking fountains, garbage receptors, etc. will provide a consistency for the entire new park and trail system in order to give the city an identity and brand of tradition and progress.

- BENCHES
- PLAYGROUNDS
- TABLES
- ARCHITECTURE
- SIGNAGE
- CONCESSIONS
- DRINKING FOUNTAIN
- LANDSCAPES
- LIGHTING

88



DURABLE

The site and trail furnishings will be durable, and able to last for many years in the heavy use of St. Peter residents and the unpredictable climate.



REFLECTIVE OF PLACE

The materials reflect the history and tradition of St. Peter, MN. Each component responds to the city's motto: *Where History Meets Progress.*



COST EFFICIENT

The material palette will provide the highest quality of product, while satisfying budgets. These materials will resemble traditional material, while conserving money. The material palette is committed to long term use.



COMFORTABLE & SAFE

The materials, seating, & lighting are safe for the community, and provide a comfortable sense of place along the park system.

MISSION STATEMENT

MISSION STATEMENT

The St. Peter Park Evaluation and Review seeks to establish a palette of materials in order to create a “Brand” for the City of St. Peter, MN. Our mission is to create a strong identity for St. Peter, by visually and physically connecting existing and future sites.

VISION STATEMENT

The City of St. Peter integrates an outstanding park and trail system among its new development. The network of parks and trails encompasses the city’s natural features like lakes, prairies, woodlands and other elements like athletic fields, playgrounds, schools, trails, and new housing development.

DESIGN PRINCIPLES

- Elements and furnishings will reflect a connection to the land through material and form.
- Elements and furnishings will be detailed and placed with a simplicity of purpose and function that pays tribute to the St. Peter history and tradition while implementing modern progress.
- Elements and furnishings will be comfortable and functional.
- The branding must have an authenticity that creates a memorable and lasting impression for visitors, residents and business owners.
- Landscapes will reflect the native prairie, lakes and big woods that help define St. Peter as a special community.



INSPIRATION WHERE HISTORY MEETS PROGRESS



ob



HISTORIC ST. PETER

St. Peter, Minnesota welcomes its visitors with the motto, "Where History and Progress Meet." St. Peter, a city with great MN history is growing quickly. To accommodate the new growth, the city is providing modern living styles, while remembering its roots in tradition.

MINNESOTA ROAD : HISTORIC 169

St. Peter's downtown district is intersected by one of the busiest freeways in Minnesota. HWY 169 has a unique aesthetic, with its limestone and brick. The historic photograph shows a consistency of the buildings, in size, height, and material.

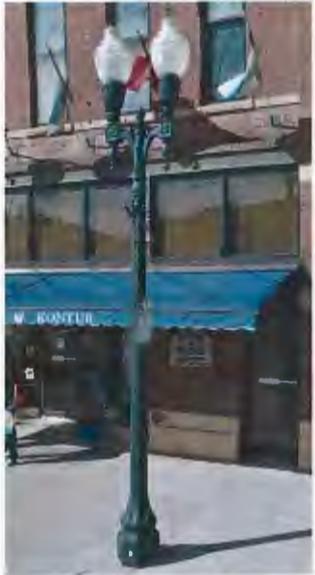
NEW ARCHITECTURE

The new high school, nursing home, and River's Edge hospital use modern architecture while including key elements from the historic City of St. Peter. The blend of modern angles and glass with the warm limestone and brick provides an exciting new place in the city.

EXISTING ARCHITECTURE AND DETAIL DOWNTOWN, PARKS, SCHOOLS



91



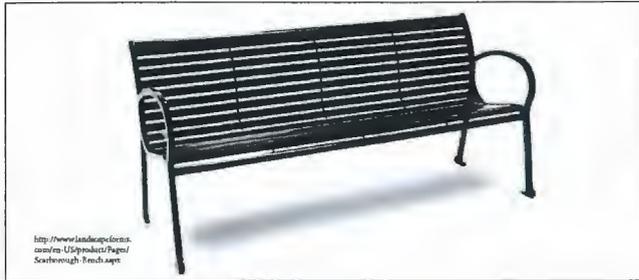
BRANDING MATERIALS BENCHES



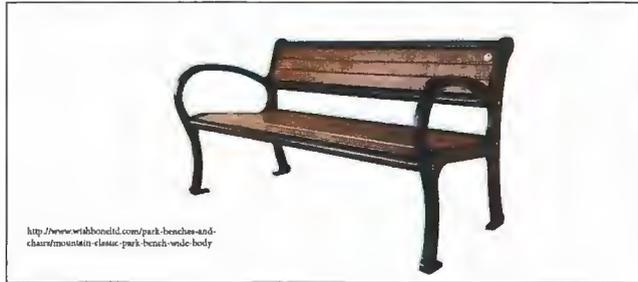
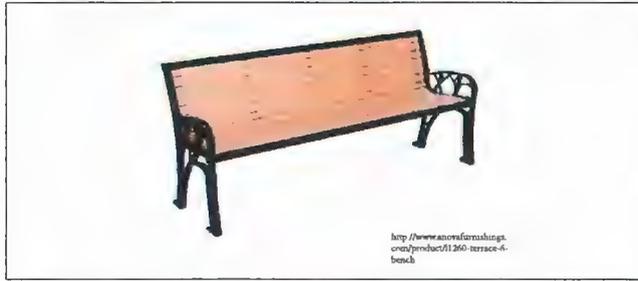
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BRANDING MATERIALS MORE BENCHES



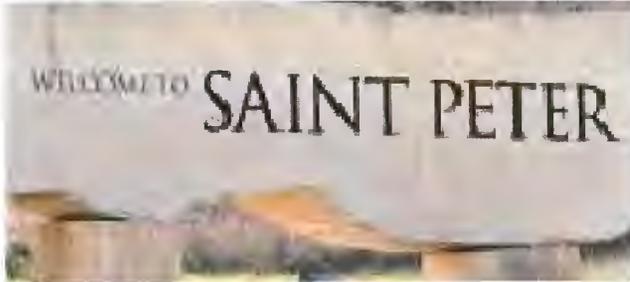
93



BRANDING MATERIALS OTHER MATERIALS



BRANDING MATERIALS SIGNAGE



95



BRANDING MATERIALS PLAY AREAS



9b



BRANDING MATERIALS SHELTERS AND SHADES



97

BRANDING MATERIALS U+B ARCHITECTURE



8b



Planning and Building for the Future

River's Edge Hospital and Clinic

Strategic Plan 2017 – 2020

Approved by the Board of Commissions on (date)

RIVER'S EDGE
HOSPITAL & CLINIC OF ST. PETER

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WE CAN HELP YOU DESIGN THE FUTURE OF YOUR ORGANIZATION

River's Edge Hospital and Clinic

Mission Statement

- Our Mission is to provide quality health services.

Vision Statement

- Our vision is to improve the health of all individuals we serve.

Values

- We value compassionate care, collaboration, stewardship and integrity.

We value quality care, collaboration, stewardship and integrity. Combining state-of-the-art technology and a compassionate medical team, our vision is to ensure the health of all individuals we serve.

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WE CAN HELP YOU DESIGN THE FUTURE OF YOUR ORGANIZATION

2

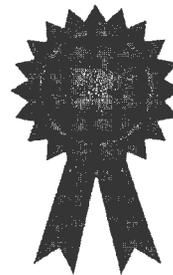
Strategic Planning Situational Analysis

- **Primary Research**
 - 22 community members
 - 12 community leaders
 - Patient Satisfaction research
 - Employee Engagement research
- **Secondary Research**
 - REHC quality, service and financial statistics
 - Marketplace statistics

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WE CAN HELP YOU DESIGN THE FUTURE OF YOUR ORGANIZATION

3

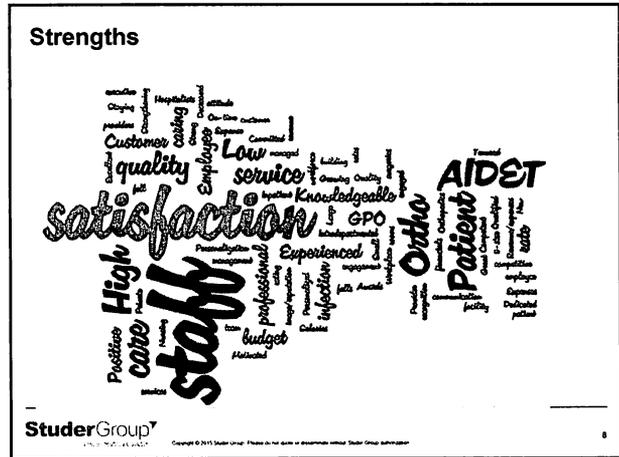
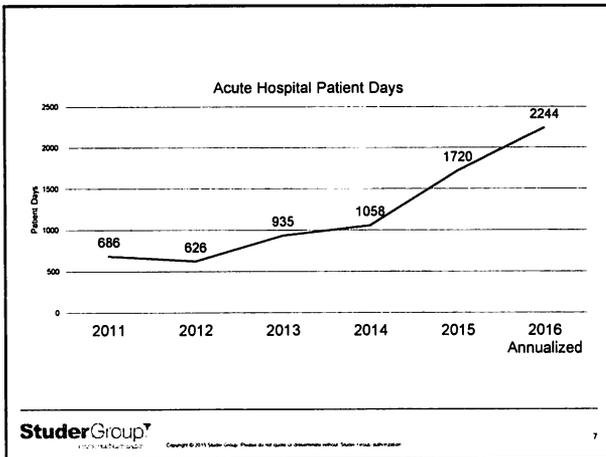
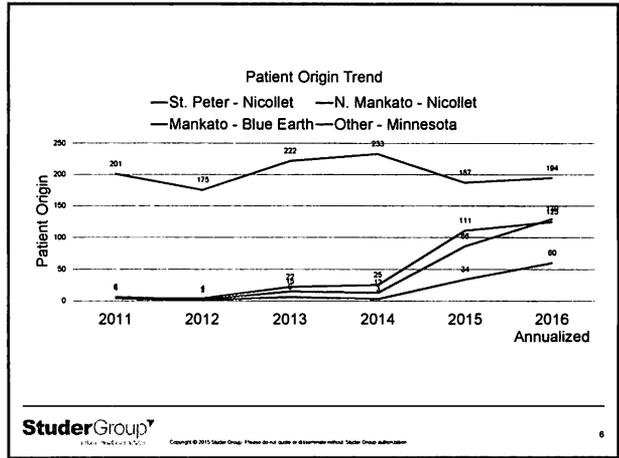
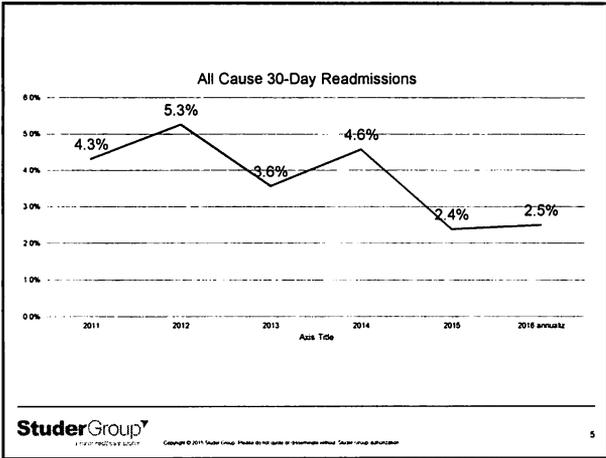


- ❖ Becker's Hospital Review – top for patient room cleanliness – tied 7th in nation with 93%
- ❖ CMS Hospital Compare – 4 stars for patient satisfaction (July and October reports)
- ❖ National Organization of State Office of Rural Health & iVantage Health Analytics – overall excellence in Outcomes and Patient Perspectives
- ❖ CMS Hospital Compare – 5-stars for patient satisfaction
- ❖ Minnesota Hospital Association – Patient Safety Improvement award & Best Hospital Workplace award

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WE CAN HELP YOU DESIGN THE FUTURE OF YOUR ORGANIZATION

4



The Future of Healthcare

- Risk drives change
- Ecology of touch points
 - Population health
 - Super users with multiple chronic problems and frequent ED visits
 - Disease management
 - Connecting the consumer to the system with technology
 - Trusted person-to-person connections
- Trust – the engine of efficiency

□ Futurist Joe Flowers writing in *Modern Healthcare*, July 11, 2016

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Most Important Best Practices – *Modern Healthcare* Reader Poll – July 11, 2016

- | | |
|---|---|
| 1. Using collaboration to cut readmission rates | 6. Payers publishing what services cost |
| 2. Adopting telehealth to boost patient outcomes | 7. Making the discharge process smoother |
| 3. Thwarting the spread of deadly bacteria | 8. Targeting the right patients for support |
| 4. Hiring medical scribes to allow a physician to focus on patients | 9. Leadership development for future administrators |
| 5. Using software to avoid misdiagnoses | 10. Residency programs for nurses |

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Strategic Planning Retreat Discussion Topics A Deeper Dive on the External Environment

1. Do your targeted customers expect your organization's focus to be on illness care? Wellness care? Both? How does the strategic plan and budget of your healthcare organization explicitly reflect the answer to this question?
2. How will the revenue model of your organization change over the next 5 years? As utilization patterns change or decline, how will the operating margin of your healthcare organization be affected?
3. What are 3 organizational competencies you must strengthen, while reducing expenses?
4. What will be your organization's brand promise to consumers in three years? How will your organization grow trust with consumers?
5. What will our mix of clinical services be in the future? What will we stop doing?
6. What are the skill sets we need in the future? What are the skill sets that we currently have that we will not need?

N=1 how the uniqueness of each individual is transforming healthcare, Koster, et. al., 2015

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Quality

| Strengths | Weaknesses |
|---|---|
| <ul style="list-style-type: none"> • Patient safety • Quality of patient care • Staff education is increasing • Low HAI • Submit more data/measures compared to other CAHs | <ul style="list-style-type: none"> • No formal, organizational process for identifying best practices • Develop infection control program • Lack of control on training for new surgical procedures • Follow-up on variances within audits/events • Incomplete documentation |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Building the education program for staff • Hip and knee certification • Patient family experience • Use equipment and technology in housekeeping • Rounding, monitoring, increasing education opportunities • Grow partnerships to enhance process | <ul style="list-style-type: none"> • Mental health • Lack of space • Low performers • Super bugs management • Challenge of mandated governmental reporting • Inability to use EMR to full potential |

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Service

| Strengths | Weaknesses |
|--|---|
| <ul style="list-style-type: none"> • Rounding with patients • Ortho pre-op programs and post-op care • Using Studer for LDIs • PT/OT • Dedicated staff • ED/UC throughput times | <ul style="list-style-type: none"> • Lack of specialty services • Excellent capabilities and restrictions • Staffing/people/experience • Old/lack of equipment • Provider engagement • Reliance on outside referral sources • Food |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Chief Medical Officer • More services, rheumatology, anesthesia (MDAs), MDs, RT • Tele-health access • Social Services • Cardiology • Expansion/remodel | <ul style="list-style-type: none"> • Dependence on partnerships • Generational gap • Competition from other local healthcare systems • Space • Low performers • Inconsistent AIDET® |

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People

| Strengths | Weaknesses |
|---|--|
| <ul style="list-style-type: none"> • Positive and exciting work place • Peer interviewing • Benefits • Multiple types of employee recognition • Employee Gallup survey • Staff/patient ratios (nursing) | <ul style="list-style-type: none"> • Turnover • Percent of non-engaged employees • Hard-to-recruit positions • Education • Competition with larger healthcare entities • Low experience |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Growth and reputation allow us to hire more desirable staff • Competitive pay • Daycare • Flexible staffing but still meet needs of patients • Involve staff in REHC committees • Education/training | <ul style="list-style-type: none"> • Shortage of qualified staff • Turnover • Increase of technology may decrease need for staff • Work ethic/expectations • Provider consistency and engagement • Physician/provider relationships with staff |

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Finance

| Strengths | Weaknesses |
|---|--|
| <ul style="list-style-type: none"> • Using GPO • Making money • Continued growth projections • CAH • Budget monitoring • Good documentation/good utilization mgmt./low denials | <ul style="list-style-type: none"> • Debt capacity • Long-term risk – ortho reliance • Reimbursement changes – bundled payments, quality factors • Inventory control issues • Controlling OT • Costly insurance benefits |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Nail down costs per procedure • Improve documentation to improve charge capture • To explore other services for future expansion, e.g., cardiologist, building outpatient clinic space or urgent care • Leasing opportunities of excess space or capacity • Leverage better pricing | <ul style="list-style-type: none"> • Payers and changing reimbursement • Dependence on OFC volume • Competition or loss of market share • Political climate and increased personal cost, increasing co-pays and deductibles |

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Growth

| Strengths | Weaknesses |
|---|---|
| <ul style="list-style-type: none"> • Swing bed growth • OrthoEdge • Reputation • Mayo business model • Urgent care • Staff itself | <ul style="list-style-type: none"> • Physical limitations/facilities • No CMO • No ICU or SICU limits growth • On-call surgeons • Regional reputation |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Swing beds expansion • Strategic planning • Analyze data • Adding services, e.g., general surgery, rheumatology • Respiratory therapy • Ortho-spine and TeleMed – support services to make it happen | <ul style="list-style-type: none"> • Loss of critical access designation • Mayo recapturing ortho • Make right choices for expansion – what is first? • Lack or loss of qualified staff • Demographic and population change • If we don't offer a services – it will go elsewhere |

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Community

| Strengths | Weaknesses |
|---|---|
| <ul style="list-style-type: none"> Owned by the community Responsive to community feedback Brought marketing back in-house Expanded opportunity and exposure for REHC staff with St. Peter community We're in the community Community service engagement projects | <ul style="list-style-type: none"> Not enough community education People still think its better to go to Mankato Staff who don't live in community Perception of limited services More active Foundation Expand REHC marketing to Mankato |
| Opportunities | Threats |
| <ul style="list-style-type: none"> Broaden community engagement Partnerships with other health providers, e.g., social services Ensure customer service is best Expand our geographic definition of community Public education | <ul style="list-style-type: none"> Increase marketing from other local health systems Major layoff in community Bad publicity from someone who had a bad experience Diversity in community – mobility, language |

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Governance

| Strengths | Weaknesses |
|--|---|
| <ul style="list-style-type: none"> Diversity – philosophical, professional experiences Committed to the community Relationships with the community Volunteer board | <ul style="list-style-type: none"> Lack of healthcare knowledge Volunteer board Lack of comfort with level of financial knowledge Gender diversity Not always getting both sides of the information to make a fully-informed decision |
| Opportunities | Threats |
| <ul style="list-style-type: none"> At large member (from outside city) Learning opportunities, e.g., webinars, seminars, MHA, etc. Educational opportunities to broaden perspective Education sessions for board members Recruitment of members Partnerships – reach out to potential partners using community relationships \$5 in the bank – not in a desperate situation | <ul style="list-style-type: none"> Commissioners don't take opportunity to learn Commissioner burnout with length of term Increasing time commitments Recruitment of new board members Retention/continuity of board members Dependency on OFC Healthcare payments/reimbursement |

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Looking Strategically at the Future

Where Do We Go Next? Make a Commitment

- Keep Looking Forward
- Don't Focus on the Rearview Mirror



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River's Edge Hospital and Clinic Strategic Plan 2017 – 2020 Long-Range Strategic Goals

| Pillar | Long-Range Strategic Goal |
|------------|---|
| People | Reduce total employee turnover to 18%. |
| Quality | <ul style="list-style-type: none"> Implement the first three years of the Journey to Baldrige Plan. Maintain top decile performance in all quality areas we report. |
| Finance | Achieve a 4% operating margin. |
| Service | Improve inpatient satisfaction to 90% top box and ED patient satisfaction to 85% top box. |
| Growth | <ul style="list-style-type: none"> Finalize Growth Goal after submission of Debt Capacity Report. Implement a coordinated plan for expansion in conjunction with Mankato Clinic and OFC. |
| Community | <ul style="list-style-type: none"> Host monthly community education programs to support other organizational goals. Strengthen community partnerships related to food security. Explore priorities for diversity training for all staff. |
| Governance | <ul style="list-style-type: none"> Support ongoing education for Commissioners. Recommend new members with skills to complement talents of current Commission members. |

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Recreation Registration Pay Utility Bills Pay Other Fees Services A-Z

Weekly Hot Sheet

Services Recreation Library Government Public Safety Public Works Partners

Outdoor Pool Closed for the Season

Roy T. Lindenberg Memorial Outdoor Swimming Pool located at 300 N. 4th Street is closed for the season. See you next year!

[Learn More](#)



1 | 2 | 3 | 4 | 5 | 6

Latest News

August 15, 2016
[Election Judges Needed](#)

August 15, 2016
[Park Naming Contest](#)

August 15, 2016
[MnDOT Highway 169 Flood Mitigation Project](#)

August 05, 2016

City of Saint Peter, Minnesota

[View](#) [Edit](#) [Revisions](#)

Saint Peter is a warm and welcoming community located in the scenic Minnesota River Valley.

The City of Saint Peter was incorporated in 1873 and is located approximately 60 miles south of Minneapolis/Saint Paul in the beautiful Minnesota River Valley (10 miles north of Mankato). Our city has a population of over 11,400 and was originally intended to be the capital of the State of Minnesota. As the legislators were preparing to vote on the location of the capital, Joe Rolette stole the bill that would have named Saint Peter as capital and he hid with it until after the legislature voted

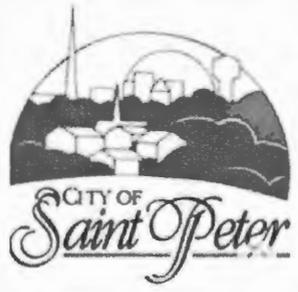
Upcoming Events

August 25, 2016
[EDA](#)

August 27, 2016
[Water Treatment Plant Tour](#)

August 27, 2016
[Wastewater Treatment Facility Tour](#)

August 29, 2016
[City Council Workshop](#)



City of Saint Peter, Minnesota @CityofSaintPeter

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- About
- Photos
- Reviews
- Likes
- Videos
- Notes
- Events
- Posts



Liked More

Contact Us

Status Photo / Video Offer, Event +

Write something ..

Government Organization · Saint Peter, Minnesota 4.8 ★★★★★ OPEN NOW

Search for posts on this Page

This Week

See All

1,857↑ Post Reach

1 Website Click

2↑ Contact Us

1,675 likes +5 this week Peggy Ryland and 10 other friends

221 were here



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CITY OF SAINT PETER HOT SHEET



All the City news you need to know and a little bit more!
City Info Line 507-934-0675 TDD #711
The City of Saint Peter is an equal opportunity provider.



The following information is a publication of the City of Saint Peter, City Administrator's Office, 934-0663, 227 South Front Street. Please contact us at barbaral@saintpetermn.gov www.facebook.com/cityofsaintpeter



08/23/16

COUNCIL ACTIONS – Action taken by the City Council at their regular meeting on August 22, 2016 included a flag presentation by the American Legion post; approval for execution of a quit claim deed to Northern Con-Agg LLP for property abutting North Third Street; close out of the Façade Renovation Fund and authorization for transfer of the balance to the Revolving Loan Fund; approval for execution of a shared use agreement with School District #508 for recreational facilities at the MVED Building on Davis Street and Ramsey Park; and approval for modifications to certain rooms at River's Edge Hospital and Clinic to remove the bathtubs and replace with showers.

The next City Council meeting is September 12, 2016 at 7:00 p.m. in the Governors' Room of the Community Center. For more information on City Council meetings, please contact the City Administrator's office at 507-934-0663. Copies of the Council packet are also available on the City's website at <http://www.saintpetermn.gov/city-council-minutes-agendas-packets>.



MAKES ME WONDER (BY CITY ADMINISTRATOR TODD PRAFKE) – *Do you walk the walk?.....*The Council is continuing to look at ways to expand sidewalks in much of the community.

While that comes with pros and cons, it is driven by what I see as their belief that sidewalks are good, they are used, they help make us healthy, they provide a space to visit with your neighbors, and they make our part of the world more accessible to all while reflecting changes in the way we choose to live and get places.

Part of that discussion has to do with where it gets done, and part of it has to do with the money it

takes to get it done. The Council has contemplated a number of ways to get the money together, but please know they understand that it comes from all of us.

The question is maybe more about what is the best way to share in an improvement or set of improvements that benefit us all. That is one of the issues they will continue to discuss along with what areas need sidewalks.

Do you use the sidewalk? Do they do all those things that I mentioned above? Do sidewalks bring more value to our community than cost and/or hassle? What do you think? It makes me wonder.....

LABOR DAY CLOSURES - The following closures will occur over the Labor Day holiday:

- All non-emergency City offices will be closed on Monday, September 5th in recognition of the Labor Day holiday.
- The Community Center will be closed Labor Day weekend beginning at 8:00 p.m. on Friday, September 2nd at through Monday, September 5th. Regular (non-summer) Community Center hours will resume Tuesday, September 2nd. Regular building hours are Monday through Friday: 6 a.m. – 10 p.m., Saturdays: 8 a.m.–8 p.m., and Sundays 12 noon–8 p.m.
- The Library will be closed the Saturday before Labor Day and also on Labor Day. Please note that Saturday hours for the Library will be extended back to 9:00 a.m. – 4:00 p.m. starting the weekend after Labor Day.
- Transit buses will not be in service on Labor Day.
- The City Council workshop session that would normally be scheduled for Monday, September 5th, has been rescheduled for Tuesday,



September 6th at 5:30 p.m. in the Library meeting room. The agenda for the workshop session will be available on the City's website (www.saintpetermn.gov) the Friday before the meeting.



COLD WEATHER RULE NOTICE – If you are behind on your utility bill it's not too early to start making arrangements to get that bill paid before winter.

The Minnesota Cold Weather Rule provides that from October 15th through April 15th, the City of Saint Peter, the utility provider for Saint Peter residents, cannot disconnect a residential utility customer for nonpayment. However, **all** of the following four requirements are met:

- 1) The account is current for the billing period immediately prior to October 15th.
- 2) The electric disconnection would affect the customer's primary heat source.
- 3) The customer's household income is less than 185% of the federal poverty level, as documented by the customer to the City.
- 4) The customer has filed a "declaration of inability to pay" form with the City.

For the cold weather period October 15th to April 15th of each year the City of Saint Peter will install a limiting meter rather than disconnect service for a customer whose account has become delinquent.

The limiting meter will only allow customers to run their furnace, refrigerator and one or two lights. A customer whose service is limited must pay all past due amounts plus a reconnection charge of \$70.00 plus tax prior to reconnection. The charge for reconnection after 3:30 pm or when the Finance Department is otherwise closed is \$300 plus tax.

What should a customer do if they can't pay their utility bill? A customer with a delinquent account may request a payment arrangement. The payment arrangement will require the customer to pay the current bill each month and make payments on the unpaid portion on a payment schedule limited to six (6) months. If payment is not made on the date agreed to by the customer and the current utility bill is not paid by the fifteenth of each month, service will be immediately disconnected. During the cold weather period, a limiting meter will be installed.

Customers needing help paying utility bills may qualify for State or Federal fuel assistance. For complete qualifications and application information, please contact the Nicollet County Social Services office (934-8559) or the Minnesota Valley Action Council (934-5224). The Salvation Army Heat

Share program may also be able to help and can be reached at 507-345-7840.

CREDIT CARD PAYMENT FOR UTILITIES - The City has made life easier for some utility customers. Customers may now pay City utility bills by phone or online, 24 hours a day, 7 days a week.

The City offers an automated bill payment service, which allows customers to pay with a credit card, debit card, or electronic check. To make an online payment go to: <http://www.saintpetermn.gov/pay-utility-bills>. Or, to make a payment by phone, please call 1-855-288-5244. A convenience fee of \$4.95 will apply for this service and there is a limit of \$300 for payments.

If you have any questions, please contact the Finance Department at 934-0664. (Please note...credit cards are not accepted in the Finance Department and are only available to use when paying bills online or by phone.)

BACK TO SCHOOL SAFETY – With all the detours and construction going on in Saint Peter, it is especially important for parents to work with their children to ensure their safety as they make their way back to the classroom. It's also a good time for a safety refresher for drivers and pedestrians alike.

This information is a compilation of materials put out by the Minnesota Department of Public Safety and the Minnesota Crime Prevention Association.

If your child is going to ride the bus to school you probably already know that buses are safer than



cars. However, that doesn't mean the bus won't pose a danger for your child. To help prevent injuries involving school buses, here are some tips to pass on to your children:

- Have a safe place to wait for your bus, away from traffic and the street.
- Stay away from the bus until it comes to a complete stop and the driver signals you to enter.
- When being dropped off, exit the bus and walk ten giant steps away. Remember that the bus driver can see you best when you are back away from the bus.
- Use the handrail to enter and exit the bus. Backpacks are heavy and can throw a child off balance when climbing steps. Using the handrail provides an extra measure of safety.

- Be aware of street traffic around you. Drivers must follow certain rules concerning school buses, however, not everyone does and it's better to wait until you see cars come to a complete stop before you try and cross the street.
- Only cross the street at corners in the crosswalk.

Not all children will be bused to school and if your child lives close enough to walk or bike to school, here's some tips to help limit their danger:

- Instruct your child to follow traffic signals and instructions from the crossing guard and never cross the street against the light.
- Know your child's route to and from school and the time it takes. Ask them to not deviate from the established path or timeline. If your child rides a bike to school or home, practice the route before the start of school and know where any crossing guards or help might be.
- Instruct your child to walk their bike through intersections.
- Instruct the child to walk with a buddy.
- Outfit your child with reflective material to make them more visible to traffic. Putting this material on their backpacks is also helpful.
- Teach your children to lock up their bikes when they get to their destination, including when they get home. Bikes are often stolen from yards and unlocked garages.
- Get your child in the habit of always wearing a helmet when they get on their bike. Make yourself an example by wearing your helmet too.
- Ride with your child! Parents can always use the extra exercise, and a bicycle ride creates an opportunity for parent-child involvement and good quality conversation time.
- Have a safety contingency plan...just in case! Does your child know a certain neighbor whose home can be considered a "safe house" in the event of a bike or safety issue? Could your youngster carry a walkie-talkie or, if an older child, a cell phone (even if it's only for emergencies)? Parents should provide their kids with "what if" scenarios they can think through...just in case the unthinkable happens.



When it comes to your child's well-being, there is no such thing as being over-prepared.

As the driver of a vehicle, whether you are taking a child to school or not, it's important to be even more

alert and aware because once school begins there will be significantly more traffic in and around school zones. Here are some tips to help everyone be safer:

- Wear your seat belt! Seat belts are the best form of protection in the event of a crash. And everyone needs to be buckled up properly. That means older kids in seat belts, younger kids in booster seats and little kids in child safety seats. And you, the driver? Set an example for your children and remember to buckle up yourself.
- Remember that in Minnesota it's illegal to pass a school bus with flashing red lights. And don't think you can get away with violating this rule just because there aren't any Police Officer's around! Bus drivers can and will pass on the license number of a driver violating this rule to the Police!
- Reduce your speed in a school zone. Legal speed limits in these areas will be posted, but you can make it even safer by slowing down even further.
- Be alert for children who might dart out between parked cars. Remember they are smaller than most vehicles and you might not see them until it is too late. And parents, teach your child to always cross at the crosswalk so that this situation doesn't happen.



That's a lot of things to think about, but parents and children also need to be aware of personal safety. Here are a few more tips to keep your child safe:

- Never label or print your child's name on the outside of backpacks, lunches or clothing. Doing so will make it possible for criminals to learn your child's name and trick them.
- Establish a "SECRET CODE WORD" with your child. Explain to your kids never to go with anyone that does not know the "code word" regardless of the circumstances.
- Explain to your children to:
 - Never talk to strangers.
 - Never get in a car with strangers.
 - Never let a stranger into their home.
 - Never let a stranger touch them.
- Never allow your child to play in a dimly lit or unsupervised place.
- Remind your child to play and walk in a group. There is safety in numbers.



- Take a current photo of your child. Should the child go missing, having a current photo will help the Police.

CHILD SAFETY TIP

Before departing with children/ grandchildren/kids to any event, take a second, pull out your cell phone and take individual pictures of each child. That way, if the unthinkable happens and a child gets lost, you have a picture of how they are dressed and what they looked like that day.

The photo can then be immediately sent to police to aid in locating the child. Seconds can be precious in this scenario, so take a second, make it a habit and take a picture!

This is just a sampling of ideas that you can use to keep your children safe as they go back to school. Talking to your children before school starts, and giving them gentle reminders throughout the year, is a good start to ensuring everyone has a safe and enjoyable school year!

PARK NAMING CONTEST - In an effort to solicit additional public input on the naming of two future City parks, the City is offering an additional chance for public input and to win a gift.

Both parks are under construction with the first being located directly north of the new High School (the school is being constructed just off Broadway Avenue on the western edge of Saint Peter). The second park is located in the new Traverse Green Subdivision which is being constructed north of Traverse Road near its intersection with Nicolet Avenue.

The contest is open through September 1st. Participants will be able to provide their park name idea via:

- Email at barbaral@saintpetermn.gov
- Regular mail at City Hall, Attn: City Administrator's Office, 227 South Front Street, Saint Peter MN 56082 – must be received by September 1st
- Drop off at City Hall (either in the City Administrator's office or in the utility bill drop box near the flag pole – be sure it is labeled "Park Name Contest")
- Drop off at Chamber of Commerce (101 South Front Street, Saint Peter)

Submissions must include:

- Which park you have a name idea for by identifying either **Broadway Park** or **Traverse Road Park**.
- Your name and contact info including an email address if you have one and a phone number. (Remember we will need to contact you if you win.)
- Suggested park name. (Don't forget this part!)

- A short narrative indicating why the submitted name should be chosen. (Without this your name idea will not be considered. The story behind the name can be just as important as the name itself.)

A select committee will be established to review the name ideas and recommend 5 of the submittals for each park to the Park and Recreation Advisory Board which shall recommend the top two or three ideas for each park location to the City Council.

The chance to submit names will start on August 17th and be open until the end of business on September 1st.

The winning participant will be given a gift and some great recognition in the HOT SHEET. If the Council selects a park name that has multiple submitters the winner of the gift will be determined by placing each submitters name in a hat and the Mayor or a Councilmember will pull out one name. All the winning submitters will be recognized in the HOT SHEET, but only the one pulled from the hat will receive the gift.

For questions about this process, please feel free to call the City Administrator's office at 507-934-0663.

ELECTION JUDGES NEEDED – The City of Saint Peter is seeking additional Election Judges to work during the November 8th general election. Election Judges are paid \$10 per hour and will work either 6:00 a.m. – approximately 8:30 p.m. or 5:30 p.m. until counting is completed which may be as late as 2:00 a.m.

To qualify as an Election Judge, individuals must:

- Submit an Election Judge application available from the City Administrator's Office.
- State an affiliation with one of the major political parties recognized by the State of Minnesota. For this year, that means either Democrat or Republican.
- Attend a three hour mandatory training session that will take place October 5, 2016 at 6:00 p.m.
- Be eligible to vote in the State of Minnesota; and be able to read, write and speak English.
- An Election Judge cannot be a candidate in that election (i.e. be running for an office on the ballot used in that precinct); or the husband, wife, parent, step relative, child, brother, or sister of a candidate or another judge in the same precinct; or a challenger.
- Able to understand sometimes complex regulations and procedures
- Able to sit for extended periods of time. Election days are very long and this year's general election day will be super hectic with few breaks.

- Dependable. We need people who will show up on Election Day and be on time.
 - Judges have to be able to work with all types of people and in sometimes challenging situations.
- If you are employed, State law (M.S. 204B.195) allows individuals to be absent from work to serve as an Election Judge without penalty.

Being an Election Judge can be very challenging, but it is also very rewarding and if you think you

meet the criteria outlined and wish to be considered for appointment as an Election Judge, please submit an application by no later than September 23, 2016. Applications are available in the City Administrator's Office at (507)934-0663, by email at barbaral@saintpetermn.gov, or at City Hall (227 South Front Street).

CITY MEETING CALENDAR - This calendar is subject to change. Should you have a question on a meeting date/time, please contact the City Administrator's Office at 934-0663 or visit the City's website at www.saintpetermn.gov.

| | | | |
|---------------------|------------------------|--|---|
| Wednesday | August 24 | 12:30 p.m. | Hospital Commission |
| Friday | August 26 | 8:00 a.m. | Tourism and Visitor's Bureau |
| Monday | August 29 | 3:00 p.m. | City Council Goal Session |
| Tuesday | August 30 | 5:30 p.m. | Heritage Preservation Commission |
| Thursday | September 1 | 12:00 noon | Economic Development Authority |
| Thursday | September 1 | 5:30 p.m. | Planning and Zoning Commission CANCELLED |
| Monday | September 5 |  | LEGAL HOLIDAY – LABOR DAY |
| Tuesday | September 6 | | 5:30 p.m. |
| Monday | September 12 | 7:00 p.m. | City Council Meeting |
| Tuesday | September 13 | 6:00 p.m. | Library Board |
| Monday | September 19 | 5:30 p.m. | City Council Workshop |
| Monday | September 19 | 7:00 p.m. | Parks and Recreation Advisory Board |
| Thursday | September 22 | 12:00 noon | Economic Development Authority |
| Friday | September 23 | 8:00 a.m. | Tourism and Visitors Bureau |
| Monday | September 26 | 7:00 p.m. | City Council Meeting |
| Tuesday | September 27 | 5:30 p.m. | Heritage Preservation Commission |

Rieder: Pulling the plug on online comments

Rem Rieder, USA TODAY 8:04 p.m. EDT August 22, 2016

Autumn Phillips, Executive Editor Quad-City Times. (Photo: Charles Agar, Twin Falls Times-News)

Autumn Phillips had had enough.

Last Friday, the executive editor of the *Quad-City Times* visited her website, *qctimes.com*, and checked out a story about a man who had been fatally stabbed the night before in a local park.

When she got to the reader comments section at the end of the story, she was appalled by what she found.

"Below the LeClaire Park story was a growing string of comments — a veiled racist remark about Democratic voters, a derogatory comment about police, then something about Hillary Clinton taking our guns away," the top editor at the Davenport, Iowa-based news outlet wrote.

"There were mixed-race jokes posted on a story about a burglary, and on a story about a police standoff in Davenport there was a string of comments about what an idiot President Obama is with questions about his citizenship."

And so Phillips, with the support of publisher Deb Anselm, decided to do something she had been thinking about for a long time: She shut down the comments section, which she described as "a sea of ridiculousness, hate speech and online bullying,"

Phillips was not alone in making such a move. Last week, NPR announced it, too, was shuttering its online comments section, effective Tuesday.

Headquarters for National Public Radio in Washington, D.C. NPR announced Aug. 17, 2016, that comments on NPR.org will be disabled beginning Aug. 23. The feature has been part of the site since 2008. (Photo: 2013 photo by Charles Dharapak, AP)

"After much experimentation and discussion, we've concluded that the comment sections on NPR.org stories are not providing a useful experience for the vast majority of our users," wrote Scott Montgomery, NPR's managing editor for digital news.

NPR had found that a tiny slice of its audience was taking advantage of the forum. "Only 2,600 people have posted at least one comment in each of the last three months — 0.003% of the 79.8 million NPR.org users who visited the site during that period," Montgomery wrote.

The decisions hardly meant that the news outlets no longer were interested in what their audiences were thinking. Both stressed their eagerness to hear from readers and listeners on social networks such as Facebook and Twitter and in a wide variety of other ways.

But both agreed that comments had run their course.

And so they have.

In the early days of digital journalism, comments were seen as an integral part of the process, a terrific opportunity for enhancing dialogue between news outlets and the people. That would be welcome, for over the years many news organizations were far too walled off from their audiences. Heightened engagement, much more back and forth, seemed like a healthy and welcome development.

Sadly, that's not the way things played out. Comments sections too often were taken over by a small, nasty slice of the audience. Rather than a place for exchanging ideas, they became havens for ugly name-calling, for intimidation, for racism and misogyny.

The digital world has brought with it many wonderful innovations. But comments sections became vivid sections of the extremely dark side of the Web.

Many news outlets made efforts to police the joint, monitoring comments in an effort to weed out a plethora of offensive material. Since anonymity was part of the problem, allowing as it did pugnacious posters to promulgate their abusive material protected by the cloak of anonymity, some tried requiring including a name a la a letter to the editor, sometimes using Facebook as the intermediary. But too often comments sections remained cesspools best avoided.

An early thumbs-down on comments came in 2013 from *PopularScience.com*, which decreed that "comments can be bad for science." Wrote online content director Suzanne LaBarre, "As the news arm of a 141-year-old science and technology magazine, we are as committed to fostering lively, intellectual debate as we are to spreading the word of science far and wide. The problem is when trolls and spambots overwhelm the former, diminishing our ability to do the latter."

Others following suit included CNN, Reuters (except for opinion pieces) and the *Chicago Sun-Times*.

(Says USA TODAY standards editor Brent Jones: "USA TODAY currently offers comment sections on stories and encourages reader conversations that deliver added value. We are also committed to evaluating the best platform experiences for audience engagement with our content and journalists.")

Besides their noxious quality, comments seem anachronistic today, overtaken by events, a throwback to desktop in a world dominated by mobile, a world in which social media offers far better venues for conversation.

As Kara Swisher and Walt Mossberg wrote in 2014 when the tech magazine *Recode* that they run dropped its comments, "We believe that social media is the new arena for commenting, replacing the old onsite approach that dates back many years."

As for the *Quad-City Times'* Phillips, she's very glad she pulled the plug.

"Since we made the announcement, I've received an outpouring of gratitude from our readers," she says. "I've heard from parents whose children were bullied in our online comments. I've heard from people who said they wouldn't send in letters to the editor because they were attacked so harshly by commenters, and it wasn't worth it."

Little by little, comments continue to recede. Their disappearance is welcome.

Follow USA TODAY columnist Rem Rieder on Twitter @remrieder

CITY OF SAINT PETER WEBSITE

July 1, 2015 - June 30, 2016

www.saintpetermn.gov

| URL | PAGE VIEWS |
|--|----------------|
| saintpetermn.gov total | 261,976 |
| / (home page) | 100,113 |
| /library | 11,892 |
| /recreation | 11,715 |
| /community-center | 7,406 |
| /employment | 7,022 |
| /adult-leagues | 4,772 |
| /parks | 4,591 |
| /directory-city-offices | 4,536 |
| /utility-billing | 3,774 |
| /city-council-minutes-agendas-packets | 3,762 |
| /public-notice | 3,192 |
| /roy-t-lindenberg-memorial-outdoor-swimming | 3,096 |
| /police | 2,909 |
| /services-z | 2,656 |
| /weekly-hot-sheet | 2,641 |
| /pay-utility-bills | 2,548 |
| /youth-activities | 2,456 |
| /outdoor-swimming-pool | 2,280 |
| /transit | 2,164 |
| /public-works | 2,144 |
| /city-council | 2,075 |
| /library/ | 1,863 |
| /camping | 1,852 |
| /contact-us | 1,818 |
| /facility-availability | 1,623 |
| /administration | 1,571 |
| /events | 1,525 |
| /maps | 1,480 |
| /recreation/ | 1,303 |
| /electric | 1,297 |
| /building | 1,090 |
| /city-code | 1,033 |
| /government | 1,026 |
| /permit-applications | 1,011 |
| /node/926 (2nd page - Welcome to Saint Peter | 988 |
| /news | 927 |
| /community-development | 904 |
| /volunteer-fire-department | 864 |
| /parks/jefferson-park | 862 |

| | |
|---|-----|
| /finance-utility-billing | 858 |
| /paws | 857 |
| /senior-center | 847 |
| /traverse-green-subdivision | 800 |
| /about-st-peter-police-department | 795 |
| /parks/veterans-memorial-park | 795 |
| /residential-utility-rates | 764 |
| /parks/gorman-park | 755 |
| /parks/mill-pondriverside-park | 727 |
| /parks/minnesota-square | 701 |
| /single-sort-residential-recycling | 696 |
| /street-projects | 680 |
| /user | 638 |
| /city-saint-peter-minnesota | 635 |
| /elections | 612 |
| /water | 608 |
| /what-expect-when-stopped-police | 605 |
| /library-card-borrowers-privileges-responsibiliti | 592 |
| /parks/gault-park | 584 |
| /registration-information | 583 |
| /refuse-recycling | 577 |
| /refuse-service | 518 |
| /rental-information | 516 |
| /storytime | 511 |
| /how-do-i-find-information | 472 |
| /public-safety | 468 |
| /police/ | 466 |
| /saint-peter-utility-customer-rebates | 466 |
| /streets | 456 |
| /city-snow-emergency-rules | 429 |
| /wastewater | 403 |
| /parks/traverse-des-sioux-park | 378 |
| /stormwater | 377 |
| /moving-or-saint-peter | 363 |
| /service-collection-days | 361 |
| /parks/saint-peter-dog-park | 347 |
| /dog-cat-licenses | 327 |
| /economic-development-authority | 322 |
| /planning-and-zoning-commission | 314 |
| /public-access-sppa | 313 |
| /library-board | 301 |
| /yard-waste-drop-site | 292 |
| /news/july-4th-celebration-saint-peter | 276 |
| /eda-minutes-agendas | 271 |
| /parks/stones-park | 269 |
| /wastewater-treatment-facility | 260 |
| /events/minnesota-precinct-caucus-night | 257 |

Additional Statistics

| <u>Access Type</u> | <u>Percentage</u> |
|--------------------|-------------------|
| desktop | 68.83% |
| mobile | 25.83% |
| tablet | 5.34% |

| City | Sessions | % Sessions |
|------|--------------|---------------|
| 1 | Saint Peter | 47,023 37.77% |
| 2 | Mankato | 21,547 17.31% |
| 3 | Minneapolis | 10,885 8.74% |
| 4 | Rochester | 4,476 3.60% |
| 5 | Chicago | 3,178 2.55% |
| 6 | Saint Paul | 2,853 2.29% |
| 7 | Belle Plaine | 2,728 2.19% |

Mobile

| Operating System | Sessions | % Sessions |
|------------------|----------|---------------|
| 1 | iOS | 21,777 56.12% |
| 2 | Android | 15,973 41.16% |
| 3 | Windows | 820 2.11% |

| Browser | Sessions | % Sessions |
|---------|-------------------|---------------|
| 1 | Internet Explorer | 52,937 42.52% |
| 2 | Chrome | 35,953 28.88% |
| 3 | Safari | 23,735 19.07% |

CITY OF SAINT PETER ASSESSMENT POLICY

This is established to set the rules for the acceptance of petitions, approval of projects and calculation of assessments for improvements constructed and reconstructed in the City of Saint Peter.

GENERAL POLICY STATEMENT

It is the intent of this policy that its provisions shall apply only to projects in the City limits.

DEFINITIONS

Repair - Repair is the maintenance or correction of problems on any project that is up to 50% of the cost of the replacement cost in current dollars based on City engineers estimate.

Reconstruction - The correction or rebuilding of any project that has costs equal to or greater than 50% of the replacement cost is current dollars based on City Engineers estimate.

City - City of Saint Peter

Improvements - The addition or enhancement or correction of facilities that provide for the development and/or enhancement of property including but not limited to, curbs, gutter, sidewalks, roadways, water mains, sewer mains, electrical installations.

Arterial/Collector Street - Street which is greater than seven-ton capacity

Residential Street - Street that is 7 ton or less design.

Arterial Street- Street that is 7 ton or less design.

PETITIONS

No petition for construction of any public improvement outlined in this policy shall be accepted or acted upon by the Council unless it is filed with the City Administrator on or before August 15 of the year prior to the year of requested construction, unless the City's anticipated expenditures are less than \$5,000.

Petitions must be submitted on a form approved by the City for consideration of the Council.

CLASS A IMPROVEMENTS

Class A Improvements are those which are for general benefit to the City at large, including, but not limited to:

1. Public buildings
2. Public parks or recreational facilities.
3. The installation of street lighting systems and their maintenance.
4. Or any other improvement(s) that are not described in Minnesota Statutes, Section 429.021, Subdivision 1.
5. Storm Sewer Improvements excluding those in any Storm Sewer Assessment District.
6. Trails

Any such improvements shall be financed from general City funds and not from special assessments.

CLASS B IMPROVEMENTS

Class B Improvements are those which are of benefit to more than the abutting property. Class B improvements include:

1. Trunk water mains larger than 8 inches in residential areas.
2. Trunk water mains larger than 12 inches in commercial/industrial areas.
3. Trunk sanitary sewer mains larger than 8 inches.
4. The construction of municipally owned off-street parking facilities.
5. Single Phase Electric Distribution Service Lines.
6. Arterial/Collector Street Construction or Reconstruction
7. Storm Sewer Improvements

CLASS C IMPROVEMENTS

Class C Improvements are those which are primarily, if not exclusively, of benefit to the property abutting the improvement, including:

1. The construction of lateral water mains no larger than 8 inches in diameter in residential areas.
2. The construction of lateral water mains no larger than 12 inches in diameter in commercial/industrial areas.
3. The construction of lateral sanitary sewer mains no larger than 8 inches in diameter.
4. The construction of curbs and gutters.
5. Residential street construction or reconstruction.

SIDEWALKS

The cost of new sidewalk shall be paid in a manner consistent with a Class C Improvement. The cost of replacement and/or repair of existing sidewalk shall be paid in a manner consistent with City Ordinance. The City shall have a policy that provides for standards that establish repair criteria. The City may establish sidewalk districts to facilitate the repair or construction of sidewalk facilities.

FINANCING OF CLASS B AND C IMPROVEMENTS

It is the policy of the City to finance Class B and C Improvements by the methods described later in this section. The apportionment of the cost between the benefited property and the City at large, and the method of levying assessments prescribed in those sections, shall be followed in each case unless the Council, by resolution, finds that because of a special circumstance stated in the resolution, a different policy is necessary or desirable in the particular case. Any local improvement described in Minnesota Statutes, Section 429.02 and not placed in the Class A, B, or C by this section, shall be financed as the Council determines to be most feasible and equitable in each case.

ASSESSMENT REGULATIONS FOR CLASS B IMPROVEMENTS

Subd. 1. Trunk Lines, Trunk Water Mains and Sanitary Sewers.

When a water main or sanitary sewer is laid across or adjacent to unplatted property, the City may defer the assessment against the unplatted property. When trunk water or sanitary sewer is constructed and is to serve also as a lateral water main or sanitary sewer for abutting property, the property shall be assessed for the costs if an equivalent lateral water main or sanitary sewer. The City will pay the cost of the trunk water main and sanitary sewer, minus the cost of the lateral water main or sanitary sewer that is assessed. Lateral water main will be defined as no larger than 8 inches and 8 or less feet deep. The City cost will be paid from the appropriate City funds.

Subd. 2. Municipally owned off-street parking facilities.

The cost of construction or reconstruction of municipally owned off-street parking facilities shall be paid by abutting property owners equivalent to 50% of the cost of the project.

Adopted: June 14, 1999

Subd 3. Single Phase Electric Distribution Service Lines.

The cost of any single-phase electric distribution lines shall be assessed based on the cost to the property served. The City shall pay the cost of lines larger than single phase including switches and pull through boxes.

Subd. 4. Arterial/Collector Street Construction or Reconstruction

When an arterial street is constructed, the cost of the construction of a seven-ton roadway shall be assessed against the benefited property on the basis of frontage on the abutting street. When standards for arterial street construction are higher than those the City would use for a residential street, the cost to be assessed to the benefited residential property shall be based on the cost of residential street construction. The remainder of the cost shall be paid from appropriate funds and from the property benefiting from the higher standards. Abutting property owners shall pay 30% of the cost of any reconstruction up to 7 ton.

Subd. 5. Storm Sewer Improvements

Improvements to the storm sewer system in an established storm sewer improvement district will be financed in accordance with the provisions of Minnesota Statutes, Chapter 444.

ASSESSMENT REGULATION FOR CLASS C IMPROVEMENTS

Subd. 1 Sidewalks.

The cost of construction of sidewalks shall be assessed 100 percent on the basis of frontage against property abutting the side of the street on which the sidewalk is located unless it is located in a Sidewalk assessment district where separate rules for payment will apply.

Subd. 2. Water and Sewer

The cost of lateral water mains and of lateral sanitary sewer shall be assessed, 100 percent, against the abutting property on the basis of frontage. The cost of water mains is to be assessed including the service lines, valves and hydrants at time of initial construction. The cost of sanitary sewer includes service lines, if furnished, at time of initial construction.

Hook-up shall be defined as a connection by the property owner to the City water or sewer service as defined in City Ordinance. The hook-up fee shall be determined by the Council.

Service lines shall be defined in accordance with City Ordinance.

Subd. 3. Street.

The cost of construction or reconstruction of any street, including curb and gutter, shall be assessed on the basis of frontage. The cost of constructing or reconstructing street intersections shall be paid by the City. Property owners shall be assessed the remaining costs. Abutting property owners shall pay 30% of the cost of the Reconstruction.

SPECIAL RULES

Subd. 1. Corner Lots.

For any assessment made on the basis of frontage, except for water or sanitary sewer, corner lots shall be assessed based on the longest of the sides abutting the project. In the case of an assessment for lateral water main or sanitary sewer, corner lots shall be assessed for the footage along the front side of the lot, unless the lot is large enough to accommodate another building which would be benefited by the project.

Subd. 2. Intersections

The cost of water and sewer improvement in street intersections shall be included as part of the total assessable cost. In the case of any kind of street improvement, the City shall pay intersection costs.

Subd. 3. Adjusted Frontage.

When the amount of an assessment is determined by frontage, an equivalent front footage shall be determined according to one of the following rules when an irregular lot requires such an adjustment to maintain fairness in the assessment:

1. The sum of all sides of the lot shall be added together and divided by the number of sides and shall comprise the assessed frontage.

Subd. 4 Bidding Process

Alternate bids will be required on all water/wastewater main installation and lateral projects. The numbers provided will be the basis for determining the true cost of the improvement share to be assessed. The basis for comparison will be the lowest alternate of the chosen (awarded) bid.

FEDERAL, STATE AND COUNTY AID USE

If the City receives financial assistance from the federal government, the state or the county to defray a portion of the cost of any improvement project, such aid shall be used first to reduce the share of the project cost which would be met from the general and enterprise City funds according to the assessment formula contained in this policy. If the aid is greater than the amount of the improvement cost to be borne by the City, the remainder of the aid shall be placed in the appropriate City improvement fund or distributed in such other manner, as the Council shall determine.

PROCEDURAL RESTRICTIONS

Subd. 1 General

In attempting to conform to the provisions of Minnesota Statutes, Chapter 429, proceedings for a public improvement to be paid wholly or partly by special assessments shall conform to the requirements of these sections.

Subd. 2. Waiver and Assessment Hearing

After receiving bids for a project, the Council may, at its discretion, request submittal of signed waivers of the right to appeal the assessment when levied or may elect to hold a public assessment hearing to determine if there is substantial objection to the proposed assessments. If the Council elects to hold a public assessment hearing, the contract for the project shall not be awarded until the 30-day appeal period has expired.

PARTIAL PAYMENT

After the adoption of the assessment roll of any improvement project by the Council, the owner of any property assessed may, prior to the certification of the assessment of payment of the first installment to the County Auditor, pay to the City Treasurer all or any portion of the assessment, but not less than \$500.00. The remaining unpaid balance shall be spread over the period of time established by the Council for installment payment of the assessment.

CERTIFICATION OF ASSESSMENTS

After the adoption of any special assessment by the Council, the clerk shall transmit a certified duplicate of the assessment roll with each installment, including interest, set forth separately to the County Auditor to be extended on the property tax lists of the County.

INTEREST RATE

The interest rate shall be set by the Council on each special assessment project, and the rate of interest shall depend on the current market investment conditions or the cost of bond issuance plus one percent.

ASSESSMENT PERIOD

Assessments shall not be spread over a period longer than the anticipated useful life of the project to be assessed. Subject to the useful life requirement, assessment shall be spread as follows.

- | | | |
|----|--------------------------------------|---------------------|
| 1. | Assessments under \$500 | One Year |
| 2. | Assessments from \$501 to \$2500 | Five Years |
| 3. | Assessments from \$2,500 to \$10,000 | 10 Years |
| 4. | Assessments exceeding \$10,001 | 15 years or greater |

ADJUSTMENTS

In the event the literal application of the provisions outlined herein would result in an inequitable distribution of special assessments on a specific project, the City Council reserves the right to adjust the policy so as to achieve a more equitable distribution of cost for that project.

From SWMHP
09/08/15

| Home Value= \$150,000 City | LeSueur 1994 | Jordan 1997 | Belle Plaine 1997 + 10% | Henderson 1997 | St. Peter 1997* | North Mankato 2012* | New Prague 1997 | Montgomery 1997 | Cleveland 1994 | Le Center 1997 | Eagle Lake 1994 |
|------------------------------------|-------------------|-------------------|----------------------------|-------------------|--------------------|------------------------|--------------------|--------------------|-------------------|-------------------|--------------------|
| Adopted Fee Schedule | | | | | | | | | | | |
| Buildings Permit Fees | | | | | | | | | | | |
| Permit Fee | \$1,137.25 | \$1,273.75 | \$1,404.20 | \$1,275.00 | \$1,085.40 | \$1,401.13 | \$1,273.75 | \$1,229.00 | \$1,137.25 | \$1,273.75 | \$1,137.25 |
| Plan Check Fee | \$739.21 | \$827.94 | \$910.78 | \$670.00 | \$379.89 | \$50.00 | \$827.94 | \$799.00 | \$739.20 | \$827.94 | \$739.21 |
| State Surcharge | \$75.00 | \$75.00 | \$75.00 | \$55.00 | \$75.00 | \$75.00 | \$75.00 | \$71.00 | \$75.00 | \$75.00 | \$75.00 |
| Total Building Permit Fees* | \$1,951.46 | \$2,176.69 | \$2,389.98 | \$2,000.00 | \$1,540.29 | \$1,526.13 | \$2,176.69 | \$2,099.00 | \$1,951.45 | \$2,176.69 | \$1,951.46 |

* Plus Plumbing and Mechanical Fees

| City Fees | LeSueur 1994 | Jordan 1997 | Belle Plaine 1997 + 10% | Henderson 1997 | St. Peter 1997* | North Mankato 2012* | New Prague 1997 | Montgomery 1997 | Cleveland 1994 | Le Center 1997 | Eagle Lake 1994 |
|------------------------------|-------------------|--------------------|----------------------------|-------------------|--------------------|------------------------|--------------------|--------------------|-------------------|-------------------|--------------------|
| Water (Connection/WAC/Trunk) | \$3,000.00 | \$3,699.76 | \$4,040.00 | \$1,500.00 | \$1,800.00 | N/A | \$1,800.00 | \$3,000.00 | \$2,000.00 | \$1,000.00 | \$500.00 |
| Sewer (Connection/SAC/Trunk) | \$3,000.00 | \$5,160.01 | \$5,090.00 | \$1,500.00 | \$1,500.00 | N/A | \$7,150.00 | \$4,000.00 | \$500.00 | \$1,500.00 | \$400.00 |
| Water Meter | \$193.50 | \$365.00 | \$150.00 | \$500.00 | | \$85.00 | \$295.00 | \$410.00 | \$75.00 | | \$468.96 |
| Storm Sewer | | \$1,896.70 | | | | | | | | | |
| Park Dedication | \$200.00 | | | | | | \$375.00 | | | | |
| Other Fees: | | | | | | | | | | | |
| Electric | \$1,500.00 | | | | \$500.00 | | | | | | |
| Excavation Fee | | | | | \$75.00 | | | | | | |
| Tracer Wire Curb Box | | | \$30.00 | | | | | | | | |
| Administrative Fee | | | | | | | | | | | \$15.00 |
| Treatment Plant Fee | | | | \$2,500.00 | | | | | | | |
| Total City/Other Fees | \$7,893.50 | \$11,121.47 | \$9,310.00 | \$6,000.00 | \$3,875.00 | \$85.00 | \$9,620.00 | \$7,410.00 | \$2,575.00 | \$2,500.00 | \$1,383.96 |
| Fee Reductions/Waivers | | | | (\$8,000.00) | | | | (\$3,500.00) | | (\$2,500.00) | |
| TOTAL PERMIT FEE | \$9,844.96 | \$13,298.16 | \$11,689.98 | \$0.00 | \$5,415.29 | \$1,611.13 | \$11,796.69 | \$6,009.00 | \$4,526.45 | \$2,176.69 | \$3,335.42 |

Tax Rate Information

| City Tax Rate | 76% | 64% | 89% | 188% | 46% | 54% | 65% | 119% | 75% | 86% | 43% |
|-----------------|----------|--------|--------------|--------|-----------|----------|----------------|-----------------|-----------|-----------------|------------|
| County | Le Sueur | Scott | Scott | Sibley | Nicollet | Nicollet | Scott/Le Sueur | Le Sueur | Le Sueur | Le Sueur | Blue Earth |
| Tax Rate | 46% | 36% | 36% | 40% | 49% | 49% | 49% | 46% | 46% | 46% | 37% |
| School District | LS-H | Jordan | Belle Plaine | LS-H | St. Peter | Mankato | New Prague | Tri-City United | Cleveland | Tri-City United | Mankato |
| Tax Rate | 21% | 34% | 37% | 21% | 17% | 22% | 31% | 44% | 8% | 27% | 22% |

Building Incentives? (Y/N)

| | | | | | | | | | | |
|----|----|-----|-----|----|----|----|-----|----|-----|----|
| No | No | Yes | Yes | No | No | No | Yes | No | Yes | No |
|----|----|-----|-----|----|----|----|-----|----|-----|----|

Additional information on incentive programs provided in more detail below:

*Plan Review Fee of 65% charged only on 3+ units and Comm/Ind fee, instead of 65%

| City | Incentive: |
|--------------|--|
| Belle Plaine | Down Payment Assistance Grant, up to \$2,000, on homes constructed after 2012, utilizing at least one local contractor (Program is allocated \$10,000/year by the HRA) |
| Henderson | City has waived ALL fees for permits issued the last 4 years. In 2016 this policy will be reviewed on a case-by-case basis. Obtained ownership of a 23-lot subdivision through tax forfeiture, and has sold lots for under \$1,000 |
| Montgomery | The WAC and SAC fees were reduced by Council by 50% until 2016 for existing subdivisions to encourage development. |
| Le Center | EDA currently pays full \$2,500 for WAC/SAC |

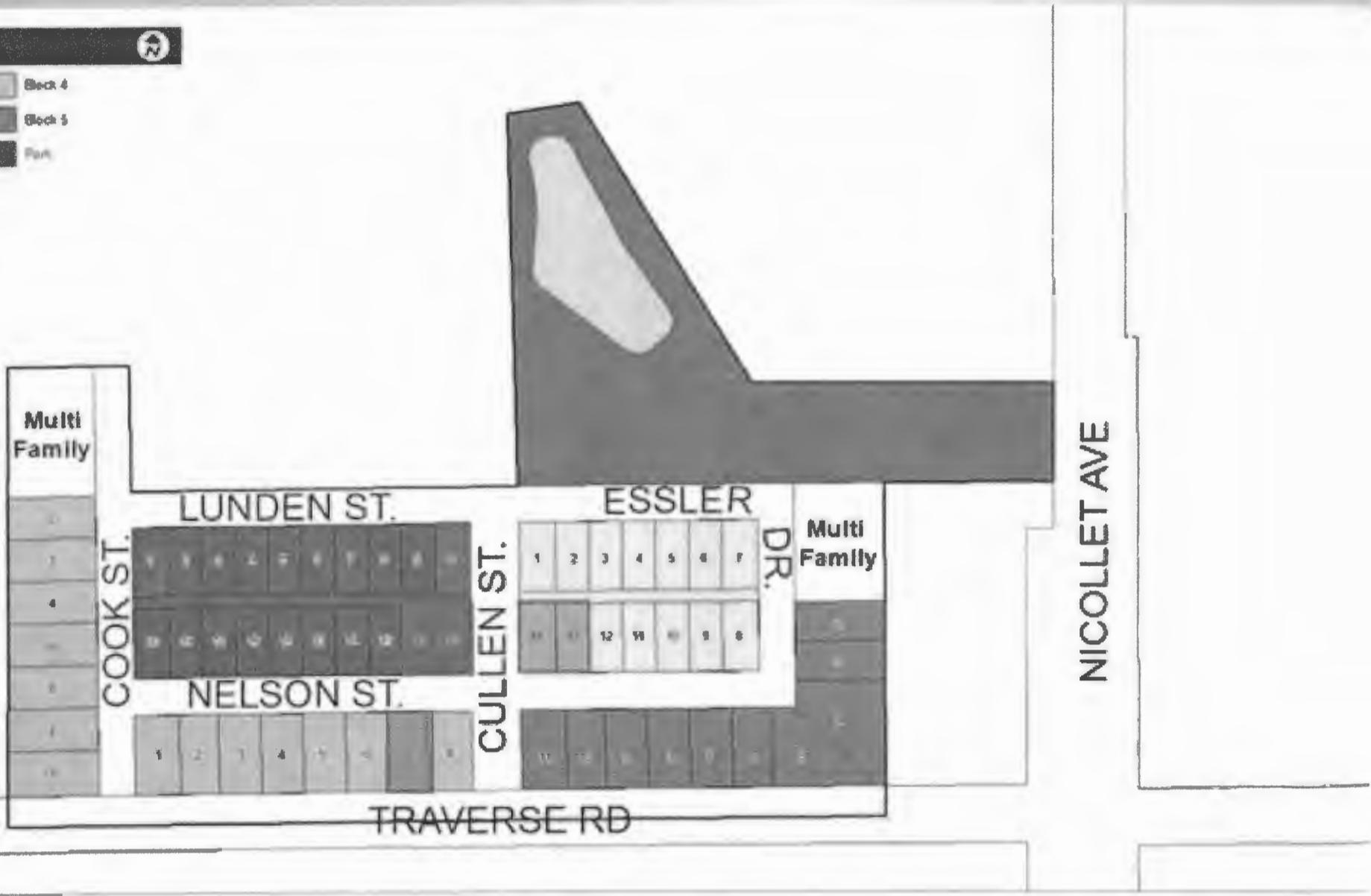
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Legend



- Block 1
- Block 2
- Block 3
- Block 4
- Block 5
- Park



125

| <u>BLOCK #</u> | <u>LOT #</u> | <u>SALE PRICE</u> | | | |
|----------------|--------------|-------------------|---|----|-----------|
| 1 | 1 | \$100,000 | 3 | 1 | \$36,200 |
| 1 | 2 | \$43,000 | 3 | 2 | \$33,200 |
| 1 | 3 | \$43,200 | 3 | 3 | \$33,200 |
| 1 | 4 | \$43,300 | 3 | 4 | \$33,200 |
| 1 | 5 | \$43,500 | 3 | 5 | \$33,200 |
| 1 | 6 | \$43,700 | 3 | 6 | \$33,200 |
| 1 | 7 | \$43,600 | 3 | 7 | \$36,200 |
| 1 | 8 | \$46,000 | 3 | 8 | \$31,400 |
| 2 | 1 | \$34,200 | 3 | 9 | \$31,400 |
| 2 | 2 | \$31,400 | 3 | 10 | \$31,400 |
| 2 | 3 | \$31,400 | 3 | 11 | \$31,400 |
| 2 | 4 | \$31,400 | 3 | 12 | \$31,400 |
| 2 | 5 | \$31,400 | 3 | 13 | \$31,400 |
| 2 | 6 | \$31,400 | 3 | 14 | \$34,200 |
| 2 | 7 | \$31,400 | 4 | 1 | \$44,200 |
| 2 | 8 | \$31,400 | 4 | 2 | \$37,500 |
| 2 | 9 | \$31,400 | 4 | 3 | \$40,100 |
| 2 | 10 | \$34,200 | 4 | 4 | \$40,100 |
| 2 | 11 | \$34,200 | 4 | 5 | \$40,100 |
| 2 | 12 | \$31,400 | 4 | 6 | \$40,100 |
| 2 | 13 | \$31,400 | 4 | 7 | \$37,500 |
| 2 | 14 | \$31,400 | 4 | 8 | \$44,200 |
| 2 | 15 | \$31,400 | 5 | 1 | \$100,000 |
| 2 | 16 | \$31,400 | 5 | 2 | \$41,000 |
| 2 | 17 | \$31,400 | 5 | 3 | \$41,000 |
| 2 | 18 | \$31,400 | 5 | 4 | \$53,500 |
| 2 | 19 | \$31,400 | 5 | 5 | \$49,200 |
| 2 | 20 | \$34,200 | 5 | 6 | \$37,500 |
| | | | 5 | 7 | \$40,100 |
| | | | 5 | 8 | \$40,100 |
| | | | 5 | 9 | \$40,100 |
| | | | 5 | 10 | \$37,500 |
| | | | 5 | 11 | \$44,200 |

TO: Honorable Mayor Hawbaker
Members of the City Council

DATE: 11/10/03

FROM: Todd Prafke
City Administrator

RE: EDA Plan, Second Option

Action/Recommendation

For your information, thought and input.

Background

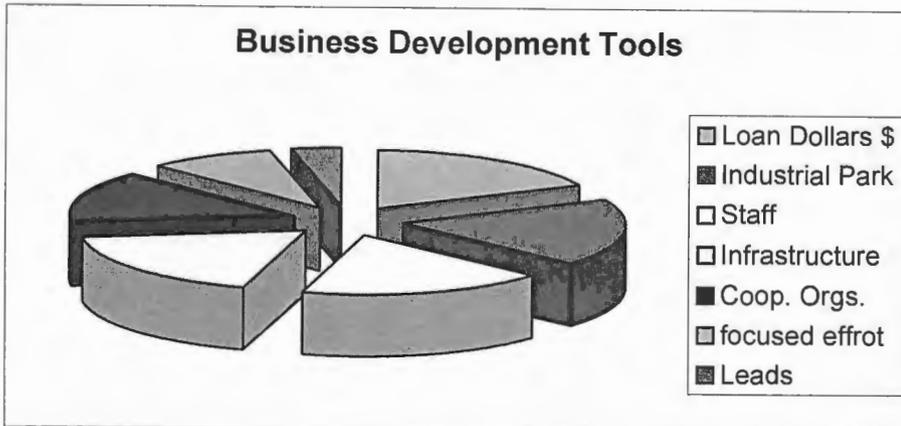
I hope to use this memo as a way to address the following questions that were asked at your last workshop and to provide an additional, more detailed option for a plan that is more Council driven. The questions were;

- ◆ What are we going to tell the development-minded organizations about a plan?
- ◆ What will we ask them (development organizations) to do?
- ◆ What and where are the decision points?
- ◆ Who will make those decisions?
- ◆ How do we ask the organizations what they would like to do relative to the plan?

As you are aware, considerable discussion took place at the Council's last goal session and at your workshop of Sept 30th. The consensus at that time was that a renewed, more organized and focused initiative be undertaken in the business development aspect of economic development. The Council requested that I put some additional time and thought into an alternative process that was more detailed, Council driven and utilizing the other "development" organizations to a lesser extent.

Again, this plan is based more on a Council driven process and places less emphasis on assistance from other organizations and is intended as a comparison of the plan you discussed last week and detailed in the memo dated 9/27/02. Another copy of that memo along with the Feb 2000 memo is attached for your review and comparison.

The Council reviewed the various aspects of business economic development. Those "ingredients" were discussed. The Council indicated that they believed that we have good to excellent assets in the following areas described in the graphic below relative to other communities of similar size.



There was concern that we were weak in one very specific area and could use additional focus in another. The weaker areas included Leads (lead development) and focused effort.

Council direction to me was to assemble a second option plan that would bring added attention and renewed, organized, focus to this effort. In review of the goals and key activities to reach those goals, I have attempted to concentrate on the items that may need attention first, as opposed to focusing on the biggest issues first. Any plan needs some if not all of the following ingredients:

- ◆ Assets defined as industrial park land, or other faculties to use.
- ◆ Some type of loan pool or other type of "war chest" to promote initiatives
- ◆ Commitment on the part of the participants and/or the community
- ◆ Quality staff to do the work and make deals
- ◆ Leads to work on
- ◆ Continuing attention to fostering of local business. National statistics indicate that internal growth has more likelihood and greater potential for success.
- ◆ Focus or a game plan for action
- ◆ Publicity for getting the word out that you are ready for growth.

I am suggesting this second process and plan:

- ◆ **Establish a position on or priority for Business Development.** This should include providing details of the following plan including a review with the associated development-minded organizations. That review should include and overview of the assets that you possess based on the pie chart above and the way you plan to address what are considered the weakest areas. It should further include simply asking them to be supportive of this activity over the next couple of years.

Invitations to this meeting should be sent to each organization and ask them to send representation. Organizations may include but are not limited to Community Development Corp, Ambassadors, Chamber, City EDA, GAC, School Dist 508, Nicollet County, CSFA and others. The presentation should focus on the various portions of the pie chart above and list out specific information as to why each is rated as areas of strength or weakness. Information should be as follows:

Loan Dollars: We currently have within the EDA alone, over \$3million dollars in resources. This is a greater sum than any similarly sized community. Review the flexibility that the funds have and provide information as to available cash and our ability to sell various notes if additional cash is needed at any point in time.

Industrial Park: Review of the commitment that the Council will just have made on the North Industrial Park and the various size lots that are available including plans for

2. Promotion of this plan on State of the City, Café 1310, Lions, Rotary ETC., Ambassadors and others.
3. Promote information in the local news media through direct contact by sending copies of the presentation to them and personal contact with the resources we have in the local media. An effort needs to be made to include the GAC publication in this effort.

I think it is important to make a bit of a media blitz of this effort to help in the perception of and creation of momentum.

- ◆ Make request for approval of Lead Solutions 2 and 4 as stated above and a budget for Lead Solution 5 at a series of Council meetings. The rationale behind staggering the action at meetings is that it provides additional opportunity for the public to hear about the plan. It provides for more occasions for exposure.
- ◆ There should be a workshop or goal session that explores the question of what areas of business development should be targeted. This should be driven by the Council and determined by the Council under this plan. At this point I am not sure how this discussion would be structured but I am confident that additional research will need to be done and likely is based on three premises which are:
 1. We cannot be all things to all potential developers or businesses.
 2. There are some natural matches that we should focus resources on because of our competitive advantage in specific areas or business sectors. That may be exemplified by what seems to be a niche in Not-for-Profits locating here.
 3. There are some natural matches based on what local companies would like piggy backed with them.

Discussion on these issues would be held at workshops and choices made by consensus of the Council. As I mentioned at your last workshop, it is very difficult for me to formulate a proper question that leads to development of a resolution for the Council to vote on. I also am not sure that the kind of emphasis choice process we are talking about is done well in a regular council meeting setting. If the Council would like all of these at regular council meeting I am happy to work to make this plan fit into that process. At your last workshop you did seem comfortable with idea that aside from the Lead Solution actions much of the rest would be done internally and more informally.

- ◆ Set a meeting with DTED to inform them and promote our plan with them. We would hope to make sure that they are aware of our focus so that we are forefront in their mind over the next year or two.
- ◆ Staff may then initiate Lead Solution 2 through a direct hire based on interviews with two to three companies that we believe meet the criteria we will establish. Companies that may meet the criteria may include Untied Properties, Welsh, Fisher, Opus or others. I anticipate that interview and recommendation coming from staff to the Council.
- ◆ Develop the basic printed materials that are needed for this effort. Those should include the following:
 1. Base line publication similar to that used by the school district that is promotional and lists the various resources we have including but not limited to the following:
 - ◆ Photos of facilities such as Hospital, Community Center/library, WWTP, Water plants, parks, community entrances, housing developments
 - ◆ Listing of some major businesses and employers who are supportive of the plan and you can count on for positive reference
 - ◆ Rate structure and service providers
 - ◆ Narrative of infrastructure and capacities and capabilities

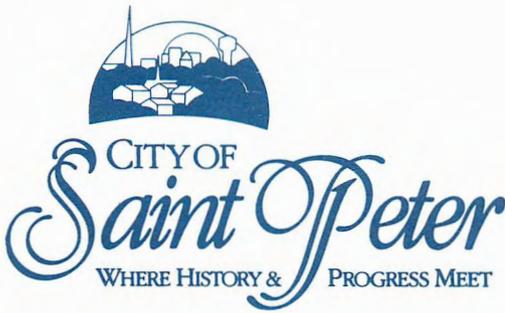
- ◆ Listing of recent "improvements to the community
 - ◆ Who to call if you have interest
 - ◆ Maps of downtown, industrial park and significant facilities
 - ◆ Narrative about programs we have including but not limited to loan pool, rehab programs,
 - ◆ Growth statistics including a listing of recent studies done on Housing, Development, Eco Industrial and a short narrative explain what each was geared towards.
 - ◆ Perhaps a listing of our development targets exemplified by our Not-for profit niche discussion.
 - ◆ Listing of the other Development Organizations in our community.
2. A series of ad slicks to be used in various publications including GAC, Minnesota Technology and commercial/industrial real estate publications and other trade publications as determined by your staff.

The overriding goal is success. That success would be made more possible through a renewed more organized and focused initiative.

I hope the Council will make time to provide for the definition of success and set a timeline for this activity while keeping in mind the many activities already on its list.

Please feel free to contact me if you have any questions or concerns.

TP/bal



Memorandum

TO: Todd Prafke
City Administrator

DATE: 8/8/2016

FROM: Pete Moulton
Director of Public Works

RE: Planned Improvements to the Front Street Substation

ACTION/RECOMMENDATION

None needed. For City Council review and information only

BACKGROUND

In today's electronic age, the reliability of the electric energy supply is the key factor in customer service for the citizens (customers) of Saint Peter. The City's goal has been to create a very reliable electric distribution system, which has included the construction of two new substations to improve the supply to, and the voltage of, the electric distribution system.

The electric utility has an operating supervisory control and data access (SCADA) system in place to monitor the electric distribution system. The new substations are fully electronic for compatibility with the SCADA system for monitoring and obtaining alarms for potential problems.

The original Front Street Substation was last fully reconstructed in 1968, and was installed with mechanical systems and outside bus work. These old mechanical systems are susceptible to age failure, the weather and to animals; thus, the substation adds an unreliability component to the electric distribution system. There are two substation transformers at the Front Street Substation one which failed and was replaced in 2011. The remaining transformer, originally installed in 1968, is operating with a reduced electric load and is being closely monitored for signs of eminent failure. A replacement transformer will cost \$600,000-\$650,000 and take 6 to 8 months from the time of order until it would be delivered for installation. (We should allow one full year for the replacement of the transformer).

Currently, the electric distribution system can effectively operate using three of the four substation transformers available. It is anticipated, depending on community growth, that the City would need to add a fifth new substation transformer in approximately ten years. This ten year time period is the period during which the 1968 transformer could be replaced with minimal impact on the supply of electricity to the community.

City staff has consulted with DGR Engineering of Rock Rapids, Iowa to develop an approach to upgrades for the Front Street Substation. A total project to upgrade the Front Street Substation with electronic gear, enclosed and protected, is estimated to cost \$1,600,000. This includes the

cost of replacing the very old substation transformer. City staff would be closely involved in all of the work done in the substation. The project can be done in two stages.

Stage One: The first stage would include work to upgrade all the equipment and buss work related to the new transformer in the substation. Some of the equipment would be moved into the building and outside components would be enclosed to protect them from the weather and animals. The work would include:

- Metal clad 15 KV switchgear with a main breaker, 3 feeder breakers, and one tie breaker.
- Control enclosure modifications.
- Manhole construction and foundation removals.
- 13.8 KV power cable. Duct banks, grounding, raceways, control cabling.
- Removal of related existing outside equipment and bus work.\

The stage one cost estimate is:

| | |
|---|------------------|
| Estimated material and construction cost | \$340,000 |
| <u>Estimated contingency and engineering cost</u> | <u>\$ 85,000</u> |
| Total stage one project cost | \$425,000 |

Stage Two: Stage two project costs include all work related to the replacement of the old transformer (south transformer). The existing concrete transformer foundation has settled and tipped and would need to be replaced. The work would include:

- A new replacement substation transformer and foundation.
- Metal clad 15 KV switchgear with a main breaker and four feeder breakers.
- 13.8 KV power cable.
- Duct banks, grounding, raceways, control cabling.
- Removal of related existing outdoor equipment and bus work.

The stage two cost estimates is:

| | |
|---|------------------|
| Estimated replacement substation transformer | \$600,000 |
| Estimated material and construction cost | \$343,000 |
| <u>Estimated contingency and engineering cost</u> | <u>\$170,000</u> |
| The total of the stage two project cost is | \$1,113,000 |

The cost estimate for the replacement of the substation transformer has increased \$200,000 in the last five years while the cost to replace all of the switchgear and bus work has doubled during that time. The cost estimate for the project is based on today's costs and an escalator needs to be included if this project is planned for sometime in the future.

My goal in providing this data for the Council to help ensure a positive understanding of the improvements that should be planned for and know, that at this time, we can we can plan both from a time line and financing perspective so that we can be appropriately proactive rather than responding to a unplanned failure. We would plan to start engineering work in the near term, better refine cost and staging so that a plan can be discussed and put in place.

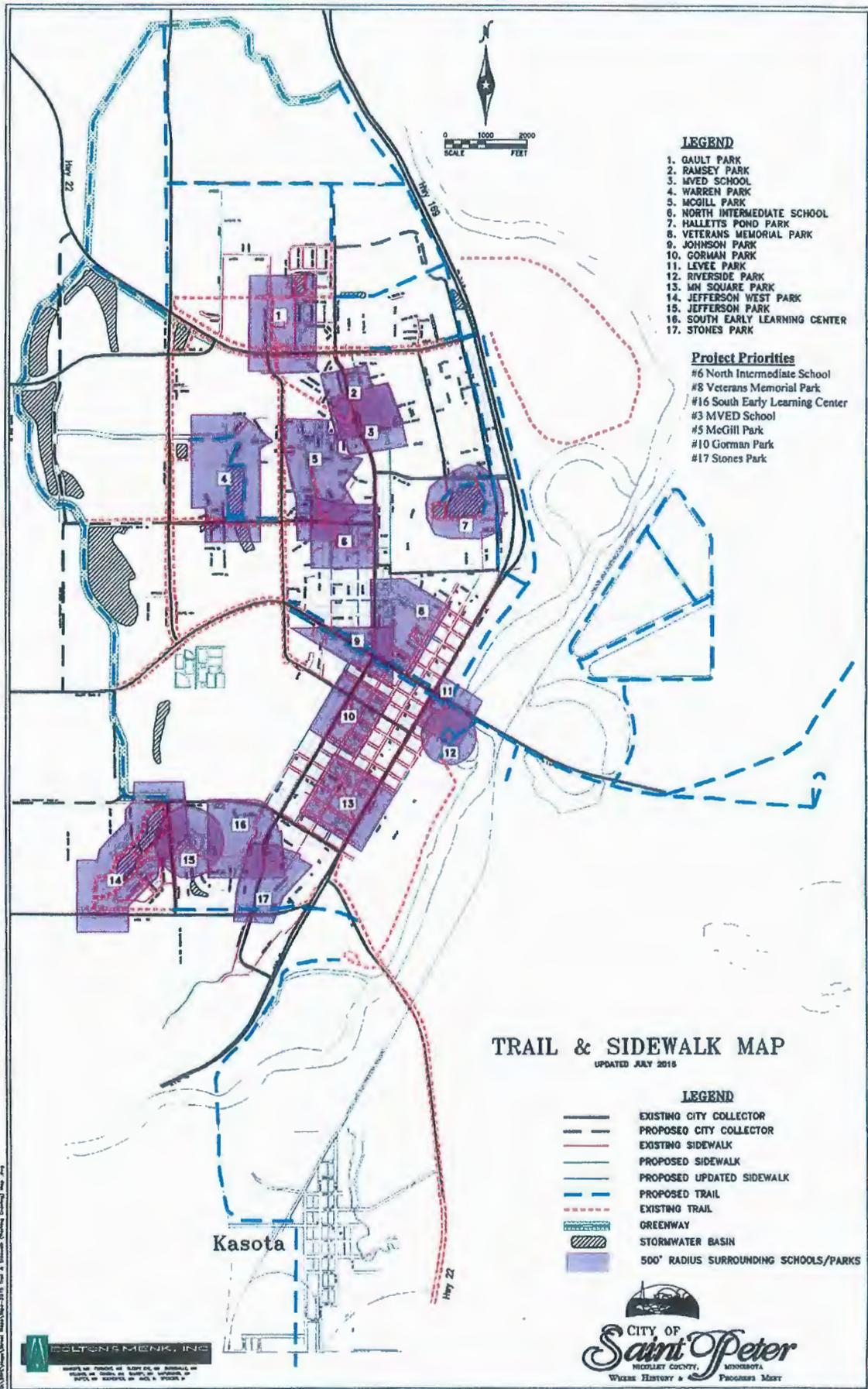
Please feel free to contact me should you have any questions or concerns on this agenda item.

PTM/amg

SUBSTATION IMPROVEMENT PROJECT

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2016 Sidewalk Master Plan Priorities

| Zone | Cost | Priority |
|------|-------------|----------|
| 1 | \$0.00 | |
| 2 | \$37,762.00 | |
| 3 | \$5,810.00 | 4 |
| 4 | \$0.00 | |
| 5 | \$48,029.00 | 5 |
| 6 | \$41,536.00 | 1 |
| 7 | \$14,626.00 | |
| 8 | \$67,653.00 | 2 |
| 9 | \$21,085.00 | |
| 10 | \$6,560.00 | 6 |
| 11 | \$4,350.00 | |
| 12 | \$4,350.00 | |
| 13 | \$11,488.00 | |
| 14 | \$0.00 | |
| 15 | \$0.00 | |
| 16 | \$15,900.00 | 3 |
| 17 | \$10,644.00 | 7 |

| | | |
|------------|---------------------|--|
| All | \$289,793.00 | |
|------------|---------------------|--|

| Cumulative Total of Priorities | |
|---|--------------|
| P 1 + P 2 = | \$109,189.00 |
| P1 + P 2 + P 3 = | \$125,089.00 |
| P 1 + P 2 + P3 + P 4 = | \$130,899.00 |
| P 1 + P 2 + P 3 + P 4 + P 5 = | \$178,928.00 |
| P 1 + P 2 + P 3 + P 4 + P 5 + P6 = | \$185,488.00 |
| P 1 + P 2 + P 3 + P 4 + P 5 + P6 + P7 = | \$196,132.00 |

Principle of Legitimacy

When people in authority want the rest of us to behave, it matters – first and foremost – how they behave. This is called the “principle of legitimacy,” and legitimacy is based on three things:

- First of all, the people who are asked to obey authority have to feel like they have a voice – that if they speak up, they will be heard.
- Second, the law has to be predictable. There has to be a reasonable expectation that the rules tomorrow are going to be roughly the same as the rules today.
- And third, the authority has to be fair. It can't treat one group differently from another.

Types of Legitimacy

Legitimacy is "a value whereby something or someone is recognized and accepted as right and proper". In political science, legitimacy usually is understood as the popular acceptance and recognition by the public of the authority of a governing régime, whereby authority has political power through consent and mutual understandings, not coercion. The three types of political legitimacy described by German sociologist Max Weber are traditional, charismatic, and rational-legal:

- Traditional legitimacy derives from societal custom and habit that emphasize the history of the authority of tradition. Traditionalists understand this form of rule as historically accepted, hence its continuity, because it is the way society has always been. Therefore, the institutions of traditional government usually are historically continuous, as in monarchy and tribalism.
- Charismatic legitimacy derives from the ideas and personal charisma of the leader, a person whose authoritative persona charms and psychologically dominates the people of the society to agreement with the government's régime and rule. A charismatic government usually features weak political and administrative institutions, because they derive authority from the persona of the leader, and usually disappear without the leader in power. However, if the charismatic leader has a successor, a government derived from charismatic legitimacy might continue.
- Rational-legal legitimacy derives from a system of institutional procedure, wherein government institutions establish and enforce law and order in the public interest. Therefore, it is through public trust that the government will abide the law that confers rational-legal legitimacy.[6]

Employee Home Entry Assistance Program. DRAFT 08162016

Goal of the program

Encourage employees to reside in the City, while enhancing recruitment and retention efforts.

What the City will provide

The City will provide \$2500 that can be use by the employee for down payment, closing or other costs related to purchase or construction of a house in the Traverse Green Subdivision. These funds can be used to match funding provided by Greater Minnesota Housing Funds and may be applied for through the City's program administrator Southwest Minnesota Housing Partnership

Eligibility

Full Time employees that have been employed by the City for more than 12 consecutive months and have been removed from Probationary Status.

The program will run from January 1, 2017 to December 31, 2018.

Documentation

The employee must be able to demonstrate current employment status.

Ability to receive a mortgage.

Documentation demonstrating that a closing date has been or will be set.

Other documentation that may be needed to provide for the payment of funds to the Closing or Trust Agent managing the sale transaction.

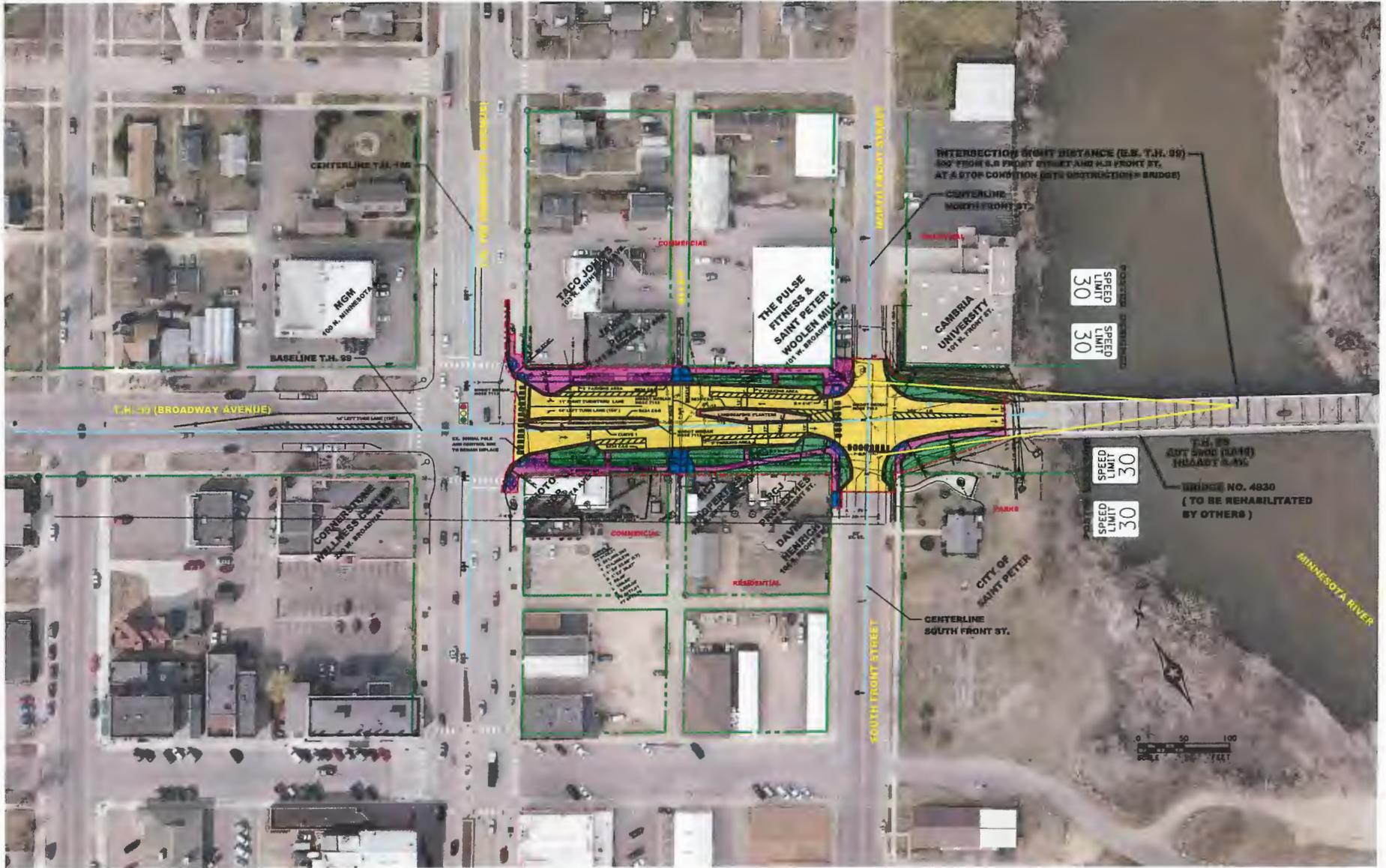
Employee Additional Responsibilities

Employee must close prior to the end of program.

Employee must use purchased house as their primary residence.

Apply for program funds through Southwest Minnesota Housing Agency.

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|--|---|----------------------------------|---|---|--|--|--|--|--|--|--|--|--|--|--|--|---|--------------------|
| | <p>ENGINEER SIGNATURE 1</p> <p>ENGINEER 12345 XX-XX-XXXX</p> | <p>XXX</p> <p>XXX</p> <p>XXX</p> | <p>BOLTON & MENK, INC. Consulting Engineers & Surveyors 12234 NICOLLET AVENUE - BURNSVILLE, MINNESOTA 55337 Phone: (952)-890-0509 Email: Burns@bolton-menk.com www.bolton-menk.com</p> | <table border="1"> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> </table> | | | | | | | | | | | | | <p>S.P. 5207-03 T.H. IMPROVEMENT LAYOUT</p> | <p>X</p> <p>XX</p> |
| | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
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PARTNERSHIP PRINCIPLES

A study by the American Hospital Association's Center for Healthcare Governance suggests a number of simple, foundational principles to guide health care partnerships:

Partnerships must be community-driven. Partnerships and their governance will look different from community to community and must be flexible to meet each community's needs, resources and characteristics.

All stakeholders must be meaningfully engaged. All community stakeholders should be represented in determining, planning and executing governance priorities.

More can be achieved together than alone. Stakeholders working together synergistically to leverage one another's resources and talents can achieve collective outcomes beyond what they can by themselves.

Partner equity ensures sustainability. All stakeholders are considered equal. Anchor institutions that provide substantial financial and other support to the partnership may need to play the role of convener or facilitator and relinquish control of the agenda in order for the partnership to succeed.

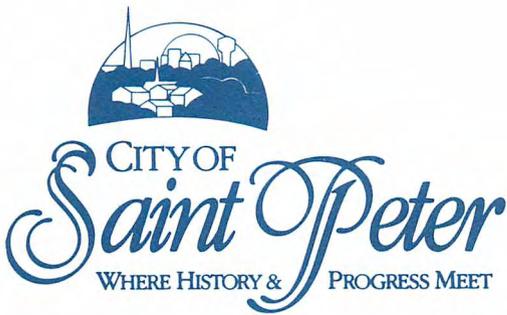
Community health and well-being improvement is a shared core purpose. As stewards of community resources, members of the partnership's governance structure must be committed to working together for the community's benefit. The community's health and well-being is the focal point of partnership work.

Creative approaches are needed to tackle all-encompassing problems. Partnerships must be mindful of maintaining a long-term perspective, making data-driven decisions, seeking out best practices, taking calculated risks, and being bold and innovative.

A "systems approach" ensures continuity. This approach helps create a solid foundation for building and aligning integrated delivery systems for improving and maintaining community health.

Goals and progress reporting ensure accountability. Change requires a keen focus on results. Clear metrics; use of reporting formats such as balanced scorecards; consistent monitoring of performance; and communication with the community about progress all build trust and hope.

Governance must be structured to ensure sustainability. Partnerships that last depend on governance based on a clear mission and purpose, shared commitments among partners, adequate funding, a plan of action effectively implemented and demonstrated progress.



Memorandum

TO: Honorable Mayor Zieman
Members of the City Council

DATE: 8/25/16

FROM: Todd Prafke
City Administrator

RE: Local Option Sales Tax

ACTION/RECOMMENDATION

None needed. For your information and discussion only.

BACKGROUND

At a recent community type meeting related to parks and other improvements the issue of local option sales tax was brought up. I thought it may be helpful to provide better data surrounding this issue.

As members may know this is an issue that also needs electorate approval and is not solely within the purview of the Council.

The Minnesota Department of Revenue reports the following for the 2014 calendar year.

| | |
|---------------------|---------------|
| Total retail sales: | \$303,724,750 |
| Taxable sales: | \$64,079,309 |

Given this level of taxable sales, a one-half percent local option sales tax would be calculated to generate up to \$320,397 per year.

The Department warns that sales are reported by zip code. As such, some of those reporting may have a Saint Peter mailing address yet remain outside of the City limits. We would not be able to collect from "Saint Peter" sales occurring outside of the City limits.

The Department could do a more detailed analysis if there is a wish for more exact data.

Please feel free to contact me if you have any questions or concerns on this agenda item.

TP/bal

Local Sales and Use Taxes

By Scott M. Kelly

The volatile nature of local government aid, underperforming enterprise funds, higher costs, and an increased reliance on the property tax system all contribute to the financial pressures cities face today. To provide the funding necessary for both today's needs and future vitality, cities are exploring additional, alternative sources of revenue. A growing number of cities have sought and obtained the authority to collect a local sales tax. This article provides a brief overview of local sales and use taxes in Minnesota.

History. Since the 1970s, local governments have lacked the independent authority to impose new taxes on sales or income. Cities must obtain special legislation authorizing the imposition of any local sales tax. To ease compliance costs and simplify administration, the Legislature has adopted model statutory language (Minn. Stat. § 297A.99) for the imposition and administration of new and pre-existing local sales taxes.

What's taxable? With certain exceptions, a local sales tax is applied to the same tax base as the state sales tax. Services performed will also be subject to the local tax if more than half of that service is performed with that local taxing jurisdiction.

What's not? Three basic types of sales are exempt:

1. Purchases shipped outside the taxing jurisdiction for use in a trade or business outside of the jurisdiction.
2. Purchases temporarily stored in the taxing jurisdiction before being shipped by common carrier for use outside of the jurisdiction.
3. Purchases subject to the direct pay provisions for interstate motor carriers under Minn. Stat. § 297A.90.

Complementary use tax. A complementary use tax is required in all jurisdictions where local sales taxes are

imposed. The tax is imposed on the consumption or "use" of taxable items where no local sales tax was paid, and generally on purchases by residents from sellers located outside the local taxing district. A use tax removes any disadvantage local businesses may suffer to competitors located outside the taxing area and not required to collect local taxes.

Resolution. Prior to requesting such enabling legislation, a city council shall pass a resolution indicating its desire to impose a local sales tax. The resolution must include:

- The proposed tax rate.
- The amount of revenue to be raised.
- The intended use for the revenue.
- The anticipated date when the local sales tax will expire.

Though required in the resolution, the actual tax rate will be set by the special legislation authorizing the local sales tax. Proceeds of a local tax must be dedicated exclusively for the payment of a specific capital improvement. Generally, a successful local sales tax will fund local capital improvement projects with regional significance, such as:

- Convention/Civic centers.
- Police/Fire stations.
- Transportation.
- Libraries.
- Sewer/Water utilities.
- Parks and recreation.

In most cases, a tax's duration will be the time necessary to yield revenue sufficient to retire the general obligation bonds used for financing.

Referendum. If authorized by the Legislature, a city must, prior to imposition, submit and obtain approval from its citizens through a referendum. Pursuant to statute, this referendum will be held:

- At a state general election (first Tuesday after the first Monday in November of an even-numbered year); or
- At a regularly scheduled city election.

At least 90 days prior to the referendum, the city must designate the specific capital improvement for which the special taxing is proposed. If approved by the voters, the city clerk will file with the secretary of state a certificate stating facts necessary to indicate a valid approval (the number of votes cast for and against approval at the election).

Administration, collection, and enforcement. Minnesota Statute § 297A.99 delegates the administration and collection of all local sales and use taxes to the commissioner of revenue. Local taxes are subject to the same penalties, interest, and mechanisms for enforcement as the state sales tax. Sellers are required to combine the state and local sales tax rates and apply that combined rate to the taxable sales price, rounding to the nearest full cent. Zip codes are used to determine whether a delivery sale is subject to local sales and use taxes. The state will deduct its collection and administrative costs from the collected tax revenue and pay the local taxing jurisdiction (city) on a quarterly basis.

Imposing/Repealing. A city is required to provide the Department of Revenue at least 90 days notice when a local sales tax is either imposed or repealed; Revenue is then required to provide at least 60 days notice to sellers of any changes by a local taxing authority. Imposition may only occur on the first day of a calendar quarter, and any repeal is effective on the last day of a calendar quarter. Local sales taxes must expire after the completion of a project. Cities need to wait one year after expiration before imposing a new sales tax for a new capital improvement project. ■

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