

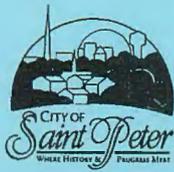


**CITY OF SAINT PETER, MINNESOTA  
AGENDA AND NOTICE OF MEETING**

City Council Goal Session, Monday, November 7, 2016  
Governors' Room, Community Center – 3:00 p.m.

- I. WELCOME**
- II. GOALS FOR THE DAY**
- III. RULES FOR THE DAY**
- IV. GOAL SESSION REPORT FROM 08292016**
- V. DEEP DIVE DISCUSSIONS**
  - A. Budget Process
  - B. City Government's Role
  - C. Items of Vital Importance
  - D. Commission Discussion
  - E. Fire Hall Proposal
  - F. Art on Transformers
  - G. Traverse Green Subdivision Outlot
  - H. Bid Processes
  - I. Money
  - J. Update on City/School Campus
  - K. SMMPA Solar Project
  - L. Generational Issues and Changing Process Expectations
  - M. Cooperative Efforts
  - N. Parks Master Plan
  - O. Sales Tax
  - P. Hospital Update
- VI. QUICK HIT DISCUSSIONS**
  - A. Council Technology and Stipend
  - B. Employee Housing Assistance Program Update
  - C. APPA Rally
  - D. Community Vision Plan For 2018-2019
  - E. Time Allocation For Council and Staff
  - F. Sister City Program
  - G. Organizational Health
  - H. Dogs in Parks
  - I. Community Center Leases
  - J. Others Items
  - k. Takeaways and Priorities
- VII. ADJOURNMENT**

Office of the City Administrator  
Todd Prafke



**I. WELCOME**

**II. GOALS FOR THE DAY**

A short discussion of priorities related to the agenda and what you see as the value of Goal Sessions and how to maximize it today and into the future.

**III. 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.

**IV. GOAL SESSION REPORT OF 08292016**

We will take a few minutes to review the discussion at the August 29, 2016 goal session.

**V. DEEP DIVE DISCUSSIONS**

**A. BUDGET PROCESS**

A review of the General Fund budget process and budget. If you want? My hope is to have a critical thinking discussion about the process we use, pros and cons to that process, and a short review of processes used by others and the outcomes we hope to get by any process we use.

**B. CITY GOVERNMENT ROLE**

1. Building Community
2. Local Leadership
3. Managing the business of the City
4. Promote Change

**C. ITEMS OF VITAL IMPORTANCE**

A review of this guidance or lens list with the potential for modification. My goal for your meeting is to think more about the list, priorities, future and how to use this as more than just a list.

**D. COMMISSION DISCUSSION**

1. Membership
2. Duties
3. Use
4. ^ vs v (Role of Council and Role of Commissions.)



**E. 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 Five Bugles and a discussion of funding.

**F. ART ON TRANSFORMERS**

A review of the importance of Art within our community and a spark of an idea to get your minds flowing.

**G. TRAVERSE GREEN SUBDIVISION OUTLOT**

A review of this project with specific look at the RFP process and. since we didn't get any responses. where should we go from here?

**H. BID PROCESS**

A review of your purchase policy with a specific discussion on the issue surrounding the purchase of products locally. What does the law say? What do you want to have happen? Is there room to make all of this fit together? Practically what do you want staff to do about any of this?

**I. MONEY**

1. Capital Planning
2. Sewer and Water Reserves
3. Assessment for Fire Calls
4. EDA Loans over last three years
5. Others

**J. UPDATE ON CITY/SCHOOL CAMPUS**

1. Fort Road Roundabout Cost Sharing
2. Park Financial Update

**K. SMMPA SOLAR PROJECT**

A review and update from your last discussion about solar and where you want to go. Where do you want to allow customers to go? Where do you want the City to go as a customer? Also a review of the solar goals you have reviewed in the past.

**L. GENERATIONAL ISSUES AND CHANGING PROCESS - EXPECTATIONS**

A discussion about the ever changing nature of our community and the impact that the younger generation will and are having on what you do



and how you do it. This falls into a category from one of your "Things of Vital Importance" - Changing Demographics.

**M. COOPERATIVE EFFORTS**

A review of these ongoing lists related to cooperative efforts with our partners and area organizations. (White Sheets)

**N. PARKS MASTER PLAN**

A review of the Parks Master Plan so that you can be in a position to take action in the near future.

**O. SALES TAX**

A review of this issue as the Council expressed a want to discuss this more from last time. A review of process, value, and your wants related to this might be in order.

**P. HOSPITAL UPDATE**

A review of River's Edge Hospital and Clinic by CEO Rohrich and whomever he brings with. This is will include a short financial update, an update as to the process and progress related to the discussion of building expansion and discussion on a time line for both Commission and Council to get together so that George and I can make sure you all have opportunity to be on the same page.

**VI. QUICK HIT DISCUSSIONS**

**A. COUNCIL TECHNOLOGY AND STIPEND**

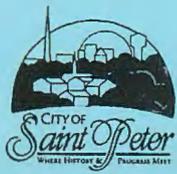
You have discussed this a few time related to Ipads, email and other things. My hope is to propose a small, inexpensive plan to move you forward related to technology and your meetings as well as a much larger discussion on a few of the other things we are doing on the tech front.

**B. EMPLOYEE HOUSING ASSISTANCE PROGRAM UPDATE**

A review of an updated program that I hope to use for you and promote with other private and public entities in our area whereby our/their money is matched by Greater Minnesota Housing Fund to provide housing entry assistance which has a ton of other benefits we can discuss.

**C. AMERICAN PUBLIC POWER ASSOCIATION RALLY**

The rally is coming up as is NLC. What do you want to do in 2017 and who do you want to do it?



**D. COMMUNITY VISION PLAN FOR 2018-2019**

This is an issue that has been discussed briefly with the School District and in a few other conversations. In 2018 it will be about 20 years since the last planning process was done. Is this something for which you want us to start getting the pieces in place? Does it have value? Would you get participation? Other questions we should ask ourselves should all be explored here, because if you want to do one it takes a bit of time and effort to get it set up.

**E. COUNCIL/STAFF TIME ALLOCATION**

A discussion about where you want your Council and staff time spent. I know you and we are all running pretty fast lately. Maybe it is time to talk about priorities on time, efforts we make, types of meetings we have and strategies to make this all more efficient if possible? There may be some trade-offs and the current level of time and effort may feel about right, but I think it is a good thing to discuss, at least for a short time ☺

**F. SISTER CITY PROGRAM**

An update on this activity and a discussion about value, need or want to fill what appears to be a void in energy and or leadership. Where do you want to go with this?

**G. ORGANIZATIONAL HEALTH**

1. Council on Council
2. Polling and Council Process

**H. DOGS IN PARKS**

A review of the Parks and Recreation Advisory Board recommendation on allowing dogs in parks based on your initial direction which was..."Do you think we should expand the parks were dogs can go in the City? Let's send that idea to the Parks Board."

**I. COMMUNITY CENTER LEASE**

A brief discussion on lease of the ECFE space at the Community Center.

**J. OTHER ITEMS**

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

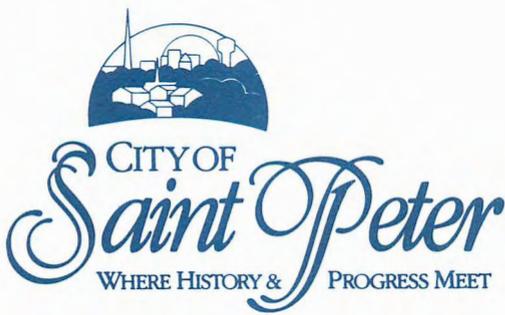


**K. TAKEAWAYS AND PRIORITIES**

Development of a list or priorities or takeaways so that we can review progress in the future. Also the other list of questions that I usually ask about food, place, visitors, facilitators and others.

**VII. ADJOURN**

Office of the City Administrator  
Todd Prafke



## Memorandum

**TO:** Honorable Mayor Zieman  
Members of the City Council

**DATE:** 09/07/2016

**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 August 29, 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 topics within the body of the meeting. These are not in prioritized order.

- The Council reviewed its' list of Items of Vital Importance and spent time in review and discussion on the current list. The list remains 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 participated in two exercises. One designed to stimulate discussion on issues surrounding City activities, provision of services, teamwork and communications. The second exercise was designed to provide an example and specific focus on the value of setting and articulating goals and the impact that has on our ability to efficiently and effectively determine the best methods to reach Council objectives.
- Members were provided a presentation on solar activities and opportunity for community solar through SMMPA. A considerable amount of information and time was spent on this area

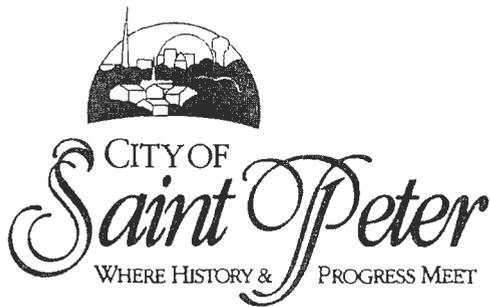
with conversation including cost to SMMPA, possible costs to potential local subscribers, and some of the tactics that could be used related to marketing comparison and overall costs. Members also discussed wishes related to renewable energy, not just solar, and staff was directed to continue to review the SMMPA program progress and to continue work based on the goals that have been previously established related to solar within our community.

- Members reviewed a sidewalk repair and placement program and its possible tax implications 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 start the process to get a draft contract with Five Bugles Design architectural firm and solidify planning cost using their assistance.
- Dog access to parks was also discussed and staff was directed to draft a change in the rules and ordinance to clarify use of trails and sidewalks for walking of pets. 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 a program designed to assist employees purchasing in the Traverse Green neighborhood as a way to increase recruitment and retention, but more importantly to stimulate other private and public sector employers to follow and tap into the matching funding that is available from Greater Minnesota Housing Fund. This provides additional assistance to working families which is the target of of this development.
- 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 is not just about organized athletic space, but also that needs for green space and non-organized use of facilities is also a priority.
- A transit update was provided by staff and included discussion on the primary goals that we share with the City of Le Sueur.
- Members received information on the plan to upgrade one of the current storage buildings at Public Works to expand our mobile equipment repair shop area. Targeting funding, need for more space and general plans were discussed. Staff was directed to continue to review and start the process to complete over the 2017 and 2018 years.
- 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.

- Council reviewed their Cooperative Effort List (White Sheets) and discussed issues related to partnerships and joint activities.
- Discussion was held on the process and planning related to Broadway Avenue between the Highway 99 Bridge and Minnesota Avenue. Discussion focused on plan, who decides and funding.
- Council reviewed the 2003 document entitled "EDA Option 2". This is the current philosophical basis for EDA activities and relationships with other economic development organizations. Council reviewed, in light of it's importance and historical perspective, the opportunity to review any needed modifications. None were made.
- Council received a short update on the AMI project that included meter purchases.
- A review of Parks vision agenda item and submittals from Damon Farber for parks was undertaken. Discussions on the submittals and how this consultant would be used with both the Park and Recreation Advisory Board and the City Council to provide additional expertise and balance within the efforts related to organized sport space and other recreational uses of our facilities.
- 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 as the meeting concluded at about 9:30 p.m.
- 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



## Memorandum

**TO:** Honorable Mayor Zieman  
Members of the City Council

**DATE:** 09/21/16

**FROM:** Todd Prafke  
City Administrator

Paula O'Connell  
Finance Director

**RE:** 2017 Preliminary Levy

### ACTION/RECOMMENDATION

Approve the attached resolution setting the Preliminary Levy for the 2017 year.

### BACKGROUND

Under State law the Council must take action to set a Preliminary Levy before the end of September.

Since the Levy is in many ways directly related to your budget, the Council has discussed both the Levy and Budget for 2017. Our recommendation and your plan for that budget and levy have been incorporated into the information that is provided below.

We continue to work to provide a budget that is based on Council priorities for our customers and taxpayers while providing the financial resources needed to maintain the quality and quantity of staff that provide those services.

We are proposing a budget and suggesting a Levy that will increase your projected tax rate from 47.27 to 50.85 based on a gross levy increase of \$259,029 or 11.34%. Continuing evolution of the tax capacity numbers will happen until the 2017 tax notices are distributed by Nicollet County. The projected 2017 tax capacity is based on a 3.5% increase, and again we will get a County determination of this value closer to December. Previous tax rates looked like this:

<u>Year</u>	<u>Rate</u>
2012	49
2013	50.67
2014	51.13
2015	46.79
2016	47.27
2017	50.85 (estimated)

What this means is, if a homeowner's property valuation hasn't changed from 2016, their City share of the tax bill on a \$150,000 home would increase approximately \$45.20 from the 2016 tax year. The preliminary levy certified to the County Auditor in September may be lowered, but not increased when the final levy is approved in December.

~~3~~

**Goals for this discussion are:**

- Provide an update on the 2016 projections and budget modifications.
- Provide information on the 2017 budget progress.
- Provide information that allows you to work towards a reasoned decision relative to the levy.
- This budget and levy, the means by which you provide for the policies you have in place, is a substantial opportunity for you to provide input in making this the Council budget and not the Staff budget.

This discussion will include a summary explanation of the budgets that we hope will enhance your understanding of the big picture of the budget. We hope to not get into the minutia of the budget exemplified by how many stamps we use or the number of handcuff keys we purchase, but rather to focus on the way this budget supports your wants and policies.

We continue to look at the General Fund and Special Revenue Fund budgets as a portion of a larger business and believe we are very cognizant of the impact that modification in any of these areas has on other portions of the City business. The 2017 budget is based on the ideas expressed below.

The changes within the budget, as compared to 2016, are highlighted below:

- LED crossing signals on Jefferson Avenue \$10,640.
- Ameresco is doing a study to determine if there are utility savings that can fund improvements to various City buildings. We should have a report back to determine if additional capital improvements will be made in 2017.
- Municipal Building maintenance in 2017 is proposed to include security issues, garage door replacement, paint, ceiling tiles, carpet, plumbing, and fixtures (\$53,600).
- The sidewalk replacement plan that has been discussed with the City Council includes \$100,000 in 2017 as well as \$100,000 to be planned for in 2018 and 2019 each. The change from the 2 year plan of \$150,000 to a 3 year plan of \$100,000 is a result of lower Local Government Aid (LGA) that we had projected and discussed at the budget workshop.
- Reconfiguring of a building at Public Works to house the Mechanic's shop. The anticipated budget for 2016 is \$86,013 and \$85,005 for 2017. This will be allocated between all funds and has an impact of \$68,407 to the General Fund over both years.
- Street maintenance for 2017 is planned for an additional funding of \$37,000 over your 2016 budget. Your ongoing street program provides maintenance on one of your biggest investments that is very expensive to replace. This number represents our best guess of inflationary impacts.
- Gardner Road intersections at Broadway and Jefferson will have additional work of \$350,000, which is anticipated to be funded with Municipal State Aid (MSA) funds. Gardner Road between the two intersections will have the majority of the funding coming from a Township grant. There could be a shortfall of the Township grant; however the remaining project cost would be eligible for MSA.
- Township Road 361 improvements are dependent on the State legislation opening up a township grant program again. No dollars are planned for this budget year on this project
- Broadway Avenue improvements funded by State, Federal and MSA are also anticipated for 2017. This project will include the use of MSA in the amount of \$400,000 (20% match plus 100% engineering).
- AED replacements and repairs are addressed for most of our facilities.

- Parks staffing is proposed to increase with an additional Groundskeeper starting in March as planned. There is also an additional revenue stream for this position which will be paid, in part, by an anticipated contract with School District 508 should that agreement come together.
- Members discussed and directed staff to work toward the completion of a gravel trail around Hallett's Pond. This was funded out of the 2016 Parks maintenance budget, but there is an anticipated additional cost of \$16,000 to address wetland credits in 2017.
- Working with Damon Farber Consulting to address park planning, signage and branding is budgeted at \$15,000 in 2017 and another \$15,000 in 2018.
- In the proposed 2017 Parks budget we are also recommending experimenting with providing additional "shade sail" units at various parks (\$18,000).
- Asphaltting the Jefferson Park parking lot (\$26,000) and adding ADA sidewalks (\$20,000) at Jefferson Park is also included in the General Fund budget.
- ADA sidewalk improvements at Warren Park (\$34,000).
- The Fire Department budget includes \$7,500 which will contribute a third year to a replacement fund for equipment items that have certification expiration needs. This is part of the plan you put in place about 3 years ago.
- The 2017 budget includes an allocation of \$2,500 for The Third Floor Youth Center. This is very much a wild card as School District 508 reconfigures their space midway through our fiscal year.
- The insurance fund doesn't have any contributions funding for the 2017 year. The projected 2016 ending fund balance is \$240,000. You may recall our target here is \$300,000, but it will deplete without further funding.
- The 2016 and 2017 revenue budgets also include the anticipated building inspection revenues spread over 3 years instead of collecting it all in 2016.
- The 2016 and 2017 expenditures reflect the use of \$405,000 in reserves to cover the expense of Magner Subdivision improvements. (This is in addition to the \$465,000 you previously designated for this use.) This was part of your plan for this development.
- Certified LGA increased \$17,505 for 2017.
- Health insurance renewal has been determined to be 15.9% increase.
- Senior Center staffing will be changing in the future, but the services are scheduled as in the past.

For 2017, we will use the same philosophy we have over the past years. We do not look at the total levy and then make cuts or additions. We look at the divisional budgets line by line and think about needs and priorities you have set, make changes, and then look at how that would influence the total.

The philosophy in the past was to bring you budgets based on the programs and service standards we have had in place without puffing it up needlessly, simply to be cut later in October or November to show how great a job we can do budget cutting. That is to say, we bring a budget that will provide for the operation you have told us you want. Reserves are used for emergencies or efforts that are unknown to us at this time. In some past years we have used reserves for a deal that is too good to pass up or to pay an unexpected costs. We do not believe that additional information about costs projected in a month or two will substantially impact our thoughts on needs and/or priorities so we don't plan to come back to you multiple times between now and December and modify the budget. It may be important to note that once the legislative session starts in 2017 there is always the potential for a change in the ground rules. Election results and budget surpluses or deficiencies at the State level all

influence those issues and right now, we do not have any supernatural ability to predict future outcomes.

We also believe the results from past budgets speak for themselves and that our budgeting philosophy has shown very positive results both from a financial and a service perspective. The positive results are measured by the deviation from budget at the end of each year. That deviation has been very, very small, except for the projected building inspections in 2016, as reported by the City's auditors. Further, the Council does not see a flurry of purchases at the end of each year based on the theory of, "if we don't spend it we won't get it next year." We just don't do that.

Lastly, based on State funding changes over the past eleven years, local property taxes are more heavily depended upon to make your operations go. Also, LGA continues to make up a large portion of our General Fund budget.

**Our Financial Position Today** - The City, as reported by our auditors, is in very good financial shape. The General Fund ended the 2015 year with revenues over expenditures by \$11,714 and reserves increasing to \$3,485,369. The projected change to fund balance in 2016 shows an anticipated decrease of \$63,948. Building permit revenue collected over three years instead of in 2016 contributed to this change.

**Working Plan Thus far** - The 2017 budget is not balanced. Expenditures will be greater than revenues. This is not a good or bad thing it is just the plan and we are happy that our understanding of these issues has evolved over the last number of years. Based on your Fund Balance Policy for the General Fund, which says the reserve should be "35% to 50% of the following years budgeted expenditures", we believe this is acceptable.

Based on the proposed budget, we will have a projected fund balance of \$3,207,198 at the end of budget year 2017. Based on our current projections, the reserve percentage for the end of 2016 will likely be approximately 46.8%, and end in 2017 at 44%. This doesn't include the restricted balance shown for Fire equipment (\$22,500).

It is important to note that wage changes, increases in insurance and small adjustments to fuel and other consumable items in your budget mean that each year, assuming no other changes take place, you will see an increase in cost somewhere between \$130,000 and \$160,000 in a \$7.2 million budget. If the State chooses to provide no additional revenue (LGA) and you choose no increase in revenue (Levy) or decrease in programs or services in any given year, you will have to make up that amount in future years. Our belief is that steady, moderate change over a number of years is better than large increases or decrease from year to year.

General Fund expenditures are planned for an increase of \$385,241 over the 2016 Budget driven by personnel costs, park improvements, City Hall maintenance, and capital. Alternatives to this increase are discussed later in the memo. Major changes have been made in the past due to the LGA reductions and trying to maintain reasonableness in our tax levy. The 2017 LGA was certified at the calculated rate instead of the additional amount discussed during the legislative session. This LGA calculation will give Saint Peter an additional \$17,505 instead of the \$75,000 that was originally projected in 2017.

Some of the tools used to provide the 2017 budget year include:

- Enterprise Funds transfers have been estimated based on projected sales for the 2016 year. This is a very conservative approach, but we have seen consumption reductions after an

initial rate increase in the past. Transfers will remain at 6.5% of sales for the Electric, Water, Wastewater, and Stormwater budgets. Please know that the transfers are based on percentage of gross revenue, so even though they are likely to change, we believe this assumption is appropriate as a starting point.

- Wage modifications for all union and non-union are about 3%.
- The Streets Division still operates with an Equipment Operator position going unfilled.
- We will continue to make operational changes that we hope will reduce overtime and may mean changes when and how some activities are undertaken. Except for the Police budget, we budgeted hours of overtime at the levels we have seen for 2011-2013. For Police this is the same methodology used in the 2016 Budget.
- Fire Relief Association levy remains at \$0 for the 2017 year. This is based on needs driven by investment income for the Association managed fund.
- We continue to self-fund a higher deductible for Property/Casualty Insurance coverage across all funds. We do not plan to transfer any funds to the insurance pool as the budget premium no longer offers a saving from the initial creation of this fund. After the claim deductibles are closed, the 2016 fund balance will be approximately \$240,000.
- 2017 Local Government Aid is not planned to be reduced from the anticipated amount. We plan to receive \$17,505 over the 2016 allocation.

**Projects in 2017 that are being planned include:**

- Equipment Certificate for \$398,462. These potential purchases will be discussed closer to the final budget approval and are not prioritized.

Parks:     \$45,000 – replace 1998 GMC  
              \$12,500 – add a Polaris ATV  
              \$6,500 – 50% share of a zero turn mower  
Streets:    \$225,000 – replace 1995 Tandem truck  
              \$20,000 - add rubber tire roller  
              \$18,000 - replace cold planer mill  
Fire:        \$23,640 - Fire pagers (could be funded by grant)  
              \$7,822 - Replacement of MSA Cylinders  
Elections:  \$40,000 – election voting equipment

Below are items that we discussed earlier and some items we just think you should have an opportunity to understand and discuss.

- Gardner Road intersections will have \$350,000 of improvements.
- Additional parks improvements.
- There is no funding in the budget for Pavilion work. Our planning, thus far, has been to work to solicit other people's money (OPM) once a scope is determined. We will continue to pursue bonding and other grant opportunities more vigorously.
- Magner Subdivision development for City/School facilities- includes \$321,100 in 2016 and \$83,900 in 2017 to transfer to the parkland dedication fund. This is an amount to add to the 2015 transfer of \$465,000 for improvements that we will likely see in 2016 and 2017 of approximately \$1.2 million. Proceeds from the sale of the ponds east of Saint Peter are also anticipated to fund this project.
- There will be other small modifications to fees, which are insignificant to the budget, but more reflective of actual costs.
- The budget includes Coalition of Greater Minnesota Cities membership (\$19,000).

- You have also discussed other long term projects for the future that are not funded as a part of this budget. Minnesota Square Pavilion, Fire Hall (we have included some professional service money for this as directed by Council), City Hall, Township Road 361, are probably the most notable. Transit cooperation with the City of Le Sueur is in progress to combine services. We will know more about any additional financial needs as we start operations.
- Enterprise Funds may see changes to costs including an anticipated 2% increase in 2017 by Southern Minnesota Municipal Power Agency (SMMPA). A preliminary look at your Wastewater budget points to no change in rates and the Water budget is still a bit up in the air. We will also have discussion on the philosophy of increasing water rates or transfers from wastewater to fund future debt service. This discussion likely occurs as a part of those Water and Wastewater budget discussions.

### **Special Revenue Funds:**

The Library fund has been allocated the same tax levy as it has for the last four years. The fund balance is projected at 19.6% and is continuing the same programming as in 2016. The State requires a minimum maintenance of effort, which means they regulate how much is required to be contributed to library systems by cities and counties. The amount for 2017 is \$235,561 and we will be in compliance when in-kind costs are included in the calculation. With 2013-2017 showing a planned decrease in fund balance, we are going have to either make a change to programming, increase revenues, or increase property tax levy to maintain a reasonable fund balance in the future. That future can be now or over the next year. No levy increase is planned for the 2017 year.

Operations of the Community Center have not been funded by tax levy, but the remaining debt is being covered 100% by tax levy. The "Conduit Agreement" that is in place to fund Community Center operations will end May 2017. This decline in revenue, along with the decline in leases, contributes to a negative operations in 2017. With the approval of a new conduit agreement, the fund balance could be restored. However, the Council may need to make changes from the current plan. Again, those changes can come between now and 2018. Some options may include a levy for operations in 2020 when the debt service is repaid, or revenues from a new conduit agreement made after the expiration in 2017.

### **Miscellaneous things to consider -**

- As always, our goal is to construct a budget that meets your goals and priorities. We have provided additional information so that the Council might be able to determine if this budget does that.
- There are many, many requests that go unfilled; a large number of those are removed at the Department or the Administrative level. We continue to under-fund depreciation on assets and road maintenance. That is not only the case in Saint Peter, but in just about every community in the state.
- Our dependence on Local Government Aid remains significant.
- This budget delays some capital equipment wishes that in past years we may have funded. Some of these reductions are made because our needs have changed and others because we continue to work to be good stewards of the resources. Some are done with the hope that we can limp to another year based on cost of money or serviceability. Others are done because we believe strongly in the idea of budget responding to our customers and the services you wish to see provided.

- We will be prioritizing things like weed control and repairs throughout our various facilities and our efforts will be focused on areas with customer needs as the driving force behind the prioritization.
- You can change how you look at resource balance between tax driven and Enterprise Funds. In the past we have maintained a very specific percentage of gross revenues of Enterprise Fund transfers to the General Fund. This budget anticipates no change in that balance. The Council could change that area if you wished. We will have the ability to discuss the general impact of changes in that balance if you wish. A slight twist to that may be the additional use of Enterprise Funds in a more targeted way. We can discuss this now, but it may be a more valuable discussion during your Enterprise Fund workshops that will come up in the near future.
- We have also assembled a list of some of the “outside the box” ideas that may assist us in our budget balancing. All of these need more discussion prior to any implementation because most represent a policy change and, frankly, a large shift in what our operations model has been in the past. Some of those are:
  - Additional modification to fees. (Yearly adjustments are always done)
  - Payment in lieu of taxes from other entities that are not taxed now. (This is an effort that may take a number of years to execute.)
  - Modification to assessment policies that put more burden on individual taxpayers rather than the General Fund. The last changes you made put additional cost on the General Fund by transferring alley skirting from being assessable to being paid by the City.
  - When to take savings from the Insurance Fund.
  - Additional Enterprise Funds contributing to the General Fund.
  - Targeted utility increases.
  - Franchise fees (as exemplified by a natural gas fee).
  - Sales Tax targeted towards specific capital improvements.
  - Use of other funds to transfer in revenues.
  - Any others you may have or we may come up with.
- It is important to understand that our reserves are within our fund balance policy, but there are still areas of volatility that could substantially influence the final 2017 outcome. Those items that are our highest concerns include:
  - State aids; LGA in particular. A bigger picture discussion and plan may be needed in this area. That discussion could focus on alternative sources of revenue and what should or could be done to limit our dependence on LGA.
  - Natural or manmade events. A great example might be a relatively small natural disaster or a major crime against persons. These have the potential to tip the budget off plan with overtime and other costs. Our plan continues to contemplate that reserve funds will have to meet those needs should a disaster occur. We will continue to worry about people first and money second.
  - Supply costs and, in particular, fuel. This is just a very difficult area to project as are all energy costs. Energy and fuel affects all aspects of our operations.

Attached are some summary sheets for budgets supported by the property tax levy. These funds are reviewed and discussed by the City Council during the course of our budget process.

~~15~~

## **Fiscal Impact:**

The preliminary tax capacities for the payable 2017 year have been projected at a 3.5% increase. We will have the actual numbers from the County for the final levy in December.

We have proposed operation budgets for the General Fund of \$7,283,575 and a transfer to Parkland Dedication of \$83,900, Special Revenue Funds of \$1,787,001, Debt Service Funds of \$1,599,163, Capital Funds of \$1,296,462, and Agency Funds of \$6,815. All purchases and projects must again be approved by the City Council if they exceed the amounts in the purchase policy.

Another important consideration is reserves. Our General Fund reserves have increased from 37.4% to 46.8% since the end of 2008 to the projected 2016 year. This has been planned so that we can meet some of the financial challenges that we face each year. This was done through cost savings and the budget modifications that you have reviewed and implemented. In addition, due in part to substantially reduced reserves in your largest Enterprise Funds, this level of reserve helps in meeting your cash flow needs.

Generally speaking, an increase in your levy of \$10,000 means an increase in your tax rate of .20. A decrease in your levy of \$10,000 means a decrease in your tax rate of .20.

## **Alternatives and Variations**

There are so many variations that we could review and frankly, we would not know where to start. Here are a few that may help you think in different ways.

- Lower the gross levy to meet any Tax Rate or other goals you may wish to put in place. This provides opportunity to say we are reducing the levy. There may be value to that symbolism, but that value is a Council decision.
- Additional cuts. This would mean changes in service levels compared to the 2016 year. That is something we can review, but again our mission here has been to tell you the cost to provide services as you have directed.
- Put more capital purchases on the equipment certificate, which would lower this year's levy but increase future year levies. There is \$335,000 of capital equipment remaining in the General Fund budget. The converse of that is to spend reserve rather than issuance of Equipment Certificate. There are some interesting things we could do here, but all certainly fall within the realm of Council sense of what is best.
- Add new or reinstate previously cut services into the budget with additional levy or with the use of reserves. Again, this is a call for the Council to make. One caution here...if we believe that changes to LGA and other funding sources is not just a one or two or three year blip, then changes to service levels or changes in taxes seem inevitable. If that is true, we are unsure of the value of providing services on a year-by-year basis. By that, we mean it seems strange to provide a service in 2016 and then in 2017 we discontinue it and then in 2018 we provide that service again. It is confusing to our citizens. Again, we are not sure that helps the quality of life for the members of our community. It is also costly in both money (start and stop costs) and morale to be on again/off again. Those too are real costs.

- Restrict or assign reserves within the fund balance policy to a building fund or further lower existing debt with higher interest rates. You did this with the Community Center in 2013 and could do it again or plan for a future project.
- There are many, many more.

The attached resolution adopts the preliminary levy and identifies the regularly scheduled Council meeting at which the budget and levy will be discussed and the final levy determined.

In summary, we are proposing a budget and suggesting a Levy that will increase your projected tax rate from 47.27 to 50.85 based on a gross levy increase of \$259,029 or 11.34%. The 2017 budget is not balanced. Expenditures will be greater than revenues. Based on the proposed budget we will have a projected fund balance of \$3,207,198 at the end of budget year 2017. Our current projections show the reserve percentage for the end of 2016 will likely be approximately 46.8%, and end in 2017 at 44%. Again, what this means is if a homeowner's property valuation hasn't changed from 2016, their City share of the tax bill on a \$150,000 home would increase approximately \$45.20 from the 2016 tax year.

Please let us know if we can provide any additional information or clarify anything before your Council meeting on Monday. We will have the usual graphs, charts and other visuals that you have seen in previous years.

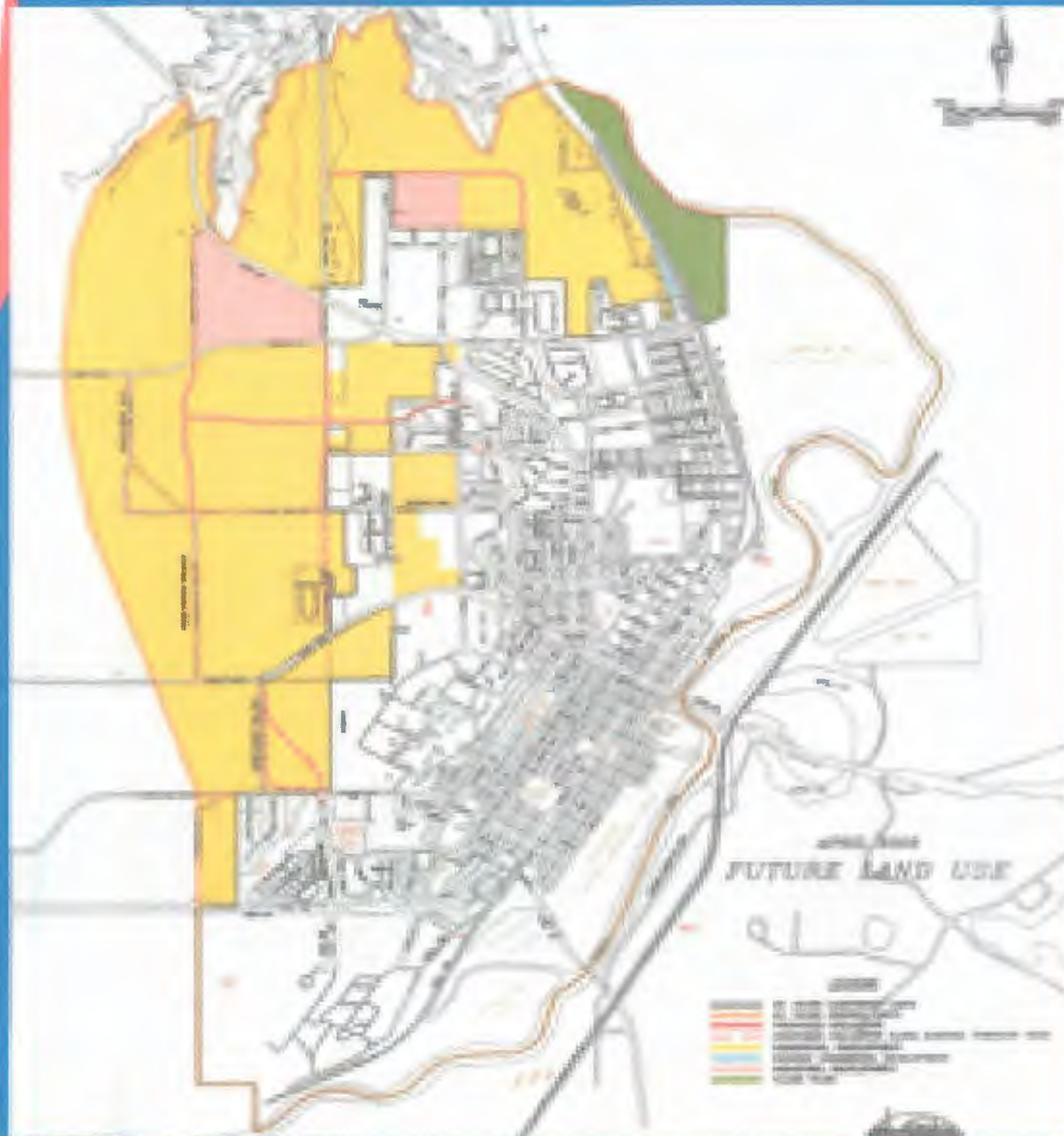
Please feel free to contact us if you have any additional questions or concerns on this agenda item.

TP/PO

# ITEMS OF VITAL IMPORTANCE

- 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 Big Picture



- 2800
- 2200
- Infrastructure
- Future
- Cooperative Planning

# Elected Officials' Duties & Responsibilities

It is the duty of the mayor, clerk, and councilmembers to ensure the city fulfills its duties under the law and lawfully exercises its powers.

City officials can sometimes be held personally liable for failing to act or for taking unauthorized actions on the part of the city. To avoid personal-liability lawsuits, city officials should gain a working knowledge of the laws that regulate city government. Whenever there is any doubt about the validity of an action or procedure, city officials should consult their city attorney.

## **Role of the individual councilmember**

---

Councilmembers' statutory duties are to be performed, almost without exception, by the council as a whole. For example, the council, not individual members, must supervise administrative officers, formulate policies, and exercise city powers.

Councilmembers should devote their official time to problems of basic policy and act as liaisons between the city and the general public. Councilmembers should be concerned, not only with the conduct of daily affairs, but also with the future development of the city.

The most important single responsibility of a council member is participation at council meetings. In statutory cities, each councilmember, including the mayor, has full authority to make and second motions, participate in discussions, and vote on every matter before the council.

In a statutory city, any two councilmembers of a five-member council or any three members of a seven-member council may call a special meeting. Care should be exercised to give proper notice, however.

## **Role of the council**

---

As individuals, council members have no administrative authority. They cannot give orders or otherwise supervise city employees unless specifically directed to do so by the council. The council, however, has complete authority over all administrative affairs in the city. In Plan B cities, this authority is generally restricted to conducting investigations and establishing policies to be performed by the manager.

The major areas of council authority and responsibility are:

Judging the qualification and election of its own members

Setting and interpreting rules governing its own proceedings

Exercising all the powers of cities that the law does not delegate to others

Legislating for the city

Directing the enforcement of city ordinances

Appointing administrative personnel

Transacting city business

Managing the city's financial operations

Appointing members of the boards

Conducting the city's intergovernmental affairs

Protecting the welfare of the city and its inhabitants

Providing community leadership

20

Other specific powers

## Role of the mayor

---

As the head of the city, the mayor officially speaks for both the government and the community as a whole. In all statutory cities and in most charter cities, the mayor is the presiding officer and a regular member of the city council. The mayor has all the powers and duties for the office of council member in addition to those of mayor.

In a home rule charter city, the charter spells out the duties and responsibilities of the mayor. Mayors of statutory cities have the following roles:

### Official head of the city

- The mayor usually serves as the city's representative before the Minnesota Legislature, federal agencies, and other local governments.
- The mayor usually greets important visitors, gives formal and informal talks, and takes part in public events.
- The mayor often exerts leadership in city affairs. Because the mayors of statutory cities lack significant individual authority, this responsibility frequently calls for tact rather than overt acts of direction or supervisory control.

### Executing official documents

### Power to make some appointments

### Presiding officer at council meetings

### Weed inspector

- The city may also appoint assistant weed inspectors, who have the same power, authority, and responsibility of the mayor in the capacity of weed inspector

### Election duties

### Investigating fires

### Declaring local emergencies

Read more detail on the duties and responsibilities of elected officials in the Handbook for Minnesota Cities (*Link to: <http://www.lmc.org/page/1/resource-library.jsp?pageId=1608>*)

Return to Overview of Minnesota City Government (*Link to: <http://www.lmc.org/page/1/overview-city-gov-mn.jsp>*)

## Your LMC Resource

---

Research & Information Service staff are at the ready to help you apply our broad knowledge to the issues you're dealing with today.

Access online form to submit a question (preferred route) (*Link to: <http://www.lmc.org/page/1/submit-research-inquiry.jsp>*)  
(651) 281-1200 or (800) 925-1122

## More Resources on Duties & Responsibilities

The following resources provide additional information about city government in Minnesota:

View Information Memo: Meetings of City Councils (pdf) (*Link to: [http://www.lmc.org/media/document/1/meetings\\_of\\_city\\_councils.pdf?inline=true](http://www.lmc.org/media/document/1/meetings_of_city_councils.pdf?inline=true)*)

Access the Handbook for Minnesota Cities (*Link to: <http://www.lmc.org/page/1/resource-library.jsp?pageId=1459>*)

Access the HR Reference Manual (*Link to: <http://www.lmc.org/page/1/hr-reference-manual.jsp>*)

# The Role of Citizen Advisory Boards in Local Government

Volunteer citizen advisory boards are an integral part of American local government. The creation of advisory boards is a way for local governments to engage citizens in the democratic process. Their primary purpose is to provide judicious advice from a citizen perspective. The activities of an advisory board may include the study of critical issues, taking public testimony, performing independent research, and reviewing staff reports and recommendations. These prepare the advisory body to discuss, analyze, formulate, and forward well-developed, thoughtful recommendations to the legislative body.<sup>1</sup>

Advisory bodies help plan the future of their communities. Citizen participation is considered a right and a responsibility by many civic-minded leaders throughout the country. This philosophy is reflected in many policy statements relating to the use of advisory boards. An example is the City of Spokane's policy:

It is the policy of the city to utilize citizen boards, commissions, committees and other groups to aid the process of effective, responsible and efficient government by: marshalling and channeling the resources of expertise and insight available in the community to complement the judgment of the council and professional staff; providing more available forums for dialog and public hearings; providing mechanisms appropriate for the ascertainment of facts and the discernment of views; and broadening the base of citizen participation in the processes of self-government.<sup>2</sup>

## Benefits of Using Advisory Boards

Ideally, advisory boards bring together citizen views that might not otherwise be heard. They are made up of persons of wide-ranging interests and expertise who want to participate in public service, but who may not wish to hold a public office. Participation on advisory boards may serve as a training ground or stepping stone for qualified persons who are interested in seeking public office. More specifically advisory bodies can:

- provide assistance to the legislative body when formulating public policy and help transform policy decisions into action
- address issues of interest or conduct background work on technical or politically sensitive issues
- serve as a way to build public consensus on controversial issues before elected officials make a decision
- give the community a forum for discussion in greater depth than is possible before a legislative body

---

<sup>1</sup>Adapted from Olympia's Advisory Committee Roles & Expectations, City of Olympia Web:  
[http://www.ci.olympia.wa.us/citygovernment/advisory/Roles\\_Expectations.htm](http://www.ci.olympia.wa.us/citygovernment/advisory/Roles_Expectations.htm), last updated, 6-19-2006.

<sup>2</sup>Spokane Municipal Code, Section 4.01.010 – Policy on Boards, Commissions and Other Administrative Agencies.

- provide a more thorough review of complex and significant matters than a part-time council may be able to give
- provide expertise without expending budget money, and
- assist in the resolution of conflicts<sup>3</sup>

---

<sup>3</sup>“Citizen Advisory Boards and Committees,” Chapter 3 in *Elected Officials Handbooks: Handbook 2 Building a Policy-Making Team*, 4<sup>th</sup> edition, (Washington, DC: International City/County Management Association, 1994).

For additional discussion, see “Cooperative Achievement: Elected Officials and Advisory Boards Work Together to Strengthen Their Cities,” by Marilyn Crotty, *Quality Cities*, Florida League of Cities, March/April 2004.

## ***2 Local Government Citizen Advisory Boards***

## **BOARD OF APPEALS AND ADJUSTMENT**

The Board of Appeals and Adjustments is established in Section 11.29 of the City Code. The Board has the power and duty to hear and decide appeals where it is alleged there is error in any order, requirement, decision or determination made by the Zoning Administrator in the enforcement of the City Code; to hear and decide only such conditional uses as the Board of Appeals and Adjustments is specifically authorized to pass on by the terms of the City Code; and to authorize, upon appeal in specific cases, such variance from the terms of the Zoning Code as will not be contrary to the public interest where, owing to special conditions, a literal interpretation and enforcement of the provisions of this Chapter would result in unnecessary hardship. The Board of Appeals and Adjustments meets as necessary.

## **CIVIL SERVICE COMMISSION**

The Police Civil Service Commission is created pursuant to Minnesota State Statutes Chapter 419. The purpose of the Commission is to service all Police personnel needs including, but not limited to employment, promotions, demotions, discharges, transfers, testing, certifications, lay-offs, resignations and reinstatements by employees of the department as defined in the Rules and Regulations of the Saint Peter Police Civil Service Commission. The Civil Service Commission meets as necessary. Meetings are most usually at 7:00 a.m. at City Hall.

## **ECONOMIC DEVELOPMENT AUTHORITY**

The Economic Development Authority (EDA) is created pursuant to Minnesota Statutes Chapter 400. The appointment of an Economic Development Authority is intended to provide the City with a board comprised of representatives from both City government and private enterprise, capable of administering business incentives and other economic development measures. The EDA is the main economic development board for the City and is under the authority of the City Council. The primary responsibilities of the EDA are advisory functions relative to commercial and industrial development and redevelopment. The EDA meets on the fourth Thursday of each month at 12:00 noon.

## **HERITAGE PRESERVATION COMMISSION**

The Heritage Preservation Commission was created as an advisory Commission to develop guidelines or standards to carry out the Heritage Preservation guidelines. Those guidelines or standards address the application of the Ordinance by developing and preserving structures within the Heritage Preservation District by providing standards for design, signs, materials, and the like. The HPC meets on the last Tuesday of each month at 5:30 p.m.

## **HOSPITAL AND NURSING HOME COMMISSION**

The Commission has charge of administration, operation, and maintenance of all hospitals and nursing homes, now or hereafter, owned by the City. The Commission has the power to hire a superintendent of hospitals or nursing homes and all other necessary employees, to fix and pay their compensation, to reimburse officers and employees for expenses necessarily paid or incurred in the performance of their duties, to require a bond of any officer or employee and pay the premium thereon; to effect all necessary insurance; to make repairs of the hospital or nursing home buildings and their contents; to purchase all necessary equipment, apparatus, and supplies; to receive and to accept, with the approval of the Council, on mutually agreeable terms all donations for hospital or nursing home purposes; to establish such committees as it may see fit; and to make

rules relating to its own procedures and to the administration, operation, and maintenance of such hospitals. The Hospital Commission meets on the fourth Wednesday of each month at 12:30 noon.

### **HOUSING AND REDEVELOPMENT AUTHORITY**

The Housing and Redevelopment Authority was created pursuant to Federal and State Statutes for the purpose of operating and maintaining public housing in Saint Peter (Park View Manor). The Housing and Redevelopment Authority may also serve as a review board for other community development activities relating to housing and urban redevelopment. The HRA meets on the first Monday of each month at 3:30 p.m.

### **HUMAN RIGHTS COMMISSION**

The purpose of the Commission is to secure for all citizens equal opportunity in employment, housing, public accommodations, public services and education and full participation in the affairs of the community by assisting the State Department of Human Rights and implementing the Minnesota State Act Against Discrimination (M.S. 363) and by advising the Council on long-range programs to improve community relations in the City. The City Council sits as the Human Rights Commission and meets as needed.

### **PUBLIC LIBRARY BOARD**

The duties of the Public Library Board, as described in Section 2.17 of the City Code and the Board by-laws, is to make recommendation regarding policy of the library, programs and operation of the library and library buildings; monitor and advocate for legislation that is appropriate to public libraries; cooperate with other public officials and boards; maintain positive community relations; and carry out other duties as assigned by Ordinance or resolution of the City Council. The general Minnesota State Statutes that apply to the operation of a library board and public library shall govern the appointment of the members, their tenure and their power and duties. The Library Board meets every other month (beginning in January of each year) at 5:30 p.m.

### **PARKS AND RECREATION ADVISORY BOARD**

The Parks and Recreation Advisory Board is established to study the needs of the City in the area of public parks and recreational programs and to make recommendations to the City Council on park and recreation policies. The duties and responsibilities of the Parks and Recreation Advisory Board shall include, but are not limited to the following: review and make recommendations to the City Council on park and recreation policies; review the need for additional park land; prepare a park land acquisition and development plan; prepare a capital equipment and improvement program for the park system; make annual budget recommendations; study and recommend park and recreational programs and activities; study and meet with other governmental organizations and bodies on the use of parks; and serve as the City's Tree Advisory Board. The Parks Board meets on the third Monday of each month at 7:00 p.m.

### **PLANNING AND ZONING COMMISSION**

The function and duties of the Planning and Zoning Commission include preparation of a Comprehensive Plan for the physical development of the City, including proposed public buildings, street arrangements and improvements, public utility services, parks, playgrounds, and other similar developments, the use of property, the density of population, and other matters related to

the physical development of the City. The Commission may also prepare a revised Zoning Plan and an official map of the platted and unplatted portions of the City and adjoining territory, or portions thereof, indicating upon such map the proposed future extensions or widening of streets of the City. The Planning and Zoning Commission reviews all proposals for land development that are affected by zoning, conditional use permits, annexation, and subdivision regulations. The Planning Commission meets on the first Tuesday of each month at 5:30 p.m.

### **TOURISM AND VISITORS BUREAU**

The Tourism and Visitors Bureau is established in the City Code. Ninety-five percent (95%) of the proceeds obtained from the collection of lodging taxes must be used to fund a local convention or tourism bureau for the purpose of marketing and promoting the City as a tourist or convention center. This authority is provided to the City in accordance with Minn. Stats. Chap. 469. The Tourism Bureau meets on the fourth Friday of each month at 8:00 a.m.

September 29, 2016

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

**RE: Proposal Supplement**

Dear Todd,

Thank you for contacting us for clarity on the reimbursable expenses indicated in our proposal dated July 8, 2016. The following is a not to exceed proposal amount and break down of how the number was achieved:

**We can provide the services in our proposal with a not to exceed reimbursable expenses of \$8,500.** These costs will be invoiced at our cost (1.0 x cost incurred) with mileage being charged at current federal reimbursement rates. Examples of expenses that you can expect to see invoiced under this category include mileage and meals as well as postage and printing.

**Study Phase** **\$2,000.00**  
Assumes as many as 5 meeting in St. Peter and up to 20 copies of a full color report of the findings for your use.

**Design Phase (schematic design thru construction documents)** **\$2,500.00**  
Assumes as many as 24 trips to St. Peter for design related meetings and presentations to your council. The figure includes printing of a reasonable number of review and record sets for your use.

**Construction and Bidding Phase** **\$4,000.00**  
Assumes 36 trips to St. Peter over a 10 month construction time frame. This figure does NOT include money for distribution of documents to bidders, but assumes an electronic bid distribution system as well as electronic shop drawing review.

Not included in the above would be computer renderings of the final design. We find these generally cost between \$2,500 and \$3,500 each should you desire us to have one created.

If you have any additional questions regarding these figures, please contact us.

Best Regards,  
Five Bugles Design



Michael Clark, AIA  
Market Sector Leader

## Barbara A. Luker

---

**From:** Michael Clark - Fivebuglesdesign <mclark@fivebuglesdesign.com>  
**Sent:** Thursday, September 29, 2016 3:59 PM  
**To:** Todd Prafke; Barbara A. Luker  
**Subject:** proposal supplement  
**Attachments:** Proposal supplement 160929.pdf

Todd,

Let me know if this is what you are after.

You seem to be putting budgets together. If you need assistance let me know. A few things to think about:

1. FF&E (Furniture, fixtures and equipment): we usually figure about 5-8% of construction
2. Technology (radios, computers, alerting systems: We usually figure around 5% of construction unless a radio tower is needed...then its more)
3. Legal and Bonding: 5% again.
4. Owner Contingency 5%

You can see that soft costs for all of this can easily get to 30% of the project budget.

I would be happy to share more if you give me a call.

Michael Clark, aia  
market sector lead

contact: 612-840-3773  
email: [MClark@FiveBuglesDesign.com](mailto:MClark@FiveBuglesDesign.com)



A division of ADG Architects

Eau Claire: Building D04 Suite 202 | Mailbox 2 | 800 Wisconsin St. | Eau Claire, WI 54703 |  
Minneapolis: 4715 Pilgrim Lane N, Minneapolis, MN 55442 | t: 715.832.4848 | f: 715.514.1860 |

[www.fivebuglesdesign.com](http://www.fivebuglesdesign.com) | [www.adg-architects.com](http://www.adg-architects.com)

## **2014 CityArt On the Go REQUEST FOR PROPOSAL**

The CityArt Committee, a program of the City Center Partnership, seek to commission multiple artists for the 2014 *CityArt On the Go*, traffic signal mural project. Seven (7) locations have been determined in City Center Mankato, MN (see attached). The murals are intended to enhance the aesthetics of the City Center using traffic signal control cabinets already in place. A selection committee will select the artists for this second phase of the multi-year project.

### **SUBMISSION INFORMATION**

Proposals will be received by the City Center Partnership

#### **2014 CityArt On the Go**

Submittal Deadline: Friday, August 1, 2014

\$10 application fee

Via email to [nlawton@citycentermankato.com](mailto:nlawton@citycentermankato.com)

By mail to City Center Partnership  
Noelle Lawton, Special Initiatives Coordinator  
CityArt On the Go  
PO Box 193  
Mankato, MN 56002

A copy of the Request for Proposal (RFP) may be obtained as follows:

1. Download the RFP from the CityArt website at [www.cityartmankato.com](http://www.cityartmankato.com)
2. Hard copies available at: City Center Partnership Office, 209 S Second St, Mankato, MN 56001  
AND Twin Rivers Council for the Arts, 523 S Second St, Mankato, MN 56001

### **CONTACT INFORMATION**

Questions concerning scope of project and submittal process should be directed to Noelle Lawton, Special Initiatives Coordinator at 507-385-6671 / [nlawton@citycentermankato.com](mailto:nlawton@citycentermankato.com)

### **PROJECT**

The City Center Partnership/CityArt Committee of Mankato, MN is requesting artist proposals in an open competition for artists to create original murals on identified traffic signal control cabinets (TSCC) sited within the Mankato City Center. The goal of the project is to enhance the aesthetics of the City Center, increase pedestrian traffic and extend public art to new areas of the Mankato City Center. The TSCC's are functioning units and need to be opened periodically by utility personnel.

For examples of work done in the first phase of the project, visit:

[http://www.cityartmankato.com/on\\_the\\_go](http://www.cityartmankato.com/on_the_go)

**Locations** – A maximum of seven (7) TSCC's will be selected for artwork in this second phase of the multi-year project. The CityArt Committee has selected TSCC's located along Madison Ave, Riverfront Drive and Second Street. Each is in a location that provides a safe environment for artists to work and maximum visibility for pedestrians and drivers. Each available TSCC has been designated for paint or vinyl. Dimensions of the TSCC are generally 56"H x 44" W x 26"D. Art should cover all sides and top of the box. Designs should take into consideration that the TSCC will be visible for short glimpses of passing vehicles and some will have more pedestrian traffic than others.

\*New this year – several of the TSCC's have been designated as 'paint only'. We are asking that the artist paint all of the utility boxes at the location, not just the largest box. See attached "Available TSCC Locations" document for specific locations and designations.

**Safety & Durability** – The artwork is intended to be a permanent addition to the Mankato City Center. The painted TSCC's should last 25-30 years; the vinyl wraps should last 5-7 years. Design and installation must consider that the work will be situated in a public location and subject to the elements and potential vandalism. Access to the boxes and to the contents of the boxes must be possible at any time. The contents of the boxes have the potential to generate extreme levels of heat. The existing required labeling for each TSCC must remain visible. The hinges on each box that open the cabinet are NOT to be painted.

#### **ARTIST ELIGIBILITY**

The project is open to any and all artists. All eligible applicants, regardless of race, sex, religion, nationality, origin or disability will be considered. In an effort to compile a diverse collection of artwork and artists, individuals will be awarded no more than two (2) commissions in a twenty-four (24) month period.

#### **TIMEFRAME OF COMPLETION**

Artists doing vinyl wraps need to have their image(s) ready to print by **September 1<sup>st</sup>** to SignPro of Mankato. Vinyl wraps will be professionally installed by SignPro.

Artists doing paint will complete their TSCC(s) from **September 12 – 20** (weather permitting). Please see detailed timeline at the end of this document.

#### **ARTIST STIPEND**

The total budget for each TSCC (paint or vinyl) will be \$1,000 and includes all materials, artist labor, travel and other incurred expenses. Artists will receive half of their compensation before they begin the project and the last half once the project is complete. Please note that the cost for creating and installing a vinyl wrap is \$700.00

#### **MATERIALS**

**Painted TSCCs:** Artists painting the TSCCs will use a 4-step process: applying primer, painting the design, applying a protective isolation coat and applying the final protective varnish or clear coat. **It is imperative that the artist apply all 4 steps to ensure maximum lifespan of the mural (failure to do so will result in withholding of stipend).** The CityArt Committee has specified the following acrylic-based products for use. Artists must use recommended paints as they are high quality, outdoor paints:

1. **Primer:** Zinsser BULLS EYE 1-2-3 (available at paint and hardware stores in Mankato).
2. **Paint:** The companies listed have technical tips on their websites related to painting murals. For example, some colors have a longer lifespan than others (some reds and yellows fade rapidly – discuss specific color with company).
  - a. Golden Artist Color ([www.goldenpaints.com/products/color/index.php](http://www.goldenpaints.com/products/color/index.php))
    - i. (Available at Michaels and other area craft stores)
3. **Isolation Coat** (layer between paint and protective clear coat)
  - a. Golden Artist Color: Soft Gel Gloss
    - i. ([www.goldenpaints.com/products/medsadds/gels/gels.php](http://www.goldenpaints.com/products/medsadds/gels/gels.php))
4. **Protective Varnish/Clear Coat**
  - a. Golden Artist Color: MSA Varnish
    - i. ([www.goldenpaints.com/products/varnish/msa.php](http://www.goldenpaints.com/products/varnish/msa.php))

**IMPORTANT: Do not paint over door hinges, door handles, locks, key holes, or glass windows.**

**Vinyl TSCCs:** Artists producing “digitally enhanced works” may choose a printed vinyl wrap. Artists applying vinyl will have a one-step process: designing the vinyl wrap and sending the image to SignPro. Artists must use the designated sign company, SignPro of Mankato, to produce and install the vinyl wrap.

#### **DESIGN CRITERIA**

- Artwork must be original and may not be work that has been sold or reproduced in any way.
- Design must include all sides of the TSCC and top.
- Designs must not contain any representations of traffic lights, signs or signals.
- If the design is to include text, it must be included in the design application. TSCC’s may not be used for advertisement or to promote a business, product or viewpoint.
- Designs may not include any breach of intellectual property, trademarks, brands, images of illegal activity or involve the attachment of any objects to the box.
- Designs should not mimic or take the style of graffiti.
- The finished artwork will be in the public domain and therefore may be subject to vandalism. Accordingly artists should be thoughtful about having large open areas in the design. For example, large areas of a single color might give a vandal the perfect spot to deface the work.

*CityArt On the Go* is designed to enhance the Mankato City Center by adding works of art to streetscape on surfaces. Artwork on TSCC’s function as a form of communication to a moving audience with the goal of creating a safe, inclusive and interesting environment. Successful proposals will foster community pride and convey the sense of community. When designing your artwork, think of the relevance of the image to the project site and its users (pedestrians, commuters and neighborhood citizens). Consider what makes Greater Mankato unique: the arts, history, music, community events, recreational opportunities and special attractions.

## **SELECTION PROCESS**

The TSCC Selection Committee will consist of members from the CityArt Committee, local artists and community members. The selection committee will review applications and make **final selections August 6<sup>th</sup>**. The selection committee reserves the right to reject any and all entries at any time in the review and selection process.

## **SELECTION CRITERIA**

All artwork to be selected will be major public art commissions. As such, the TSCC Selection Committee expects that it be of the highest quality in both concept and execution while recognizing public safety and durability. Applications will be evaluated on the basis of artistic and technical merit as well as relevance of proposed design. The TSCC Selection Committee will review all materials received by the specified deadline for content, completeness, qualifications, experience and references.

## **CONTRACT**

Upon selection and final design approval, the artist must complete a contract with the TSCC Selection Committee. All finished work will reflect the drawings, design, and concept approved by the TSCC Selection Committee. Once the contract has been received, the artist will receive half of their stipend. Final payments will be made on October 1, 2014 provided that the work is completed and reflects the design specified in the application.

## **APPLICATION MATERIALS TO BE SUBMITTED**

Artists may submit up to three (3) design proposals. Please include all of the following in your application packet. Artists can mail in a CD with required documents or email all application materials to: [nlawton@citycentermankato.com](mailto:nlawton@citycentermankato.com).

### **INCLUDE:**

1. Completed application (attached);
2. Artist statement(s) – 1 page maximum;
3. Number and location of the cabinet(s) you have selected (see attached available locations);
4. Renditions of the imagery that is intended for the cabinet, **submitted in jpg or pdf format**. The renderings must show imagery on all sides and top. Please use the attached “Design Template” to show how the work will appear (you can recreate template if need be);
5. At least 2 examples of previous work in a **jpg or pdf format**.

If you want your CD mailed back to you after the selection process, please provide a self-addressed, stamped envelope with your application.

**PROJECT TIMELINE**

**Wednesday, July 9 @ 5:30pm – Informational Q&A Discussion at Twin Rivers Council for the Arts  
(523 S Second St, Mankato)**

**Friday, August 1 – Application Submission Deadline**

**Wednesday, August 6 – Selection Committee meets**

**Week of August 11 – Selected artists notified**

**Wednesday, August 20 @ 5:30pm – Informational meeting with selected artists at Twin Rivers  
Council for the Arts**

**September 1 – Vinyl wrap image to SignPro. Installed by SignPro first week of September.**

**Friday, September 12 – Painted TSCC artists prime the TSCC(s). September 13-20 – TSCC painted,  
stabilized and sealed. (Timeframe subject to change depending on weather conditions)**

**Saturday, September 20 @ 7:00pm – Artist Gathering at Pub500 (*optional*)**

**October 1, 2014 – Final payment to artist**

## 2014 CityArt On the Go Traffic Signal Cabinet Mural Project Request for Proposal Application

**SUBMIT ALL REQUESTED MATERIALS, \$10 ENTRY FEE AND APPLICATION BY AUGUST 1, 2014**

Mail all below listed materials on a CD with \$10 entry fee to: City Center Partnership, CityArt On the Go, Noelle Lawton, Special Initiatives Coordinator, PO Box 193, Mankato, MN 56002. Application materials can also be emailed in jpg or pdf format to [nlawton@citycentermankato.com](mailto:nlawton@citycentermankato.com)

1. Completed application (attached);
2. Artist statement(s) – 1 page maximum;
3. Number and location of the cabinet(s) you have selected (see attached available locations);
4. Renditions of the imagery that is intended for the cabinet, **submitted in jpg or pdf format. The renderings must show imagery on all sides and top.** Please use the attached “Design Template” to show how the work will appear (you can recreate template if need be);
5. At least 2 examples of previous work in a **jpg or pdf format.**

---

Name Email

---

Address

---

Home phone Cell phone Website (if applicable)

How did you hear about the project? (Press release, email, [mnartists.org](http://mnartists.org), ect) \_\_\_\_\_

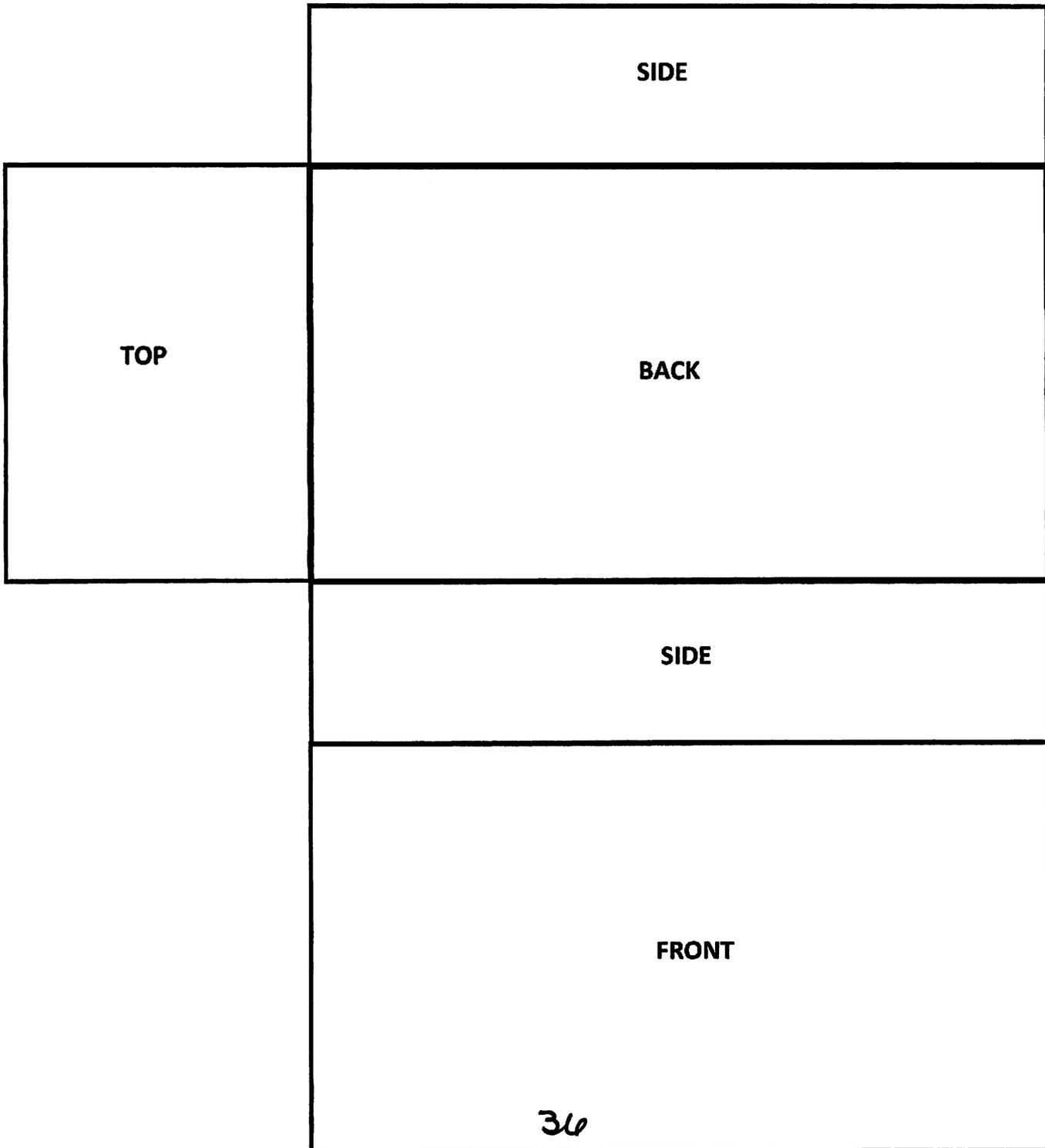
**Entries for 2014 CityArt on the Go**  
Artists may submit up to three (3) design proposals.

NAME OF MURAL & TYPE (PAINT OR VINYL)	LOCATION	NUMBER
1		
2		
3		

Questions regarding this application can be directed to Noelle Lawton, Special Initiatives Coordinator, [nlawton@citycentermankato.com](mailto:nlawton@citycentermankato.com) / 507-385-6671

**DESIGN TEMPLATE**

This is a diagram of a typical utility box showing all four sides and the top. Use this template as a guide to create your renderings. Please note that actual utility boxes vary in size and shape. Please be prepared to adjust your artwork to fit the box you are assigned. If you have selected a TSCC that is 'paint only' and has multiple boxes, please include renderings for each box shown in the photo so we have an understanding of your complete concept.



**2014 CITYART ON THE GO CONTRACT  
ARTIST Terra Rathai**

AGREEMENT is entered into this 12 day of August, 2014, between the City Center Partnership, LLC ("Partner") and – Terra Rathai – 5212 14th Ave S, Minneapolis, MN 55417 ("Artist").

NOW, THEREFORE, Partner and Artist, in consideration of the mutual covenants and agreements, herein agree as follows:

**1. COMMISSION**

Artist is commissioned to render in paint or other Partner approved medium of the Artist, on a traffic signal box at **LOCATION #7** (2<sup>nd</sup> Street and Madison Ave ) the Artwork, "**Rainy Day Traffic**" substantially as described in submitted application, hereby incorporated into this agreement by reference.

**2. SITE COMPATIBILITY**

- a. Artist will meet with the representative designated by the CityArt On the Go Selection Committee as necessary on all matters connected with carrying out Artist's services.
- b. Artist acknowledges, and accepts, that the traffic signal box is functional equipment with a limited lifetime and may be repaired or removed from service at any time for any reason. Partner may use the traffic box for any purpose, no purpose or dispose of the traffic box as necessary. Artist waives any and all Moral rights to the Artwork.
- c. The Artist will use, according to instructions, primer and sealer as designated in the RFP by the Partner.
- d. Any disagreements between the representative designated by the CityArt On the Go Selection Committee and Artist will be referred to the City Center Partnership Executive Committee for a decision. The City Center Partnership Executive Committee's decision shall be final.

**3. TIME**

Artist will execute the work on their specific traffic signal control cabinet (TSCC) as follows (weather permitting):

September 1, 2014 – Vinyl wrap image to printer. Installed by sign company (SignPro, North Mankato) first week of September.

September 12, 2014 – Painted TSCC artists prime the TSCC(s).

September 13-20 – TSCC painted, stabilized and sealed.

(Timeframe subject to change depending on weather conditions)

**4. WARRANTIES**

- a. Artist represents and warrants that the work is solely the result of the artistic effort of Artist and is original and unique, does not infringe upon any copyright, has not been sold elsewhere and is free from any liens.
- b. Artist represents and warrants that the work will be durable, executed and fabricated in a workmanlike manner and will be free from defects in material and workmanship including defects known as "inherent vice" or qualities which cause or accelerate deterioration of the work.
- c. If within one year of the date of final acceptance, the work exhibits any structural or cosmetic defect or flow, Artist will repair the work or replace any defective component of the work at no cost to Partner. All repairs or cures to defects shall be consistent with professional conservation standards.

5. **FINAL ACCEPTANCE AND TITLE**

- a. Upon the work being installed and completed to Artist's satisfaction, Partner shall inspect the work and present the Artist with a detailed listing of any observed flaws. When Partner is satisfied with the work, Partner shall notify Artist of its final acceptance of the work.
- b. Upon final acceptance, title to the work shall pass to Partner. Thereafter, Partner shall retain all written documentation regarding the work and shall have the right to a copy of all drawings, sketches and designs of the work for maintenance and historical documentation purposes only.

6. **PAYMENT**

- a. City Center Partnership agrees to pay Artist painting a TSCC a commission in the sum of \$1,000.00 for the execution of the work and all rights granted herein. The commission shall be full compensation for the work, all rights granted, services rendered, travel and all supplies, materials and equipment used by Artist to design, execute, fabricate and install the work. The commission shall be paid to Artist in two installments. The first installment of \$500.00 will be paid upon acceptance and signature of this agreement by all. The final payment of \$500.00 shall be paid to the Artist following the final acceptance of the work on site.
- b. Artist completing vinyl wrap TSCC will be paid a commission of \$1,000 for the execution of the work. The City Center Partnership is responsible for paying the sign company (SignPro, North Mankato) \$700 for the production and installation of the vinyl wrap. The Artist will receive the remaining \$300 after the vinyl wrap has been installed.

7. **COPYRIGHT AND REPRODUCTION RIGHTS**

- a. Artist agrees that Partner owns the original work of art substantially as described in the application. Artist agrees that this work shall be a unique example of Artist's work and Artist shall not anywhere else produce such work in full scale without the express written consent of Partner. Copies of the work can be made by Artist for the purposes of display or applications for further commissions provided Partner is credited with commissioning the original work.
- b. Artist grants Partner an irrevocable license to make two-dimensional reproductions of the work for non-commercial purposes, including but not limited to reproductions used in advertising, brochures, media, publicity and catalogues.
- c. Notice. All reproductions by the Partner shall contain a credit to the Artist and a copyright notice substantially in the following form: Artist's name, name of Artwork, date of creation.
- e. Credit. The Artist shall use his best efforts to give a credit reading substantially, "an original work owned and commissioned by the City Center Partnership" in any public showing under the Artist's control of reproductions of the Artwork.

8. **INSURANCE AND INDEMNIFICATION**

- a. Artist shall take out and maintain during the life of this contract such comprehensive general liability insurance as shall protect Artist and Partner, its employees and any officers, agents, and subcontractors performing work covered by this contract, from claims for damages for personal injury including accidental death, as well as from claims for property damages, which may arise from operations or work under this Agreement, whether such operations or work be by Artist, Partner, its employees, officers or agents, or by any subcontractor or by anyone directly or indirectly employed by them.
- b. Artist shall at all times hereafter defend, indemnify and hold harmless Partner, its officers, agents, and employees, against any and all claims, costs, losses and liabilities of any kind, caused by acts or omissions of Artist, its employees or agents, or accruing, resulting from, or related to the subject matter of this Agreement including, without limitation, any and all claims, demands, or causes of action of any nature whatsoever resulting from injuries or damages sustained by any person or property. Any sums due Artist

under this Agreement may be retained by Partner until any claim made against Partner subject to this section has been settled or otherwise resolved; and any amount withheld shall not be subject to payment of interest by Partner.

9. **NONDISCRIMINATION**

In performing their duties under this Agreement, all hiring by either party shall be on the basis of merit and qualification, and neither party may discriminate in employment on the basis of race, ancestry, color, physical or mental disability, religion, national origin, sex, age, marital or familial status, creed, ex-offender status, physical condition, political belief, public assistance status, sexual orientation, gender identity, or gender expression, except where these criteria are reasonable bona fide occupational qualifications. The Artist agrees to comply with all provisions of law concerning the prohibition of discrimination.

10. **ENTIRE AGREEMENT**

This writing embodies the entire agreement and understanding between the parties and there are no other agreements or understandings, oral or written, with reference to the subject matter herein between the parties.

11. **GOVERNING LAW**

This agreement shall be governed by and construed in accordance with the laws of the State of Minnesota.

IN WITNESS WHEREOF, the parties have executed this agreement the day and year first above written.

\_\_\_\_\_  
ARTIST PRINTED NAME

\_\_\_\_\_  
DATE

\_\_\_\_\_  
ARTIST SIGNATURE

\_\_\_\_\_  
CITY CENTER PARTNERSHP, LLC  
BOARD CHAIR

\_\_\_\_\_  
DATE

## **City Art Project – Electrical Box Wraps**

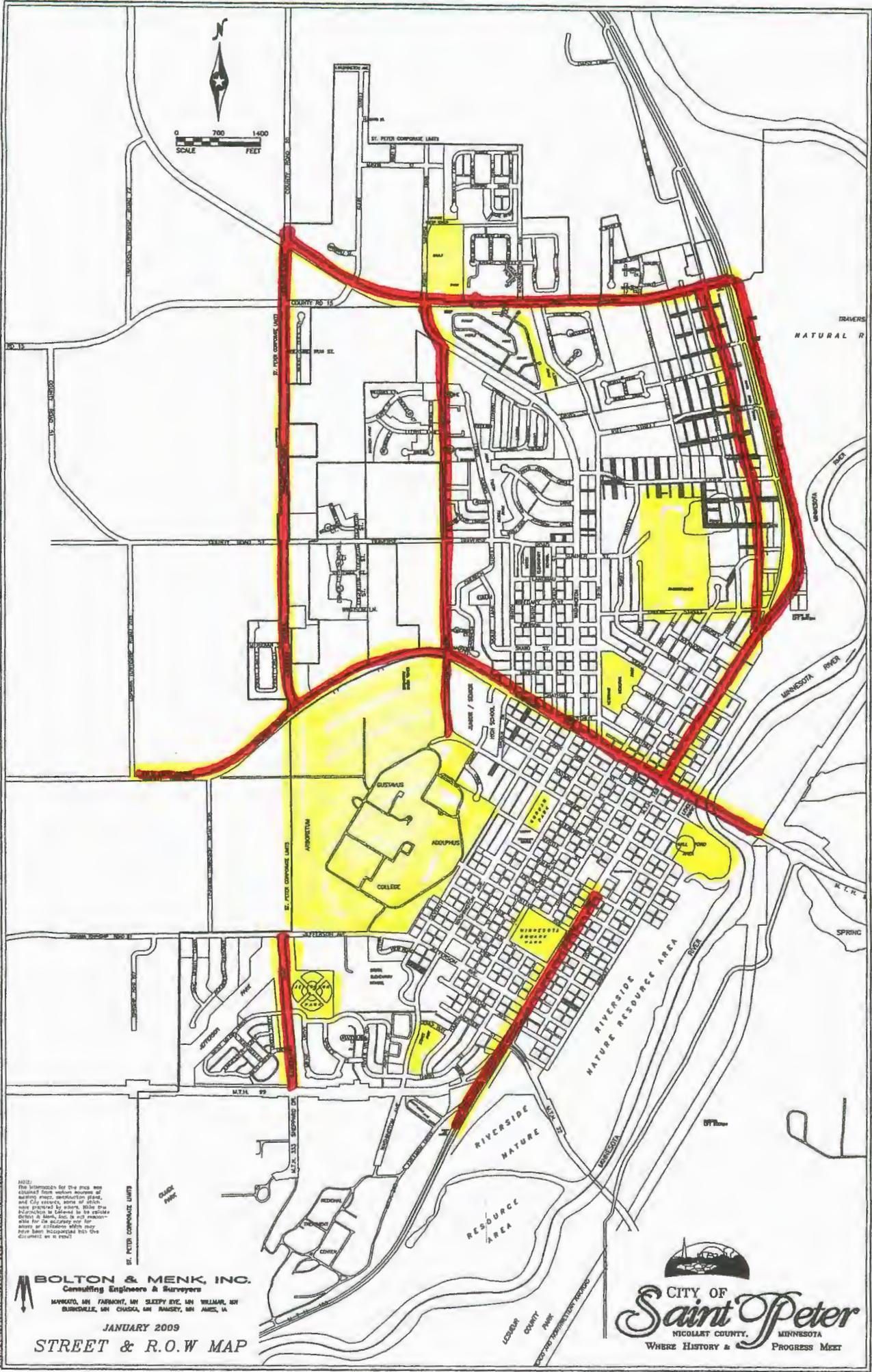
- ◆ U.S. Highway #169: (South of Walnut / North of Broadway)
  - ◆ Dodd Avenue: (Minnesota Avenue to City Limits)
  - ◆ Broadway Avenue: (Third Street to City Limits)
  - ◆ Union Street: (Old Minnesota to Fairgrounds)
  - ◆ Old Minnesota: (Union to Dodd Avenue)
  - ◆ Sunrise Drive: (Grace Street to Dodd Avenue)
  - ◆ Nicollet Avenue: (Broadway Avenue to Dodd Avenue)
  - ◆ Nicollet Avenue: (Jefferson Avenue to MTH #99 West)
  - ◆ City Parks
  - ◆ Nicollet County Fairground
  - ◆ Gustavus Adolphus College (GAC Student Artwork)
- 

### Prohibited:

- ◆ Central Business District / Heritage Preservation District
- ◆ Residential neighborhoods.

### Limitations:

- ◆ No commercial advertising, logos or slogans.
- ◆ No religious imagery or symbolism.
- ◆ No drug and alcohol imagery or symbolism.
- ◆ Wraps on GAC campus restricted to GAC student artwork.
- ◆ No military, violence or war imagery or symbolism.



NOTES:  
 The information for this map was obtained from various sources of aerial photos, monument plans, and city records, none of which were provided by others. While the information is believed to be accurate, the City of Saint Peter is not responsible for its accuracy nor for errors or omissions which may have been incorporated into this document as a result.

**BOLTON & MENK, INC.**  
 Consulting Engineers & Surveyors

MINNETONKA, MN FARMINGTON, MN SLEEPY EYE, MN WILLMAR, MN  
 BURNSVILLE, MN CHASKA, MN RANNEY, MN AMES, IA

JANUARY 2009  
**STREET & R.O.W. MAP**



**CITY OF Saint Peter**  
 NICOLLET COUNTY, MINNESOTA  
 WHERE HISTORY & PROGRESS MEET

Industrial Park Summary	2016	2017	2018	2019	2020	2021	2022
Beg Cash Balance	(276,205)	(226,585)	(161,326)	(49,416)	(102,459)	(152,774)	(175,074)
Tif revenue	160,000	170,000	180,000		-	-	-
Lot sales - <b>Projected</b>	174,625	174,625	174,625	174,625	174,625	174,625	174,625
principal	(180,000)	(180,000)	(190,000)	(200,000)	(205,000)	(185,000)	(195,000)
interest	(46,388)	(40,749)	(34,679)	(27,668)	(19,939)	(11,925)	(4,325)
developer pmts	(58,617)	(58,617)	(18,036)	-	-	-	-
Ending Cash Balance	(226,585)	(161,326)	(49,416)	(102,459)	(152,774)	(175,074)	(199,774)

Ei Micro ends Jobz, could levy approx \$6,165/yr for 2017 that hasn't been in tax capacity yet.

Levy for 2019, the value not in the tax capacity yet from ind park tif district  
could levy for debt obligations for taxes payable 2017

Deficit could be larger and longer if lots remain in the City's possession.

eh



**CITY OF ST. PETER REVOLVING LOAN FUND REPORT  
FOR PERIOD ENDED SEPTEMBER 30, 2016 \$326,553.05 CURRENT BALANCE:**

PAYOR	LOAN AMOUNT	1st Pymt	TERM/RATE	COLLATERAL	PYMT AMT	LOAN BAL	CUR	LAST PAY/PAY DUE	
Chabeans, LLC	\$25,000	07/01/2016	5/0%	per guar/prom	\$ 208.33	\$ 24,166.67	yes		auto
Generations Boutique	\$ 7,000.00	07/01/2015	3%	Sec/Agr/Prom/Perf	\$ (25.78)	\$	yes		
Hey Diddle Diddle	\$ 42,400.00	05/01/2016	5/3.5%	Prom, Mortgage, personal	\$ 772.00	\$ 38,439.07	yes		auto
Larson Julie	\$ 37,800.00	10/01/2012	10/3%	UCC	\$ 365.00	\$ 25,325.20	yes		auto
River Rock Baker & Kitc	\$ 40,000.00	04/01/2016	10/3.5%	ucc, mort per res, per guar..	\$ 400.00	\$ 38,014.64	yes		auto
Stelter, Keith	\$ 20,000.00	10/01/2014	03-Oct	prom, Mortg, sec agree, per	\$ 193.12	\$ 16,312.54	yes		
St. Peter Childcare	\$ 35,000.00	02/01/2008		prom, Mortg, sec a	\$ 200.00	\$ 14,600.00	yes		auto
Traverse des Sioux Ent	\$ 416,673.18	08/01/2009	15/0%	Mortgage/Prom	\$ 13,889.11	\$ 208,336.53	yes		
Danby Bld LLC - Tanis	\$ 8,473.00	02/01/12	5/0%		\$ 141.22	\$ 423.65	yes		
The Fair Emporium	\$ 5,000.00	10/01/2014	5/0%		\$ 83.33	\$ 2,916.67	yes		
Community Core Partner	\$ 25,000.00	06/01/2016	5/0%		\$ 416.67	\$22,916.65	yes		
Blaido, Bridget (4-the-Tea	\$ 6,650.00	05/01/2016	5/0%		\$ 79.17	\$ 6,174.98	yes		
Playing Possum	\$ 2,452.00	7/1/166	5/0%		\$ 40.87	\$ 2,288.52	yes		
* denotes promissory note									
<b>TOTALS:</b>	<b>\$671,448.18</b>		<b>N/A</b>	<b>N/A</b>	<b>\$ 16,914.60</b>	<b>\$399,915.12</b>	<b>N/A</b>		

hh

**CITY OF SAINT PETER 2016 LOAN REPORT  
BALANCE AS OF SEPTEMBER 30, 2016 - \$119,064.27**

<b>Payor</b>	<b>Loan Amount</b>	<b>1st Pay</b>	<b>Term/Rate</b>	<b>Collateral</b>	<b>Pymt Amt</b>	<b>Balance</b>	<b>Current</b>	<b>Last Pay/Due</b>
Hunter Hardwood	\$ 51,838.77	02/01/2010	0%	Per Guar/Sub Lein	\$100.00	\$ 49,288.77	yes	
ACCT. 250								

45

Broadway Sunrise

MISA #1.2m

AJ © Road Ready #1.2

2016

School © <sup>put</sup> Needs Area? \$500k MSP/FLA <sup>Bad</sup> <sup>Bad</sup> <sup>Other</sup>

MISA \$ 1.389m

B+W ©

Two 361 <sup>Needs</sup> <sup>and</sup> <sup>not</sup> <sup>with</sup> <sup>LEP</sup>

2017  
\$190k

W + Dadd ©

Broad + front #400k <sup>2017</sup> <sup>2019</sup> <sup>app?</sup>

Data Needs  
Broadway + Sun  
Broad + Washington  
Wash + Dadd

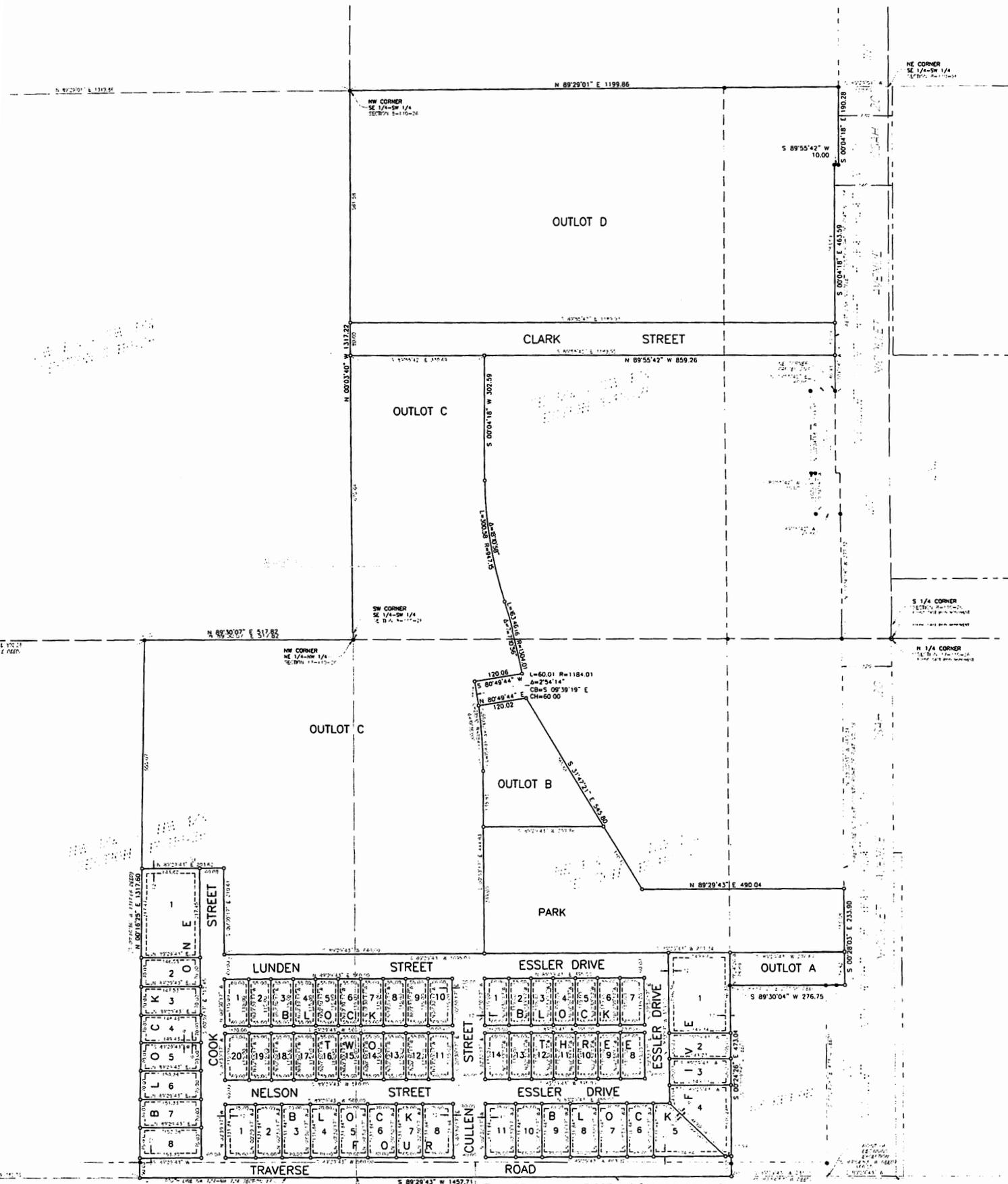
\$2018  
190k

Jeff + Gardner Move Miles \$300k

Traverse <sup>#</sup> Women Basin Book

Old Man Ny St J  
P...

# TRAVERSE GREEN SUBDIVISION



47

**CITY OF SAINT PETER**  
**PURCHASING POLICY**

**General Provisions**

The purchasing policies of the City are established by the City Council through the City Administrator.

The purpose of this policy is to provide for the fair and equitable treatment of all persons involved in public purchasing by the City of Saint Peter, to maximize the purchasing value of public funds in procurement, and to provide safeguards for maintaining a procurement system of quality and integrity.

This policy applies to the procurement of materials, supplies, services, and construction. It shall apply to every expenditure of municipal funds, irrespective of their source. When the procurement involves the expenditure of Federal or State assistance or contract funds, the procurement shall be conducted in accordance with any applicable mandatory Federal or State laws and regulations which are not reflected in this policy. Nothing in this policy shall prevent the City of Saint Peter from complying with the terms and conditions of any grant, gift, or bequest which are otherwise consistent with law.

To facilitate a sound and cost-effective purchasing operation, all purchases shall be of a quality to suit the intended purpose at the lowest possible cost.

The City Administrator shall be the designated purchasing agent of the City of Saint Peter. Purchases for the requirements of the City are made for each department through the City Administrator's office or his/her designee. The success of the purchasing function and the mutual benefits derived are contingent upon the cooperation of all City departments.

Purchase authorization should be sought far enough in advance to allow for delivery prior to actual need. Ideally, similar purchases by various departments should be aggregated on one purchase order to allow for better unit prices and lower delivery costs. Purchases shall not be split in order to circumvent any provision of this policy or applicable Minnesota State Statutes.

**DISCRETIONARY AUTHORITY**

Competitive purchases shall not be made on the sole basis of low quotation. Said purchases shall be based upon factors such as life-cycle costs, quality, delivery period, and availability of goods and maintenance service, as determined by discretion herein given.

**GENERAL INFORMATION**

Whenever possible and as outlined below, competitive prices shall be obtained for the purchase of materials, equipment or services. Generally, the greater the value of the purchase, the more formal the method used.

The following procurement methods shall be used and in all cases, a written record shall be made and preserved by the City Administrator's Office.

**Level of Purchase**

\$1 to \$500

\$501 to \$1,000

\$1,001 to \$10,000

\$10,001 to \$50,000

Exceeding \$50,000

**Procurement Method**

Direct purchase

Verbal Quotations

Three Written Quotations (requested verbally)

Formal Written Proposals (requested in writing\*)

Formal Bids

\*Written requests for proposals should be provided to three or more vendors or service providers. The information must also be included on the "public notices" section of the City website. The request must require the vendor/provider to submit their proposal in writing with the signature of the vendor or service provider included.

For purchases up to and including \$50,000 the City Administrator shall have discretion as to whether a Performance Bond is required and/or the amount of that Bond.

Opportunity to do business with the City shall be provided to all responsible vendors. To this end, the City Administrator's office shall develop and maintain a directory of potential vendors for various types of supplies, equipment and services. Any responsible vendor may be included in the directory upon written request. The directory shall be used to develop a mailing list for distribution of purchase specifications and invitations to bid.

In the event local and non-local proposals for goods and services of like amount, quality and availability exist at the same price, the local proposal shall be accepted. Local vendors are hereby defined as those business establishments that have a significant portion of their physical plant located within the corporate boundaries of the City of Saint Peter.

**PURCHASES OVER \$50,000  
FORMAL BIDS M.S. 471.345 SUBD. 4 PROCEDURE**

**Notice to Bidders** - Notice inviting sealed competitive bids shall be published in the official newspaper of the City at least ten (10) days before the final date for submitting bids thereon. Such notice shall cite the specifications on the supplies, materials, equipment or construction project or other matter to be contracted for and shall state the amount of bond or other security, if any is to be required, to be given with the bid and the amount of bond or security to be given with the contract. The notice shall state the time limit, the place of filing and the time of opening bids and shall also state that the right is reserved to reject any or all bids. Any consideration or award of the contract shall also be stated in general terms.

**Solicitation and Posting** - The purchasing agent shall also solicit bids from such qualified prospective vendors that are reasonably known to the purchasing agent.

**Bid Security Deposit** - This deposit shall be in the form of a certified or cashiers check or a bond written by a surety company authorized to do business in the State of Minnesota. The amount of such security shall be expressed in terms of percentage of the bid submitted. Unless fixed by the City Council, the City Administrator shall prescribe the amount of any security to be deposited with any bid. The City Administrator shall be authorized to waive the bid security requirement for purchase of materials under \$100,000.

**Bid Opening** - Bids shall be opened in public at the time and place designated in the notice requesting bids. Original bid documents shall be referred to the Office of the City Administrator to be examined and tabulated and shall be reported to the City Council with a recommendation.

After opening, all bids shall be available for inspection and kept on file by the City Administrator's office.

**Award of Bid** - Provided that the City Council shall find any of the bids satisfactory, the Council shall award the contract to the lowest responsible bidder unless the Council shall determine that the public interest will be better served by accepting a higher bid. The Council shall have the right to reject any or all bids and to waive irregularities in bidding and to accept bids which do not conform in every respect to the bidding requirements. Upon satisfying itself that the conditions have been met, the Council may award the contract by resolution.

**Written Contract** - All formal bid awards shall be made the subject of written contract. A purchase order alone shall be a sufficient written contract only in cases where the expenditure is in the usual and ordinary course of the City's affairs. In no case shall a purchase order be sufficient for the construction of Public Works or the contracting for supplies or services over any period of time or where the quality of the goods or materials or the scope of the services bargained for is not wholly standardized.

**Bidder's Security** - All bid bonds or certified or cashiers checks may be retained by the City Administrator's Office until the contract is awarded and executed. If any successful bidder fails or refuses to enter into the contract awarded to him/her in the time specified after the same has been awarded, or file any bond required within the same time, the deposit accompanying his bid shall be forfeited to the City, and the City Council at its discretion may award the contract to the next lowest competent bidder unless the Council shall determine that the public interest will be better served by accepting a higher bid, or said contract may be re-advertised.

**Performance Bond** - At the time a contract is executed the contractor shall file a bond executed by a surety company authorized to do business in the State of Minnesota, to the City, conditioned upon the performance of said contract and saving the City harmless from all losses or damages caused to any person or property by reason of any carelessness or negligence by the contractor and from all expense of inspection, engineering, and otherwise, caused by the delay in the completion of any improvement. The bond shall further be conditioned to pay all laborers, mechanics, subcontractors and material suppliers as well as all just debts and demands incurred in the performance of such work. Unless fixed by the City Council, the City Administrator shall prescribe the amount of the performance bond and in the case of construction contracts, the amount of the labor and materials bond to be required of the successful bidders. For purchases up to and including \$100,000 the City Administrator shall have the discretion as to whether a Performance Bond is required and the amount of that Bond. For purchases or contracts over \$100,000, the regulations contained in Minnesota Statutes shall apply as those regulations relate to publication, bonding, and bid security.

## PURCHASE ORDERS

Approval for purchases shall be granted following the submission of a purchase order and shall be processed in accordance with administrative procedures. The purchase order serves to define the approximate quantity and intended use of requested materials, supplies and services and to provide better control over financial resources. The purchase order also serves to inform the Finance Department of pending financial obligations.

Purchase authorization should be sought far enough in advance to allow for delivery prior to actual need. Ideally, similar purchases by various departments should be aggregated on one purchase order to allow for better unit prices and lower delivery costs. Purchases shall not be split in order to circumvent any provision of this policy or applicable Minnesota State Statutes.

Purchase orders shall be prepared on four-part forms in ascending numerical order. The yellow copy shall be retained by the department initiating the purchase order. The Finance Department (Accountant) shall retain the blue copy in a numerical file. The pink and white copies will be returned to the department initiating the purchase order. The white copy shall be forwarded to the vendor and the pink copy shall be attached to all properly reconciled invoices when received and forwarded to the Finance Department for payment.

In all cases, purchase orders for items exceeding the budget shall be signed by the below named individuals.

**Purchases \$1 to \$500** - All budgeted purchases between \$1.00 and \$500 may be initiated without a purchase order subject to Foreman or Department Superintendent verbal approval.

**Purchases \$501 to \$1,000** - All budgeted purchases between \$501 and \$1,000 may be initiated without a purchase order subject to Department Superintendent or Department Director verbal approval.

**Purchases \$1,001 to \$7,500** - All budgeted purchases between \$1,001 to \$7,500 shall be initiated by a purchase order signed by the requisitioner, Department Director, Finance Director, and City Administrator prior to the purchase of any items.

**Purchases \$7,501 to \$30,000** - All budgeted purchases between \$7,501 to \$30,000 shall be initiated by a purchase order signed by the requisitioner, Department Director, Finance Director, and City Administrator and presented to the City Council on the Consent Agenda for approval prior to the issuance of a purchase order. Documentation shall include unit costs, names of all vendors supplying quotes, names of all vendors contacted to provide quotes, costs including shipping and taxes.

**Purchases \$30,001 to \$50,000** - All budgeted purchases between \$30,001 to \$50,000, shall be initiated by a purchase order signed by the requisitioner, Department Director, Finance Director, and City Administrator and presented to the City Council as an agenda action item for approval prior to the issuance of a purchase order. Documentation shall include unit costs, names of all vendors supplying quotes, copies of the quotes submitted, names of all vendors contacted to provide quotes, and costs including shipping and taxes.

**Purchases over \$50,000** shall be initiated as a formal bid request and staff shall follow the procedure for receipt of bids outlined in this document.

## **BLANKET PURCHASE ORDER**

To avoid excessive paperwork and administrative delays, frequently used vendors may be issued a blanket purchase order with a designated spending limit not to exceed twelve (12) months of normal purchases. Departments may then purchase various supplies on a daily basis within the designated spending limit. However, no one item purchased via a blanket purchase order may exceed \$1,000.

Blanket purchase orders may be issued only upon receipt of a properly executed purchase order that identifies the designated spending limit. Department Directors shall provide the vendor with a list of employees authorized to purchase via the blanket purchase order. It shall be the Department Director and vendor's responsibility to abide by the designated spending limit.

## **RECEIPT/RETURN OF MATERIALS**

All vendor issued packing slips or other pertinent documentation shall be given to the Finance Department and attached to the appropriate purchase order for future reference.

A returned materials report identifies items returned to a vendor due to damage or other valid reason of non-acceptance. Issuance of a returned materials report should be acknowledged by the vendor by a credit memorandum.

## **INVOICES**

An invoice is the means by which a vendor informs the City of its financial obligation. Invoices should contain an itemization of quantities and charges for supplies, materials, or services furnished to the City as well as special conditions such as discounts and due dates.

Upon receipt of an invoice, the Finance Department shall reconcile the purchase order, packing slips, returned materials reports and credit memorandums to the invoice. Any and all discrepancies in quantities and costs must be reconciled by the Department Director before an invoice is forwarded to the Finance Department for payment.

At appropriate intervals, the Finance Department shall prepare a schedule of invoices payable for Council review and approval. Payment shall be made following Council approval except that the Finance Department is hereby granted authority to make prior payment to take advantage of allowable discounts or for other necessary reasons as determined by the Finance Director.

## **PETTY CASH**

It is the City's policy to hold petty cash purchases to a minimum. No employee may make such a purchase without prior authorization of his/her Department Supervisor or Department Director. Such purchases are generally paid for by the employee who then secures reimbursement from the petty cash fund. The number and size of petty cash funds shall be designated by the Finance Director. The Department Director of any Department maintaining a petty cash fund shall be responsible for the administration of such fund.

Each petty cash fund shall be maintained on an "imprest" system which requires that each disbursement must be supported by proper documentation. Replenishment of petty cash funds will be made by submitting a report of disbursements along with supporting documentation to the Finance Department for payment processing. Each petty cash fund will be audited by the Finance Department periodically.

Petty cash purchases are to be held under forty dollars (\$40) whenever practical. Expenses for travel, schools, luncheons, etc. should not normally be reimbursed by the petty cash fund, but rather submitted on an Expense Reimbursement Form.

## **EMERGENCY PURCHASES**

Emergency purchases are to be made only when normal operations of a department would be hampered significantly by delays resulting from the submission of a purchase order or when property, equipment, or lives are endangered through unexpected circumstances.

In the case of an emergency, a Department Director may purchase directly any budgeted supplies, materials, or services necessary to alleviate the emergency. Every effort shall be made to contact the City Administrator or Finance Director if emergency expenditures exceed the budget or are unbudgeted, whether the emergency occurs during normal working hours or not. The emergency, following its abatement, shall be explained on a purchase order and submitted to the City Administrator.

### **GRATUITIES AND KICKBACKS**

It shall be unethical for any person to offer, give or agree to give any employee or former employee, or for any employee or former employee to solicit, demand, accept or agree to accept from another person a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, preparation or any part of a program requirement or a purchase request, influencing the rendering of advice, investigation, auditing or any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter, pertaining to any program requirement or a contract or subcontract, or to any solicitation or proposal therefor.

### **EMPLOYEE CONFLICT OF INTEREST**

It shall be unethical for any employee to participate directly or indirectly in a procurement when the employee knows that:

- (a) the employee or any member of the employee's immediate family has a financial interest pertaining to the procurement; or
- (b) any other person, business or organization with whom the employee or any member of the employee's immediate family is negotiating or has an arrangement concerning prospective employment is involved in the procurement.

An employee or any member of the employee's immediate family who holds a financial interest in a disclosed blind trust shall not be deemed to have a conflict of interest with regard to matter pertaining to that financial interest. No purchase shall be made which would violate Minnesota State Statutes pertaining to elected officials' conflict of interest.

## 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

# 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 Veaser, 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.

 50

"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."

**F**or 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.

**Want more management news? [Click here.](#)**

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."

**T**hat 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>

**59**

# COOPERATIVE EFFORTS (White Sheet)

## SCHOOL DISTRICT

- Activity connection Senior Citizens, recreation, transit
- Facilities long term planning
  - Athletic Other Facilities, Drama, performance, arts
- Budgets
  - Levy
  - Pay
  - Others
- Athletic Association Congress goals
- Early Childhood 95% coverage might be a goal
- The Third Floor (Keep City involved)
- City/School strategy with GAC
- Child Care
- Long Range Community Planning
- Studies (Housing, Demo Others)

## NICOLLET COUNTY

- Compost funds
- Library
- 1/4 - 1/4 good zone
- Criminal Justice Committee
- Law enforcement share dispatch
- Emergency Planning
- Gardner Road/County Rd. 5 Roundabout
- Stormwater

## GUSTAVUS ADOLPHUS COLLEGE

- Parking
- Performance space
- Recreational facilities
- Off-campus behavior
- Hispanic inclusion/Sister City
- Child Care
- Transit use
- Employees live in City

## REGIONAL TREATMENT CENTER/STATE OF MN DEPT OF HEALTH

- Water distribution
- Future program/land/facilities
  - Parks
- Arts Association

## BANKS

- Establish regular lunch meetings with them\*

## REALTORS

- BFF
- Promotion of opportunities for young families
- Others

## COMMUNITY ORGANIZATIONS

- St. Peter Arts Center
- Nicollet County Historical Society

## CHAMBER OF COMMERCE

- Promotion of Community
- Community events
- Communication efforts
- Operation of Tourism and Visitors

## GREATER MANKATO GROWTH

- REDA industrial Development
- ICLV InterCity Leadership Visit
- MSA issues
- Promote Housing as an issue

# RIVER'S EDGE

Hospital & Clinic at St. Peter



## 2017-19 Strategic Plan & FY 2017 Business Plan

Draft

For Commission Approval

Prepared with consulting assistance from:

**StuderGroup**  
a Huron Healthcare solution

---

## TABLE OF CONTENTS

---

Our Mission and Vision.....	3
Strategic Goals and Objectives for FY2017-19 .....	4
Our Focus for FY2017 .....	5
Business Plan for FY2017 .....	6-12
Growth .....	6
Service.....	7
Quality.....	8
People.....	9
Finance.....	10
Community.....	11
Governance .....	12

25

---

## OUR MISSION, VISION AND VALUES

---

### MISSION STATEMENT

---

To provide quality health services.

### VISION STATEMENT

---

To improve the health of all individuals we serve.

### VALUES

---

#### ACCOUNTABILITY

Taking responsibility for our actions and resources entrusted to us.

#### INNOVATION

Willingness to envision and explore new approaches to improving quality of life for all persons.

#### INTEGRITY

Encompasses honesty, ethics and doing the right thing for the right reasons.

#### SERVICE EXCELLENCE

Committed to providing excellent service and compassionate care.

#### TEAMWORK

Sustaining commitment to working together.

#### STEWARDSHIP

Dedication to successful business practices.

63

## STRATEGIC GOALS AND OBJECTIVES FY2017-19

69

<p><b>Growth</b> Achieve growth in hospital and clinic patient volumes.</p>	<ul style="list-style-type: none"> <li>• Implement a coordinated plan for expansion in conjunction with Mankato Clinic and OFC.</li> </ul>
<p><b>Service</b> Organization-wide commitment to provide an excellent experience and excellent service to our customers.</p>	<ul style="list-style-type: none"> <li>• Improve inpatient satisfaction to 90% top box.</li> <li>• Improve ED patient satisfaction to 85% top box.</li> <li>• Achieve top quartile satisfaction in urgent care.</li> </ul>
<p><b>Quality</b> Improving and/or exceeding the quality of care and services provided.</p>	<ul style="list-style-type: none"> <li>• Implement the first three year of the Journey to Baldrige Plan.</li> <li>• Maintain benchmark performance in all quality areas REHC reports.</li> </ul>
<p><b>People</b> Increasing employee satisfaction and loyalty and being the employer of choice.</p>	<ul style="list-style-type: none"> <li>• Reduce total employee turnover to 18%.</li> </ul>
<p><b>Finance</b> Fiscal accountability and responsibility.</p>	<ul style="list-style-type: none"> <li>• Achieve a 4% operating margin.</li> </ul>
<p><b>Community</b> Increasing our community citizenship.</p>	<ul style="list-style-type: none"> <li>• Host monthly community education programs to support other organizational goals.</li> <li>• Strengthen community partnerships related to food security.</li> <li>• Explore priorities for diversity training for all staff.</li> </ul>
<p><b>Governance</b> Hospital Commission that is dedicated to ongoing success of the organization.</p>	<ul style="list-style-type: none"> <li>• Support ongoing education for Commissioners.</li> <li>• Recommend new members with skills to complement talents of current Commission members.</li> </ul>

---

## OUR FOCUS FOR FY2017

---

This business plan represents the first of implementing a strategic plan that was developed in the summer of 2016 as a guiding blueprint for fiscal years 2017-2019

Much of our focus in FY2017 will be to continue work to develop better relationships with our community, our employees, and other healthcare systems in our region. Additionally we will aggressively pursue growth of surgical services and explore new partnerships with area providers.

REHC is a complex organization operating in a complex business environment. Our employees are engaged in a myriad of inter-related activities to ensure that our community has ongoing and sustainable access to a broad range of essential health care services. This business plan is not intended to reflect all of the activities that take place within the organization in the normal course of delivering, monitoring and improving the services we provide for our patients.

The purpose of the business plan document is to identify the major initiatives we intend to undertake in 2017 that will require a sizeable investment of time and resources, but also have the potential to produce significant and positive results for the organization as well as for the community. With that in mind, we have established eight important focus areas for 2017, each with multiple projects identified under the goals of the business plan.

The eight major focus areas are as follows:

1. Continued OrthoEdge expansion increasing type and number of procedures performed. (Growth)
2. Develop relationships with healthcare systems leading toward possible partnership. (Growth)
3. Increase Patient Satisfaction. (Service)
4. DNV ISO 9001 Certification & DNV Hip and Knee Replacement Certification (HKRC). (Quality)
5. Decrease employee turnover. (People)
6. Revenue Cycle review and improvement. (Finance)
7. Community Education and Marketing to support the growth of our services. (Community)

**STRATEGIC GOAL #1: GROWTH**  
 Achieve growth in hospital and clinic.

PROJECTS	PROGRESS (UPDATED QUARTERLY)
A. Review debt capacity report and make recommendation on facility expansion.	
B. Implement year one of growth plan	
C. Identify and focus on services that can grow without the addition of beds.	
D. Enhance clinical partnerships to expand telehealth capabilities.	

407

METRICS	PROGRESS (UPDATED QUARTERLY)
Increase partnership agreements / activities 2017=	

**STRATEGIC GOAL #2: SERVICE**

Organization-wide commitment in providing an excellent experience and excellent service to our customer's.

67

PROJECTS	PROGRESS (UPDATED QUARTERLY)
<p>A. Improve inpatient satisfaction to 88% top box.</p> <ul style="list-style-type: none"> <li>• Hardwire Hourly Rounding</li> <li>• Hardwire Nurse Leader Rounding</li> <li>• Hardwire Bedside Shift Report</li> </ul> <p>Post service results monthly</p>	
<p>B. Improve ED patient satisfaction to 79% top box.</p> <ul style="list-style-type: none"> <li>• Hardwire Post-Visit Calls</li> <li>• Post service results monthly</li> </ul>	
<p>C. Establish a baseline and set patient satisfaction goal for urgent care.</p>	

METRICS	PROGRESS (UPDATED QUARTERLY)
<p>1. Achieve patient satisfaction scores by the end of 2016:</p> <ul style="list-style-type: none"> <li>• From HCAHPs Summary "Rate Hospital 0-10 top box score =&gt;88%</li> <li>• From Emergency Department Survey "Likelihood of recommending this ED" Top Box score =&gt; 79%</li> <li>• From Urgent Care Survey "Likelihood of recommending this Urgent Care" Top Box score =&gt; TBD</li> </ul>	

**STRATEGIC GOAL #3: QUALITY**

Deliver patient care that meets or exceeds recognized quality and safety benchmarks.

89

PROJECTS	PROGRESS (UPDATED QUARTERLY)
A Write the Baldrige Plan and implement Year One.	
B. Enhance and implement Year 2017 of the Infection Control Plan to include antibiotic stewardship and handwashing programs.	
<ul style="list-style-type: none"> <li>• Reduce falls to 6 or fewer per 1,000 patient days</li> <li>• Meet transfer measures benchmark of 56 in 6 of 12 months</li> <li>• Achieve readmissions average of 1.6 or fewer/month</li> </ul>	

METRICS	PROGRESS (UPDATED QUARTERLY)
Acute Inpatient readmission <= 1.6 or fewer per month	
Inpatient falls <= 6 per 1,000 patient days	
Transfer Measures Benchmark 56 in 6 of 12 months	

**STRATEGIC GOAL #4: PEOPLE**

**Increasing employee satisfaction and loyalty and becoming the employer of choice in this region.**

69

PROJECTS	PROGRESS (UPDATED QUARTERLY)
A. Reduce turnover to 25%. <ul style="list-style-type: none"> <li>• Complete highmiddlelow®</li> <li>• Hardwire Selection and Early Retention Must Have</li> <li>• Reduce overtime to 2.5% of payroll                             <ul style="list-style-type: none"> <li>• Develop and implement a policy that supports staff achieving additional certification and continuing education to maintain certification.</li> </ul> </li> </ul>	
B. Continue twice annual employee engagement surveys achieving participation rates and overall employee engagement that sustain 2016 results.	

METRICS	PROGRESS (UPDATED QUARTERLY)
Employee Satisfaction Survey Participation Rate => 75% 2015 = 68%	
Reduce Overall Turnover rate to <= 25%	
Gallup Q12 Survey Question "Cares About me - My supervisor, or someone at work, seems to care about me as a person" => 80%	

**STRATEGIC GOAL #5: FINANCE**

**Assure the availability of financial resources to support our future growth and development.**

OL

PROJECTS	PROGRESS (UPDATED QUARTERLY)
<p>A Achieve a 4% operating margin by focusing on:</p> <ul style="list-style-type: none"> <li>• Assess cost effectiveness of top 20% of DRGs procedures compared to reimbursement. Reduce costs by at least 2%.</li> <li>• Reduce costs/procedure in all DRGs by 2%</li> </ul>	

METRICS	PROGRESS (UPDATED QUARTERLY)
Days Cash All Sources => 100 days	
Operating Margin=> 4% (as identified in 2017 budget)	
AR Days =< 55	

**STRATEGIC GOAL #6: COMMUNITY**

**Establish REHC as a Significant Community Member.**

PROJECTS	PROGRESS (UPDATED QUARTERLY)
A. Sponsor monthly communication education programs which support other organizational goals.	
B. Identify needs at Food Shelf and The Kitchen and implement Year One of a plan to support their efforts to ensure community food security.	
C. Explore options for diversity training for all staff.	

IL

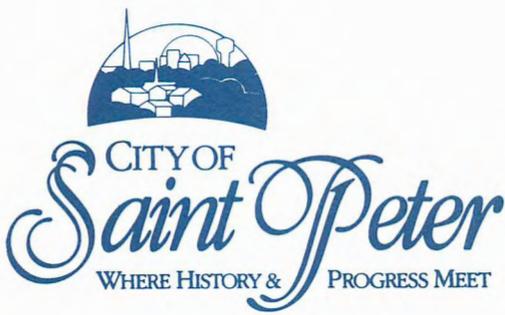
METRICS	PROGRESS (UPDATED QUARTERLY)
Number of Community Education Events N=	
Diversity training for staff N=	

**STRATEGIC GOAL #7: GOVERNANCE**

Hospital Commission that is dedicated to ongoing success of the organization

12

PROJECTS	PROGRESS (UPDATED QUARTERLY)
A. Establish a Nominating Committee to recommend new Commission members with skills to complement talents of current Commission members.	
B. Explore appropriate incentives to encourage Board Certification of Commission members.	
C. Publish an annual calendar to provide continuing education on healthcare topics necessary for Commission members to be well-informed about potential decisions.	
D. Establish a minimum number of continuing education hours which will be expected of each Commission member	
E. Publish an annual list of internal and external events in which Commission members may participate.	
F. Each Commission member will participate in at least one internal and one external event each year as a representative of the REHC Commission.	



## Memorandum

**TO:** Todd Prafke  
City Administrator

**DATE:** November 2, 2016

**FROM:** Russ Wille  
Community Development Director

**RE:** Employer Assisted Housing Fund

### **ACTION/RECOMMENDATION**

None needed. For Council review and discussion only.

### **BACKGROUND**

I have developed a draft of an Employer Assisted Housing Fund (EAHF) that would provide down payment assistance to eligible City employees seeking to purchase a speculative home or bare lot within Traverse Green Subdivision. It is anticipated that administration of the program will assist the City in recruiting and retaining employees.

The draft would contemplate the creation of a \$25,000 EAHF budgetary line-item which would be internally administered. A matching \$25,000 would be requested from Greater Minnesota Housing Fund (GMHF) to expand the financial capacity of the program. The program would be active for a three year period from January 1, 2017 through December 31, 2019.

Under the terms of the designed program, eligible employees would be provided with \$2,500 from the City to be used for downpayment assistance. These funds would be matched by GMHF to provide a total of \$5,000 in downpayment assistance per eligible employee.

The funds would be provided interest free and repayment would be deferred. If the employee maintains employment with the City of Saint Peter for five consecutive years after the funds are provided, the \$5,000 would be forgiven in its entirety. If the employee retires, resigns or is terminated within five years, the entire \$5,000 would need to be repaid.

Eligible employees would include regular, full-time employees that have successfully completed their initial new employee probationary period.

The funds would be restricted for use within the Traverse Green Subdivision. Additionally, the employee must occupy the Traverse Green property as their primary residence.

Eligibility is also based upon the household income of the employee. Employees with incomes exceeding the following limits are still eligible to receive the \$2,500 assistance, however, they would not be eligible to receive the \$2,500 matching funds from GMHF.

<u>HOUSEHOLD SIZE</u>	<u>INCOME LIMIT</u>
1 Person	\$43,200
2 Persons	\$49,350
3 Persons	\$55,500
4 Persons	\$61,700
5 Persons	\$66,600
6 Persons	\$71,550
7 Persons	\$76,500
8 Persons	\$81,400

The GMHF regulations would require that the participant complete a homebuyer education class. As a part of meeting the overall plan for the subdivision, Southwest Minnesota Housing Partnership has scheduled a series of homebuyer education classes within the Saint Peter area. In lieu of the classes, homebuyers can complete the "Home Stretch" education classes on-line.

According to GMHF, participation in the Employer Assisted Housing Fund program can be beneficial in recruiting new employees in this very tight local labor market. It would also be expected to increase workforce stability and reduce employee turnover.

The EAHF has been used by many Minnesota corporations. The roster of corporate participants includes, but is not limited to Hormel Foods, Schwan's, Mayo Clinic, Ottertail Power Company, Jennie O and Davisco.

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

RJW



[APPA >Events > Legislative Rally](#)



As a public power advocate, you are in the best position to talk to Congress about the direct impact of federal action at the local level. Our coordinated outreach efforts are strengthened because you represent not only your public power community, but also 48 million other Americans who benefit from being served by public power.

## About the Rally

---

The 2017 Legislative Rally will be held February 27-March 1 at the Mayflower Hotel in Washington, D.C.

[Know the Issues: Public Power Legislative Priorities](#)

## Who Should Attend

---

Public power professionals who want to get involved and advocate on behalf of their community and the industry.

Legislative Rally attendees are responsible for scheduling their own meetings on Capitol Hill. For more information on how to do this, please see the following resources:

- [How to Request a Meeting on Capitol Hill](#)
- [Legislative Rally Sample Meeting Request](#)
- [Top Tips for Making your Visit to Capitol Hill Effective](#)

## Sponsors

---

Details on the rally sponsorship opportunities and benefits can be found [here](#).

**Welcoming Reception Sponsor**

# Congressional City Conference 2017

**DATE:** March 11, 2017 - March 16, 2017

**CATEGORY:** Annual Conference

## Meet us in the nation's capital!

Visit the [Congressional City Conference](#) website for the latest information on this year's conference.

### REGISTRATION

**VISIT THE  
CONFERENCE  
WEBSITE.**

© 2016 National League of Cities | 660 N. Capitol Street, NW, Suite 450 Washington, DC 20001

76

# 2016 Year in Review

## Southern Minnesota Municipal Power Agency

SMMPA Members: Listed below are some things we did over the past twelve months to provide your communities with reliable and affordable power, energy, and related services in an environmentally responsible manner. These accomplishments are the result of a lot of teamwork from dedicated team members.

The Agency team of 45 employees is well equipped to support its member utilities in a number of diverse areas. Member utilities regularly express their appreciation for the knowledge, skills and quality of service they receive from the Agency team. Thank you for your support, help and guidance, and for the opportunities.

### *Your Agency Team*

---

#### **Agency Agreement and Bylaws**

*These documents help form the foundation of the Agency.*

- **Worked with the Members to develop the proposed Amendment 1 to the Agency Agreement and a related change to the Bylaws**
  - Amendment 1 adds flexibility to expand the Agency's membership structure for the first time since the Agency was created to allow for a new class of membership – Project Members.

#### **Energy Efficiency**

*SMMPA has long viewed energy efficiency as a critical power supply resource. But it is much more than that. The products and services we provide our Members and the customers they serve play an important role as an economic development tool, a competitive edge for their businesses, and a valuable customer relations tool.*

- **Received ENERGY STAR's 2016 Partner of the Year Award**
- **Achieved 2015 efficiency savings of approximately 42,966 MWh or 1.47% of sales**
- **Assisted Members in making required regulatory filings**
  - Provided energy efficiency data for Federal EIA-861 reports for 15 Members
  - Produced and filed the 2015 Conservation Improvement Plan achievements with Division of Energy Resources (DER) for 15 Members
  - Produced Conservation/Minimum Investment Reports (CIP/MIR) for three WAPA Members

- Updated the rebate system to match the state’s Technical Reference Manual requirements and to incorporate data for CIP, WAPA, and EIA-861 reports
- **Developed and implemented innovative and effective energy efficiency programs**
  - Coordinated with local and area retailers for participation in SMMPA member energy efficiency programs
  - Revised the low-income program to eliminate CFLs and add LED bulbs and ENERGY STAR Most Efficient Clothes Washers
  - Participated in ENERGY STAR’s national “Flip Your Fridge” Promotion.
  - Designed a custom box and coordinated the purchase of ENERGY STAR LED bulbs for Members to distribute to their customers
  - Coordinated and participated in the 2016 Be Bright ENERGY STAR lighting campaign to offer discounted LEDs to Members’ customers in all 18 Member communities
  - Negotiated discounted pricing for Members wishing to purchase LED holiday lighting for community displays
  - Conducted the fall LED holiday lighting campaign
  - Worked with Enerlyte and a contractor to perform Measurement & Verification for the residential behavioral program
  - Conducted 39 lighting audits and 18 air compressor leak detection audits
  - Revised incentives and agreements for the 2016 and 2017 Energy Management Program
  - Made improvements/enhancements to the rebate system per Member requests
  - Worked with Blooming Prairie, Litchfield, New Prague, and Princeton to upgrade the lighting in their power plants to LEDs
- **Engaged in outreach to build awareness and adoption of cost-effective energy efficiency measures**
  - Partnered with MnTAP and Members to benchmark the energy performance of wastewater facilities served by our Members, which led to SMMPA providing funding for a summer intern at the Saint Peter facility who identified specific efficiency improvement opportunities with about 700,000 kWh of potential savings
  - Expanded targeted email marketing campaign to C&I customers, trade allies, and local Chambers of Commerce – targeting lighting, cooling, compressed air leak detection, Building Operator Certification Training, and high efficiency motor rebates; and worked with a consultant to develop a user interface for our contact database
  - Partnered with local libraries in 15 Member communities to coordinate quarterly displays to promote energy efficiency
  - Customized the monthly Questline newsletter and postcard articles to highlight and promote C&I rebate programs to Members’ customers
- **Played a leadership role by sharing our expertise**
  - “Energy Efficiency Program Design” presentation for Association of Energy Services Professionals
  - Served on the SE Clean Energy Resource Team (CERT) Steering Committee
  - Provided comments to DER regarding corrections, revisions, and additions to the state’s Technical Reference Manual as a Technical Advisory Committee member

- Served as an Advisory Committee member for the state's Energy Savings Platform (ESP) online CIP tracking and reporting tool
- Conducted Level I Building Operators Certification Program for facility staff of interested companies located in the service territory of our Member utilities

## **Transmission**

*Transmission is a key component in our delivery of a reliable power supply and increasingly offers an investment opportunity to bring value to our Members.*

- **CapX2020**
  - Continued to participate in the coalition of 11 utilities working together to evaluate, site, and construct needed high-voltage transmission infrastructure in the region
    - North Rochester to Chester 161 kV transmission line went in service in January 2016
    - Hampton to North Rochester 345 kV transmission line went in service in September 2016
- **Badger Coulee 345 kV transmission line project**
  - Continued to participate with the other participants in the project, with a projected in-service date by the end 2018
- **Completed MISO Attachment O update for 2016 and held the second annual FERC required Attachment O public meeting in August 2016**
- **Continued participation with 19 other utilities in the Minnesota Transmission Owners (MTO) group on coordinated regional transmission planning**
  - Coordinated and implemented Minnesota statutory imposed transmission planning and study obligations in a more efficient manner producing better results than individual planning on a utility-by-utility basis
- **Worked with various transmission/substation O&M providers to ensure required O&M and documentation is completed in compliance with NERC and MRO Standards**
- **Participated in monthly 48-member MISO transmission owners' committee meetings**
- **Participated in MISO Coordinated Seasonal Reliability Assessment**
- **Participating in the annual Minnesota Transmission Assessment and Compliance Team for NERC compliance**
- **Participated in various working groups of The North American Transmission Forum to share ideas and best practices related to NERC compliance requirements**
- **Completed replacement of 69 kV capacitor banks and associated equipment in the New Prague substation**

- **Completed 69 kV switch replacement at Blooming Prairie**
- **Completed 69 kV switch replacement at Caledonia Substation**
- **Completed installation, testing and implementation of new SCADA system**
- **Continued work to replace Agency's SCADA frame relay communication system with a new multi-protocol label switching communication system required by CenturyLink**
- **Reached an agreement with RPU regarding inclusion of certain RPU transmission facilities in the SMMPA transmission pricing zone**
- **Completed the design of the Owatonna Energy Station substation and awarded the construction contract for this project**
- **Provided ongoing mapping services for Members' electric, water and sewer systems**

### **Finance, Accounting, Risk Management, and Administration**

*Our ability to cost-effectively serve our Members depends on maintaining a strong financial position, carefully and conservatively managing finances, and maintaining positive relationships with the financial community.*

- **Maintained and developed effective banking relationships**
  - Underwriting and bond sales
  - Short-term debt
  - Trustee and commercial banking
  - Finalized an agreement with U.S. Bank to provide short-term construction financing for the Badger Coulee transmission project
  - Worked with trustee and tax counsel to assist in preparing and filing an IRS VCAP filing related to trustee investments in compliance with the 1994 bonds escrow agreement
  - Facilitated the establishment and funding of an escrow account needed by Caterpillar for the purchase of the Owatonna Energy Station engines
- **Maintained positive relationships with rating agencies**
  - Met new Fitch analyst assigned to our credit analysis
  - Commencing credit review with Standard and Poor's rating agency with their new analyst
- **Executed strategies to effectively meet financial compliance and audit requirements**
  - Completed and filed the annual Continuing Disclosure Report with the Municipal Securities Rulemaking Board
  - Updated the Agency's Commercial Paper Offering Memorandum (CPOM) for use by short-term lenders
  - Compiled and filed necessary reports for SMMPA Wisconsin, LLC, with the Public Service Commission of Wisconsin and Wisconsin state government



- Utilized the Fitch U.S. Public Power Peer Study metrics to analyze the Agency's and all member utilities' metrics and report results to the board
  - Determined the amount and methodology for ascertaining that the amortization of debt principal for major projects such as the Owatonna Energy Station and Badger Coulee transmission will be coincident with the in-service date of the assets to ensure equity between 2030 and 2050 Members
  - Completed successful audit of 2015 financial statements conducted by KPMG
  - Conducted the annual board review of financial data
  - Adopted GASB Statement No. 68, Accounting and Financial Reporting for Pensions
- **Based on our rate consultant's recommendations, conducted an analysis of various possible changes in the Agency's Base Rate Schedule B wholesale power and energy rate structure**
    - Findings reported to the board and Members, and analysis is continuing
- **Developed and executed effective insurance strategy**
    - Met periodically with insurance brokers to discuss the Agency's portfolio of coverage
    - Obtained quotes and worked with Operations on Sherco 3 outage insurance
    - Due to favorable market circumstances for the Agency, the premium for boiler and machinery coverage with Travelers's remained the same for the 2016 renewal after decreasing 26% at the time of the 2015 renewal
    - Increased the AEGIS excess liability coverage to the insurer's maximum of \$35 million, a 75% increase in coverage level for a 15% increase in premium
    - Obtained cost-effective cyber liability insurance coverage
- **Successfully managed on-going Agency accounting, financial budgeting, and administrative operations**
    - Participated in review of the 2016 Sherco 3 budget as part of the Operating and Accounting Subcommittee
    - Prepared two-year financial forecast for review at June board meeting
    - Prepared long-term financial forecast for July board review
    - Prepared 2016 budgets and rate analysis for board and Member preview
    - Monitored and periodically reported on forecasted rating agency metrics as depicted in the financial model
    - Completed bi-weekly payrolls for 45 Agency team members resulting in nearly 1,200 paychecks processed over the course of 26 payrolls
    - Processed over 2,000 accounts payable invoices and direct deposit payments
    - Rendered 216 member bills for wholesale power sales totaling \$197.5 million for 2015 FY
    - Continued to make necessary modifications to the Agency's accounting and budgeting systems to accommodate the Fairmont Energy Station, the Owatonna Energy Station under construction, and the CapX and Badger Coulee transmission projects
    - Obtained Build America Bonds interest discounts of \$1.4 million that offset Member revenue requirements
    - Managed portfolio of cash and investments ranging from \$200 million to \$265 million
      - Yielded investment income of nearly \$1.4 million to offset member revenue requirements
    - Made business travel arrangements in-house resulting in annual savings of over \$2,000

## **Generation**

*Ensuring a reliable, safe, cost-effective and environmentally responsible power supply for our Members is a core competency at SMMPPA.*

- **Sherco 3**
  - Achieved a 96.4% equivalent availability factor and a 53.32% net capacity factor through August 2016
  - Continued to protect our Members' interests by participation in the lawsuit against General Electric regarding the Unit #3 turbine failure
  - Implemented a tolling agreement with Xcel Energy that has improved the economics of Sherco 3 operating in a low-priced market
  - Increased MISO revenues by offering Sherco 3 into the market to supply ancillary services when not needed for energy supply
  
- **Fairmont Energy Station**
  - Offered into MISO for both energy and ancillary services
  - Achieved 663 run hours for a 7.9% net capacity factor through August 2016
  - Replaced the roof over the switchgear and turbine rooms
  - Signed an agreement with TEA to manage our gas delivery to Fairmont Energy Station
  
- **Owatonna Energy Station**
  - Selected a general contractor for the project
  - Selected all sub-contractors
  - Completed construction of the office/warehouse/shop building
  - Began construction of engine building
  - Witnessed successful factory tests of Caterpillar engines
  
- **Mora Landfill Gas Generator**
  - Completed top-end overhaul
  
- **Member Generation**
  - Successfully completed 3-year emissions reduction tests required to meet EPA compliance requirements for Reciprocating Internal Combustion Engines (RICE MACT ZZZZ) on 30 member-owned generators and two Agency-owned generators
  - Conducted breaker and relay testing in Litchfield
  - Replaced engine room exhaust fan and repaired unit #6 generator breaker in New Prague
  - Upgraded generator protection relays in Owatonna
  - Conducted breaker and relay testing in Princeton
  
- **Renewable Energy**
  - Executed a 5 MW, 20 year solar power purchase agreement with Lemond Solar Center, LLC.
  - Developed an approach to help Members meet community interest in community solar programs
    - Established a relationship with a developer to assist in marketing as well as building the solar resource supporting the program

82

- Worked with Agency's Solar Working Group to create a retail program template
- Opened a dialogue with members of the environmental community on SMMPA's approach to community solar
- Participated in meetings in member communities related to community solar
- Issued RFP for wind generation to meet 2021 Minnesota RES requirement
  - Clarification of production tax credit rules by the IRS prompted early action to capture the best prices
- Completed annual Renewable Energy Standard and Green Pricing compliance filing by retiring Renewable Energy Credits in Midwest Renewable Energy Tracking System

## **MISO Market**

*The modern wholesale electric system is driven by broad regional markets like the Midcontinent Independent System Operator (MISO). We have been fully engaged in these markets to bring the full potential benefits to our Members.*

- **Conducted risk analysis and monitoring activities with The Energy Authority (TEA)**
  - Engaged in regularly-planned conference calls to discuss risks, forward markets, and opportunities for cost-effective hedging activities
  - Reviewed weekly mark-to-market report of forward hedge positions
- **Evaluated potential impact on the Agency of MISO developments**
  - Followed efforts to better synchronize the gas and electric trading days
  - Followed potential changes to MISO capacity market from an annual to multi-period construct
- **Acquired and sold Financial Transmission Rights (FTRs) and Auction Revenue Rights (ARRs) to hedge transmission congestion**
- **Implemented new generation accounting software to support Generator Availability Data Submissions and for E-tagging**
- **Worked with TEA to purchase forward energy contracts to hedge the 2017 scheduled Sherco 3 outage**

## **Resource Planning**

*We pride ourselves in not only meeting our responsibilities today, but also in effectively planning for the future.*

- **Developed the 2016 long-term peak demand and energy forecast**
- **Developed interim load and LMP forecasts for use in 2016 budget update**
- **Continued resource planning studies to evaluate Agency's resource needs for 2016-2050**

## **Legislative and Regulatory**

*The electric power industry is highly regulated and often subject to significant legislative attention. In order to serve our Members effectively we must be actively engaged in the regulatory, legislative, and political process and partnering wherever possible to ensure our Members' interest are well represented.*

- **Helped protect our Members' interests in the Minnesota Legislature**
  - Worked to simplify the utility property tax formula for generation, transmission and distribution by partnering with MMUA, Great River Energy, Minnesota Power, Otter Tail Power and Xcel Energy to provide information to tax committee chairpersons regarding potential reforms
  - Worked with state and local elected officials in Owatonna and Steele County to secure a provision in the tax bill providing a personal property tax exemption for the generation equipment at the Owatonna Energy Station (tax bill was later vetoed)
  - Provided input on state and federal legislative policies as a member of the MMUA Legislative Task Force
  - Served on Minnesota Chamber of Commerce Energy Policy Committee
  - Worked with McGrann Shea to provide legislative tracking logs to our Members throughout the legislative session
  - Participated in developing and presenting position statements for 2016 MMUA Legislative Rally
  
- **Participated in key Minnesota regulatory proceedings**
  - Participated in MPCA working group meetings to develop a Minnesota Implementation Plan for EPA's Clean Power Plan
  - Developed model for evaluating potential impact on SMMPA of various Clean Power Plan compliance strategies
  - Worked with other utilities in Minnesota to establish a joint position on principles for the state Clean Power Plan implementation plan
  - Participate as observer on e21 Initiative exploring potential reform of the electric utility regulatory structure in Minnesota
  
- **Helped protect our Members' interests in Washington, D.C.**
  - Provided input to all members of Minnesota's federal legislative delegation on comprehensive energy legislation and potential pitfalls of mandatory capacity markets
  - Participated in developing and presenting position statements for the 2016 APPA Legislative Rally

## **Personnel/Human Resources**

*Our ability to effectively serve our Members is driven by having a dedicated, well-trained, and experienced team.*

- **Assessed human resources policies and procedures and enhanced the employment process**
  - Adopted Alcohol and Drug Use Testing Policy and procedures
  - Established guidelines to expand pre-employment background checks

- Added domestic partner benefits to the Agency's employee benefits package, effective January 1, 2017
- **Participated in the APPA Workforce Webinar Series to learn more about the workforce challenges facing utilities – succession planning, recruitment/retention, compensation/benefits, and diversity**
- **Participated in the Rochester Chamber of Commerce Diversity Workshop Series – adapting workplace intercultural acuity, diversity and inclusion in the workplace, and employment strategies**
- **Proactively managed our employee compensation and benefits programs**
  - Managed the Total Remuneration Study (salary ranges and benefits) conducted by the Hay Group
  - Participated in several salary and benefit surveys to ensure SMMPA's programs are reasonable and competitive
  - Distributed personalized employee benefits statements
  - Coordinated an ICMA presentation for the team and individual meetings to discuss retirement planning
  - Organized a PERA seminar for the team followed by a retirement planning session
  - Facilitated roundtable meetings with Rochester Human Resources Association members to share policies, procedures and best practices
- **Promoted employee safety, wellness, and community engagement**
  - Offered on-site flu shot clinic to team members and dependents
  - Organized activities throughout May in celebration of National Employee Health & Fitness Month
  - Continued to monitor and improve the Agency's AWAIR Safety Program and conduct compliance training
  - Conducted another successful United Way Campaign
  - Participated in state-wide tornado drill
  - Conducted a fire/evacuation drill with the Rochester Fire Department
- **Assisted the Western Fuels Association (WFA) Board of Directors by managing the annual performance review of the WFA Chief Executive Officer**
- **Conducted employee training**
  - Culture of Respect
  - Turn Your Stress Into Success
  - Discovering Grains, Nuts, and Seeds
  - The Power of Positive Thinking
  - CPR and AED Training

## **Information Systems**

*We live in a technology and data-driven industry. To provide our Members with the services they require we must effectively deploy technology and prudently protect the data and systems that support those services.*

- **Evaluated our information technology platforms and cyber security environment**
  - Retained a firm to evaluate the Agency's business computer network for optimum cyber security configuration
    - Developed an implementation plan and timeline to respond to recommendations contained in the assessment
    - Installed software to monitor the Agency's business computer network for cyber related vulnerabilities

## **Community/Industry Engagement**

*We are proud to be active members of the Rochester community as well as being contributing members of the electric power industry and our public power associations.*

- **Developed a program to create pollinator habitat in our Member communities focused on helping reverse the decline in the monarch butterfly**
  - Worked with Member communities to create 29 monarch waystations
  - Partnered with state and national groups and secured grant funding for a major portion of the first-year effort
  - Provided logo pollinator seed packages for distribution in Member communities to engage citizens in the project
  - SMMPA team members created monarch waystations at the SMMPA main office and the Byron substation
- **Played a key role in our local area**
  - Partnered with Rochester Public Utilities for the Rochester Chamber of Commerce 2016 Southeast Minnesota "DAY NOT AT THE CAPITOL" (due to Capitol renovation)
  - Sponsor of 2015-2016 Rochester Area Chamber of Commerce Eggs and Issues Legislative Forum
  - Sponsored Chamber of Commerce Southeastern Minnesota Economic Development Summit
- **Played a key role in our industry**
  - **Team Members Participated in:**
    - TAPS Meetings
    - APPA National Conference
    - APPA Business and Finance Conference
    - APPA General Accounting, Finance, and Audit Committee Conference
    - APPA Joint Action Workshop
    - LightFair International
    - MMUA Annual Winter and Summer Conference
    - Minnesota Joint Action Agency policy meetings
    - APPA's CEO Climate Change and Generation Policy Task Force

- APPA CEO Roundtable
  - APPA Engineering and Operations Technical Conference
  - HR Mastery Group Meetings
  - Society for Human Resource Management (SHRM) Minnesota State Conference
  - Rochester Human Resources Association Board
  - MnTAP Intern Symposium
  - Energy Design Conference
  - Green Step Cities Workshops
  - Technical Advisory Committee and Work Group Meetings regarding the State's Technical Reference Manual and Energy Savings Platform
  - Questline Webinars on Lighting Controls, Refrigeration, HVAC, and Electric Vehicles
  - DOE Webinars on Energy Efficient Technologies
  - Association of Energy Services Professionals (AESP) Webinars on Energy Efficient Technologies
  - AESP Midwest Chapter Meetings
  - ACEEE Webinars
  - Consortium for Energy Efficiency (CEE) Summer and Winter Meetings and Technical Workgroups
  - Member Chamber of Commerce Networking Events and Meetings
  - Solar MN Meetings
  - Solar Electric Power Association Webinars and utility conferences
  - Board of Directors of Western Fuels Association
  - North American Energy Marketers Association
  - ENERGY STAR Award Ceremony and Partner Meeting
  - Administrative Professionals Conference
  - NERC Reliability Standards and Compliance Workshops
  - Emergency Operating Plan Coordination Workshop
  - MRO Compliance Workshops
  - Midcontinent Compliance Forum Workshops
  - Minnesota Safety Council Meetings
  - SeventhWave (formerly Energy Center of Wisconsin) Board
- **Team Member Presentations:**
    - Presented on Energy Efficiency Program Design for the Association of Energy Services Professionals
    - Conducted an evening Member informational meeting in North Branch in March 2016
    - Hosted networking events with the North Branch and Kanabec (Mora) Chambers
- **Advertising:**
    - Placed strategic print, radio and TV advertising in all Member communities to convey SMMPA's critical role in delivery of reliable, affordable power and support SMMPA's and Member's political messaging goals

- Scripted and placed web, radio, newspaper, on-bill, email, and newsletter advertising to promote the energy efficiency programs to Members' customers and trade-allies

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



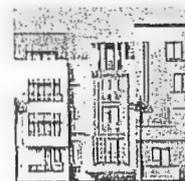
### 3. Mixed-Use & Diversity

- 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



89



### 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.



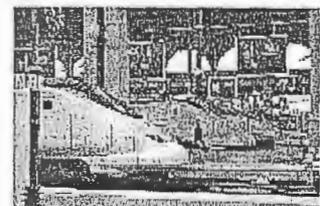
### 7. Increased Density

- 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



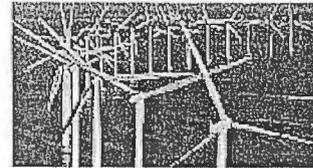
### 8. Green Transportation

- 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



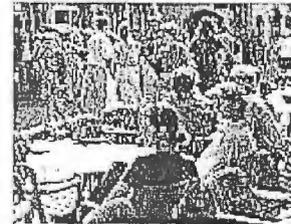
## 9. Sustainability

- 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:

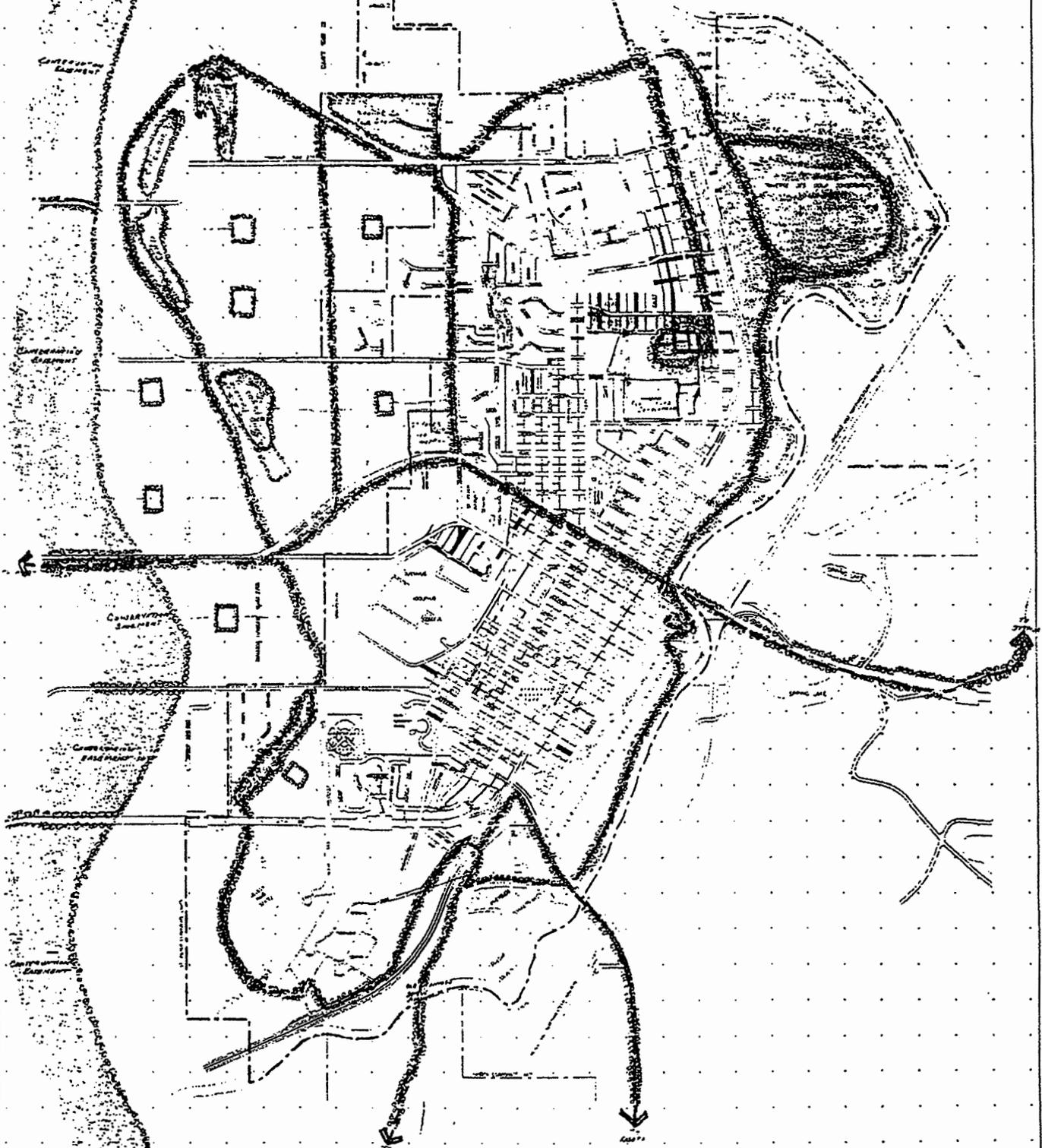
NewUrbanism.org  
824 King Street, Suite 103  
Alexandria, VA 22314

**Email**

# City Core Plan

# Community Vision Plan

## GREEN SPACE LIMITS TO GROWTH



## Saint Peter, Minnesota

Minnesota Design Team

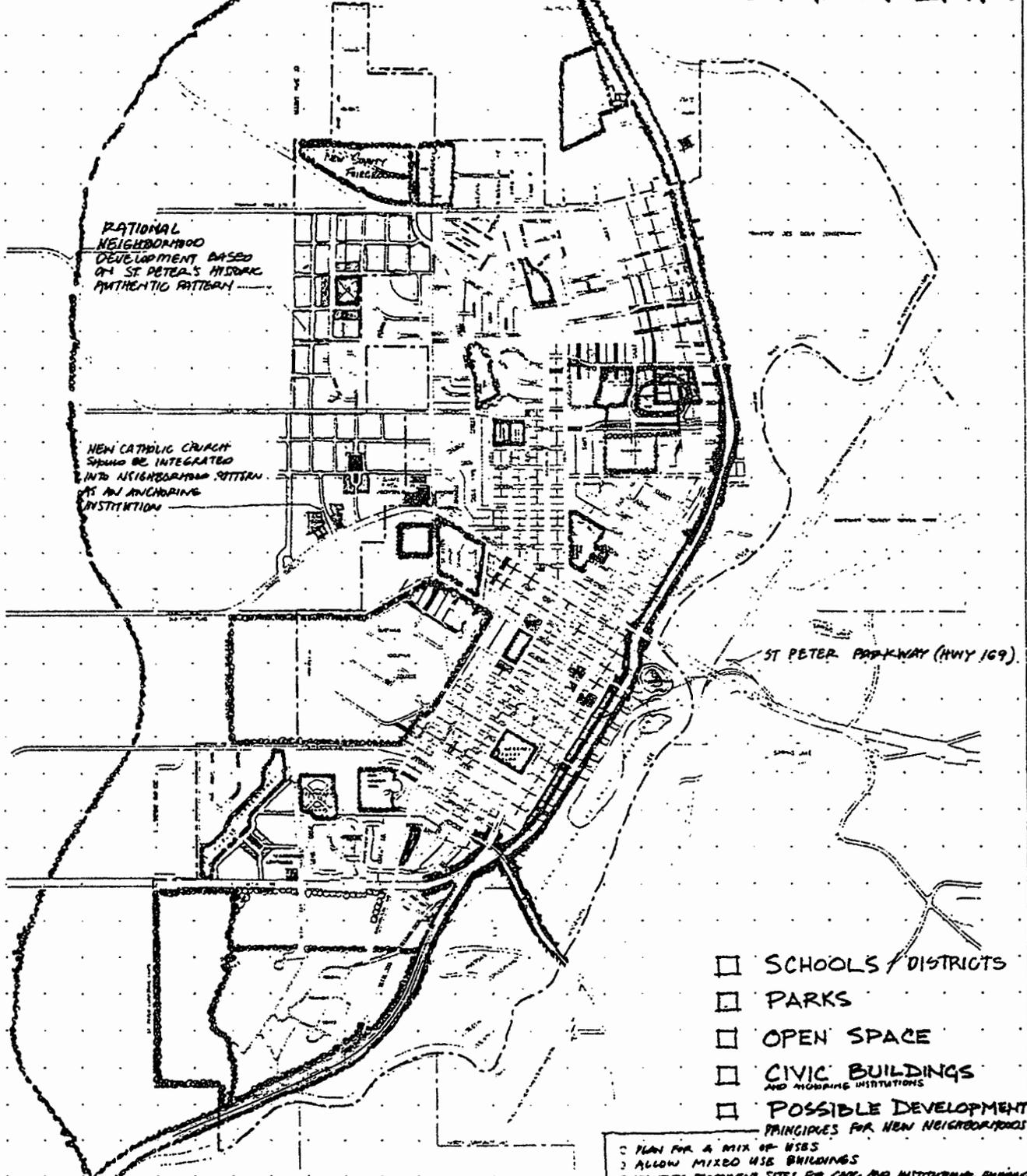
Spring 1999

SCALE 1" = 600'

DRAWING 10

# City Core Plan

# FUTURE TOWN PLAN



Saint Peter, Minnesota

Minnesota Design Team

Spring 1999

SCALE 1" = 600'

DRAWING 

## DESIGN REVIEW: NEW INFILL

- Should have same setback as historic buildings
- Should be compatible with the historic buildings -
  - + in scale
  - + in height
  - + in massing
  - + materials

← SETBACK →

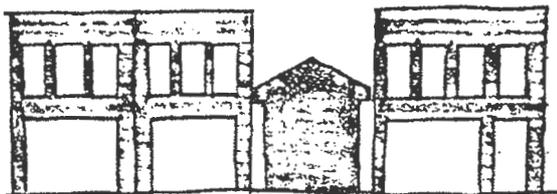


NO!

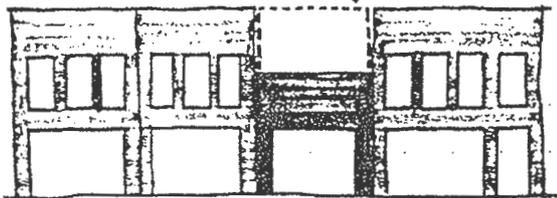


YES!

← HEIGHT & SCALE →



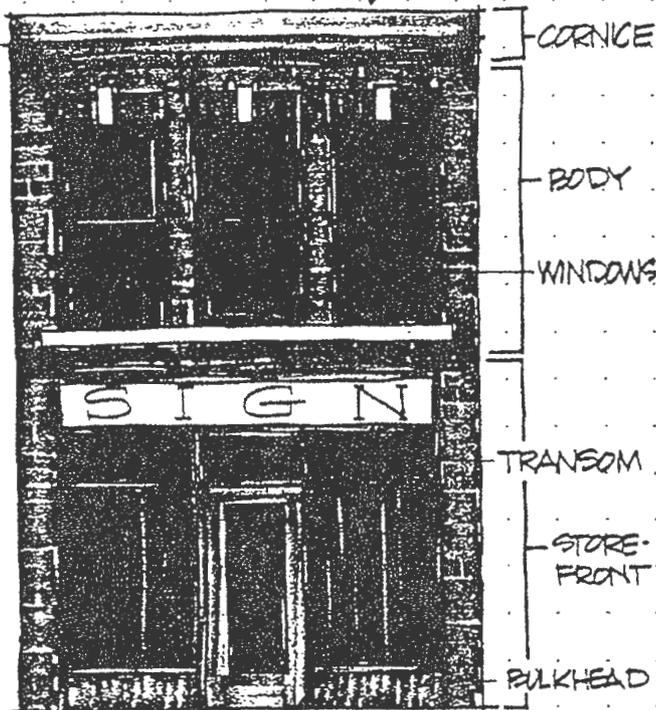
NO!



YES!

## DESIGN REVIEW: EXISTING BUILDINGS

- Should respect the basic components of historic commercial bldgs.:
  - + cornice - "cap" of the building
  - + body - compatible windows
  - + storefront - large, open expanse of glass



Saint Peter, Minnesota

Minnesota Design Team

Spring 1999

SCALE

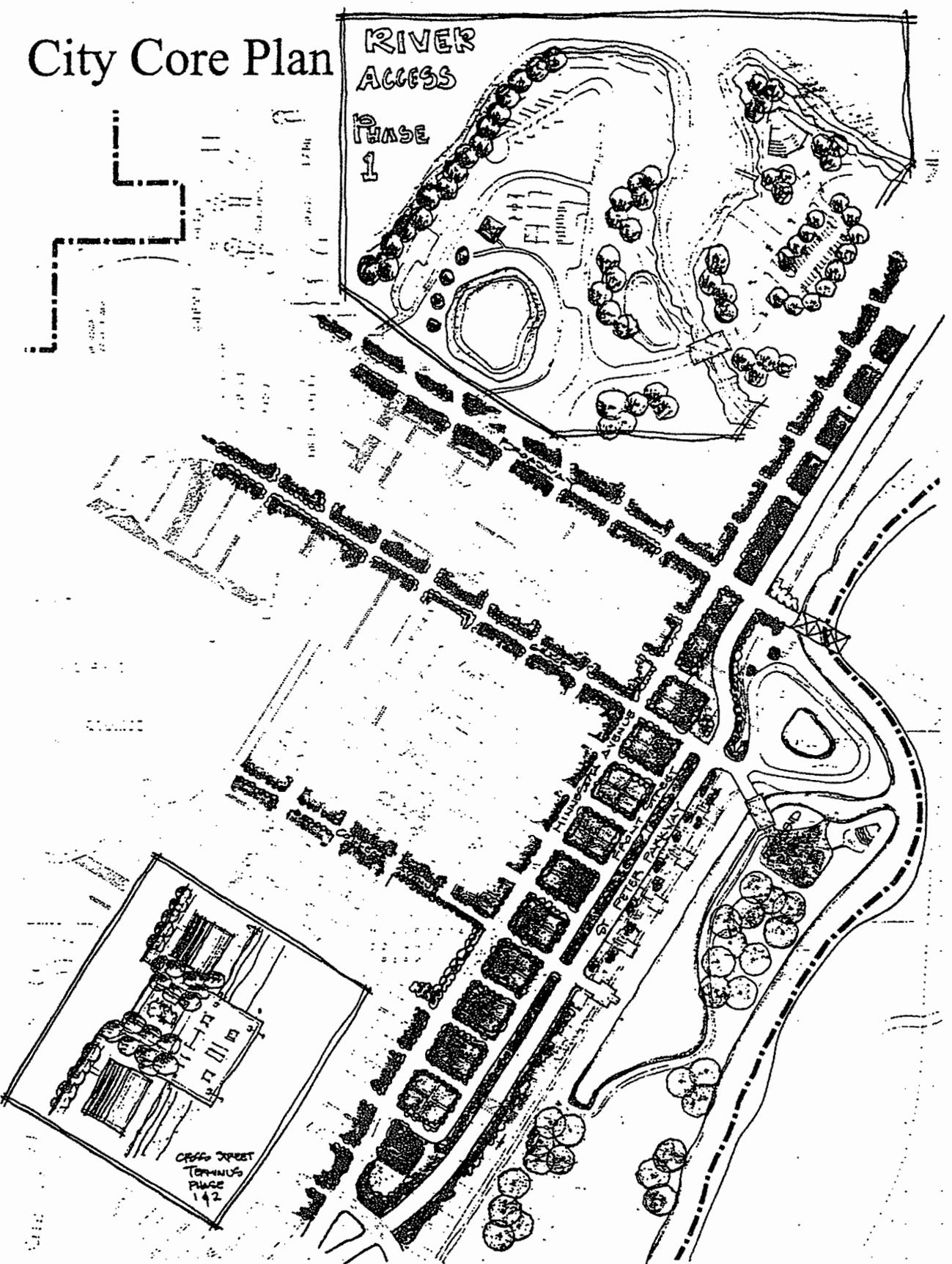
DRAWING



# City Core Plan

RIVER  
ACCESS

PHASE  
1



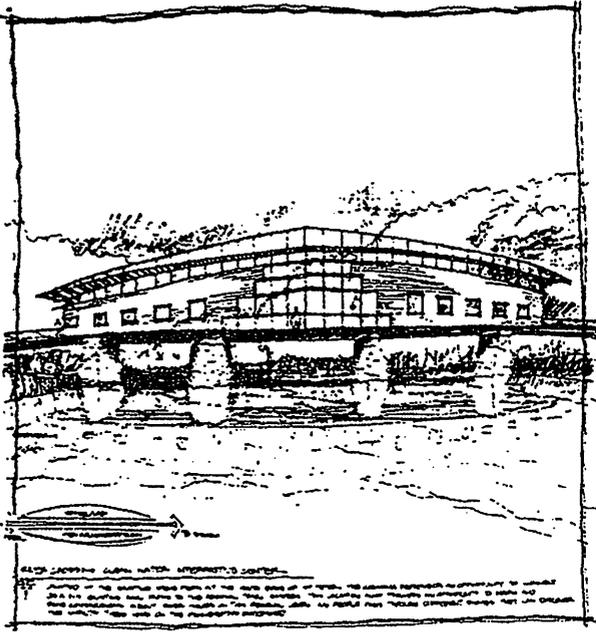
Saint Peter, Minnesota

Minnesota Design Team

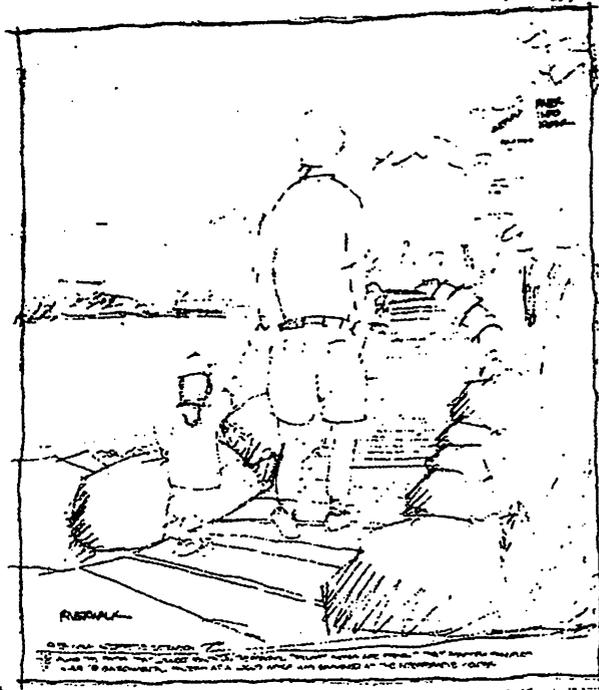
Spring 1999

SCALE 1" = 200'

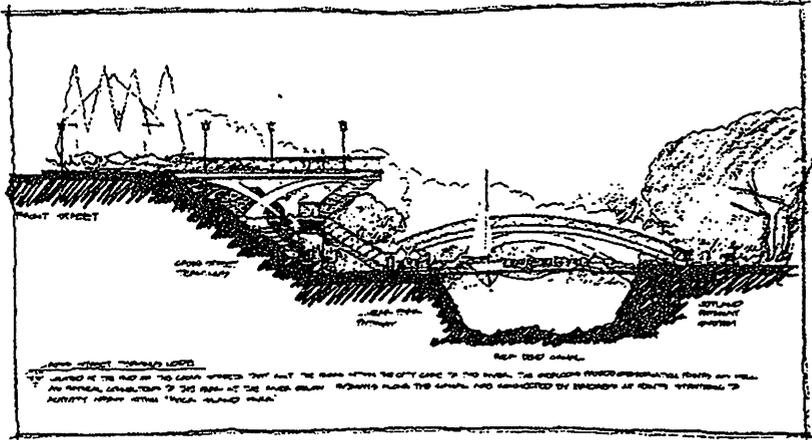
DRAWING 3



↑ INTERPRETIVE CENTER

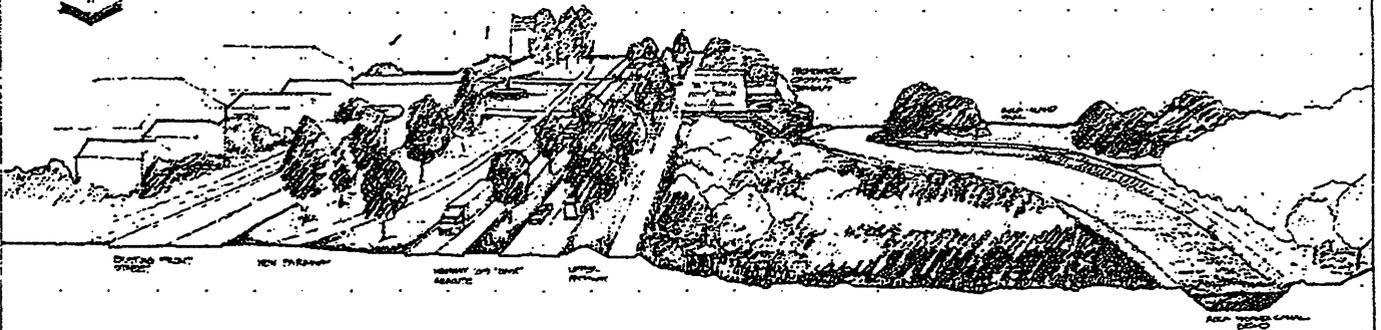


→ RIVER BENCH WALK



→ CROSS STREET TERMINUS

↓ HWY 169 PARKWAY



# Saint Peter, Minnesota

Minnesota Design Team

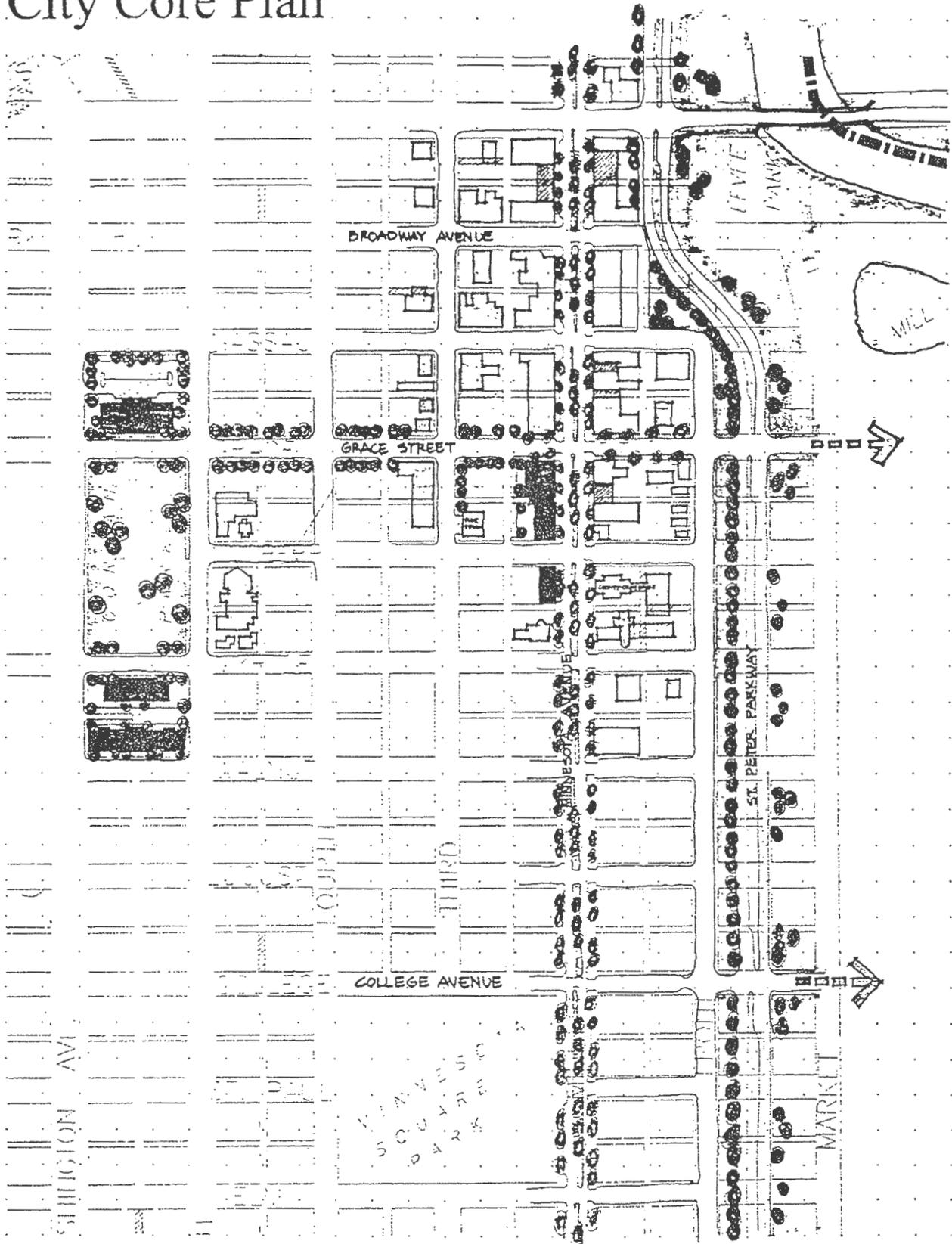
Spring 1999

SCALE

DRAWING



# City Core Plan



## Saint Peter, Minnesota

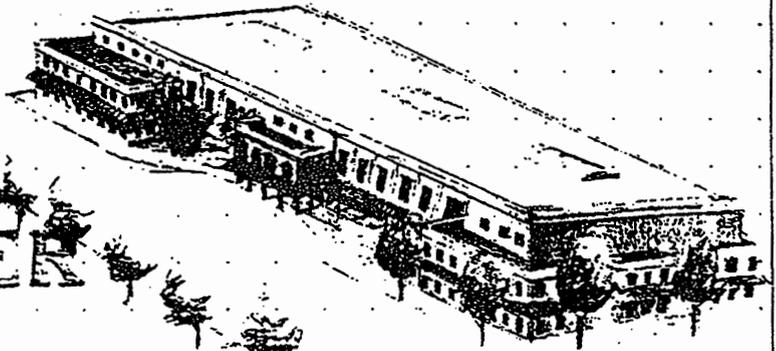
Minnesota Design Team

Spring 1999

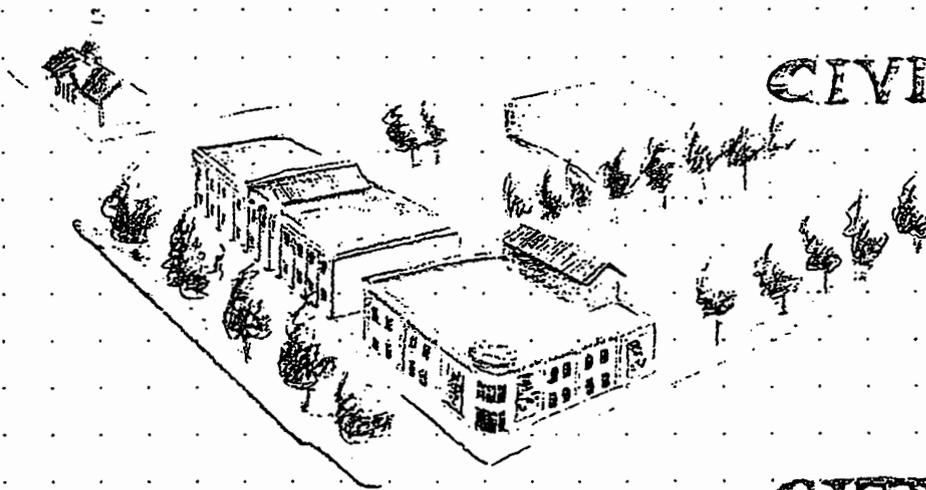
SCALE 1" = 100'

DRAWING 5

GORMAN  
PARK CENTER



PUBLIC  
LIBRARY



CIVIC PLAZA



CITY HALL



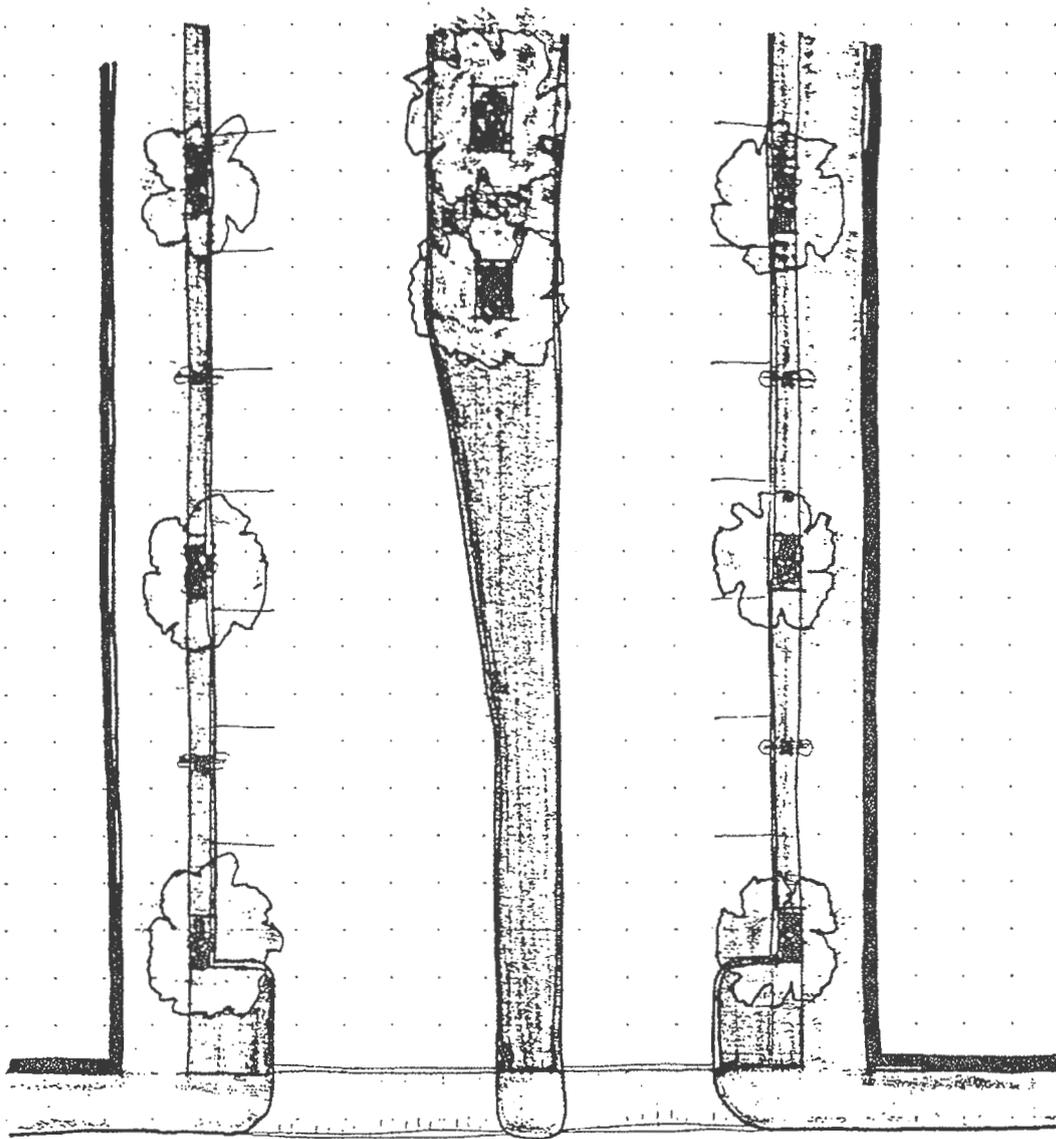
Saint Peter, Minnesota

Minnesota Design Team

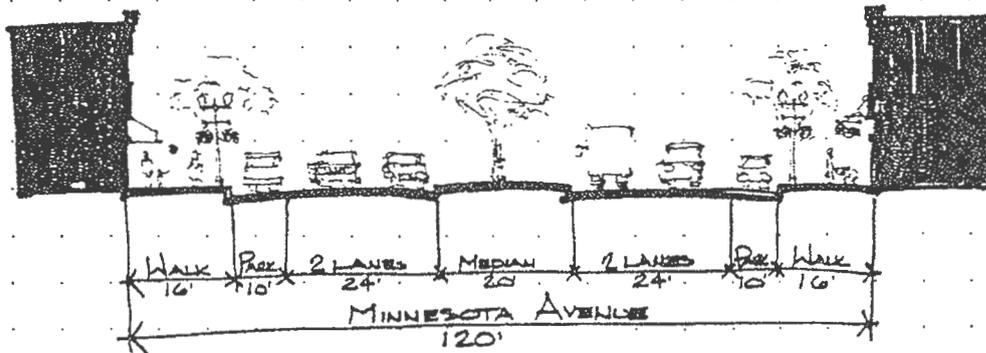
Spring 1999

SCALE ?

DRAWING 6



# MINNESOTA AVENUE STREETSCAPE



Saint Peter, Minnesota

Minnesota Design Team

Spring 1999

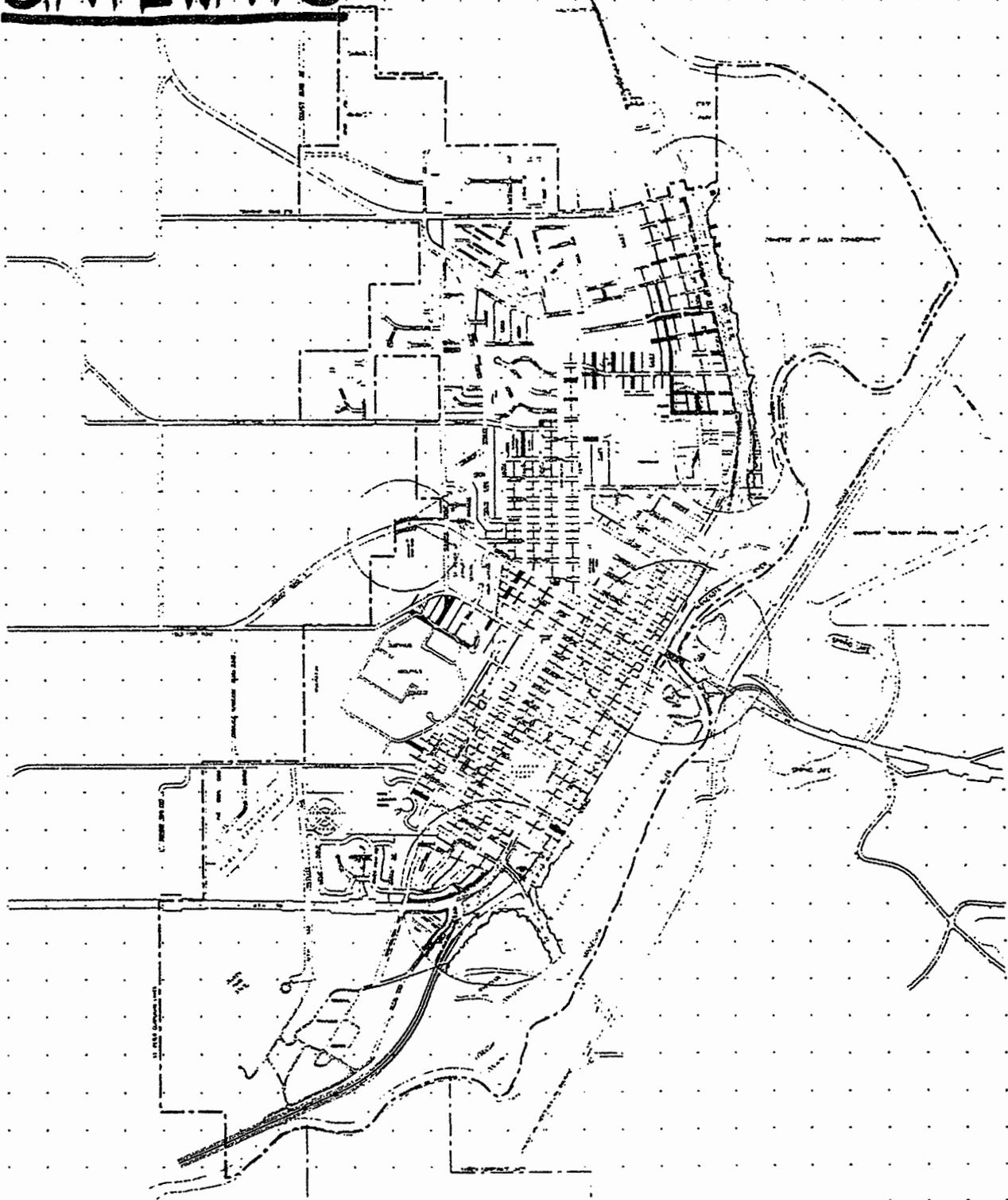
SCALE 1/8" = 1'-0"

DRAWING

7

# City Core Plan

## GATEWAYS



Saint Peter, Minnesota

Minnesota Design Team

Spring 1999

SCALE 1" = 600'

DRAWING **2**

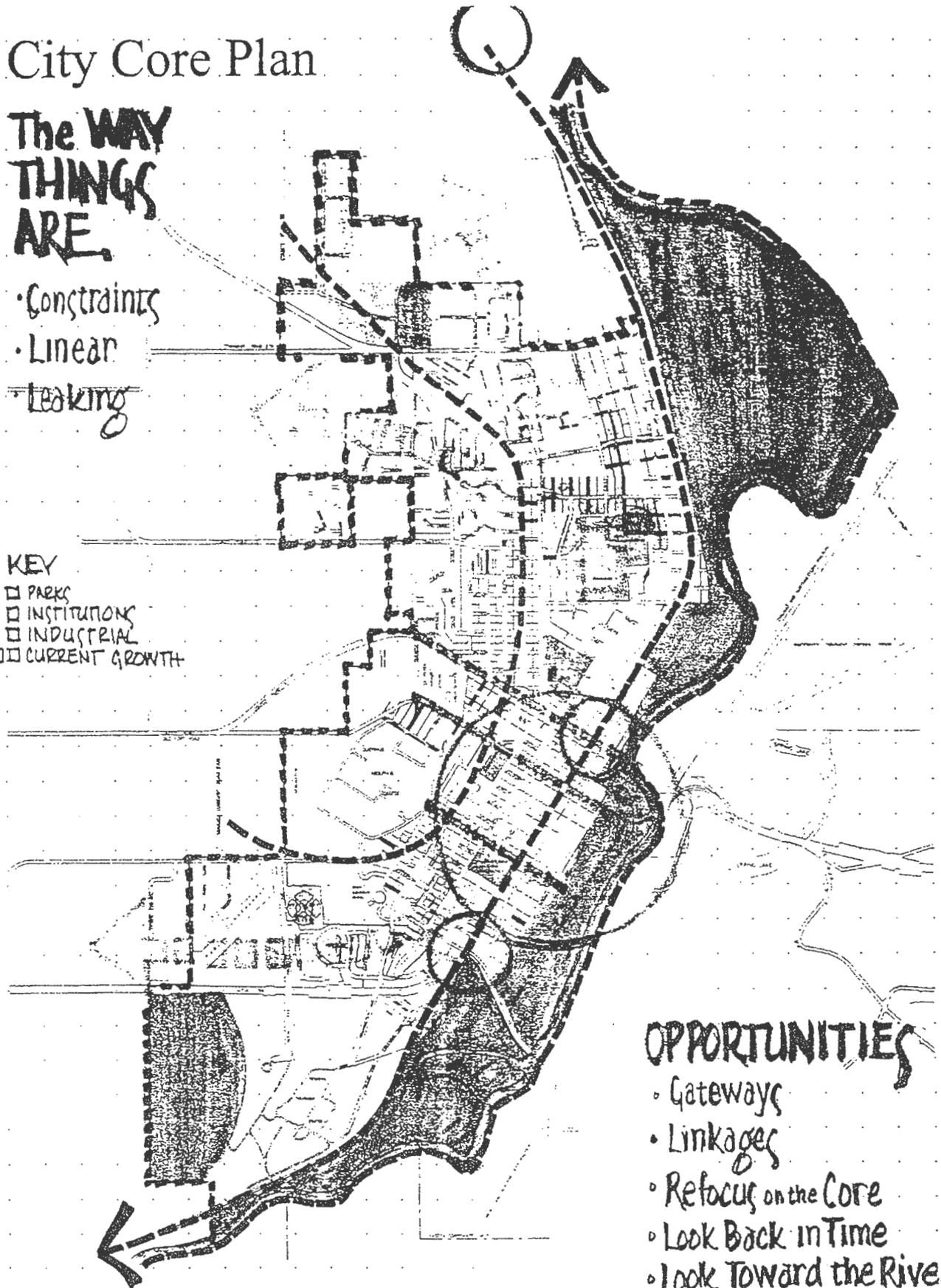
# City Core Plan

## The WAY THINGS ARE.

- Constraints
- Linear
- Leaking

### KEY

- PARKS
- INSTITUTIONS
- INDUSTRIAL
- ◁ CURRENT GROWTH



## OPPORTUNITIES

- Gateways
- Linkages
- Refocus on the Core
- Look Back in Time
- Look Toward the River

Saint Peter, Minnesota

Minnesota Design Team

Spring 1999

SCALE 1" = 600'

DRAWING 1

# IMPLEMENTATION ACTION PLAN

## SHORT TERM (1 YR.)

- PROMOTE & HOLD MEETINGS ON TOWN MASTER PLAN TO CONTINUE COMMUNITY INVOLVEMENT/CONSENSUS/APPROVAL OF SHAPED VISION
- BUILD NEW RECREATION & LIBRARY/COMM. ED BUILDINGS BY PLAN
- DO MORE COMMUNITY GREENING: TREE & GATEWAY PLANTINGS, PARKING LOT BEAUTIFICATION, COMMUNITY GARDENS, POCKET PARKS, HALLETT POND ENHANCEMENT
- ESTABLISH GATEWAYS WITH SIGNAGE/DESIGN PLAN
- PROMOTE/PERFORM RIVER CLEAN-UP/BUILD COMMUNITY CONNECTIONS
- MINNESOTA AVE. STREETSCAPE IMPROVEMENTS: IMPLEMENT & FUND DOWNTOWN REDEV. TASK FORCE RECOMMENDATIONS
- DEVELOP STRONGER HISTORIC DISTRICT DESIGN GUIDELINES TAILORED TO ST. PETER
- BUILD COMMUNITY CONNECTIONS: RIVERFRONT & HISTORIC FESTIVALS, ANNUAL COMMUNITY EVENTS, CROSS-AGENCY/INSTITUTIONAL INVOLVEMENT IN COMMUNITY PROJECTS.

## MID-TERM (2-5 YRS.)

- INSTALL MN. AVENUE STREETSCAPE & GATEWAY IMPROVEMENTS  
—BLVD. MEDIAN, ST. LIGHTS, FURNITURE, BANNERS, PLANTS, TREES, SIGNAGE.
- UPDATE COMPREHENSIVE PLAN / CHANGE ZONING ORDINANCE TO FIT PLANS.  
(AGRICULTURAL EASEMENT AROUND CITY EDGE.)
- DEVELOP LOOK-OUT, VIEW PLATFORMS AT STREET TERMINUS ALONG RIVER  
NODES BETWEEN COLLEGE & GRACE AVENUES.
- EXTEND MULTI-MODAL TRAIL SYSTEM ALONG RIVER AND AROUND CITY  
TO CONNECT W/ REGIONAL TRAILS
- ESTABLISH CLEARWATER INTERPRETIVE NATURE CENTER ACROSS RIVER.
- ENHANCE MILL POND PARK & PUBLIC ACCESS TO RIVER.
- PURCHASE LAND TO SUPPORT TOWN CENTER MASTER PLAN—  
BUILD NEW THEATRE AND / CITY HALL AND POST OFFICE.
- EXPAND HISTORIC DISTRICT BOUNDARIES.
- ENHANCE & CONTINUE RIVER CLEAN-UP.
- EXPLORE FEASIBILITY OF 169 RE-ROUTING.

## LONG TERM (5+ YRS.)

- RE-ROUTE HWY 169 TO FRONT AVE. TO CREATE "ST. PETER PARKWAY," IMPROVE PEDESTRIAN ACCESS ACROSS PKWY.
- DEVELOP ROCK BEND RECREATIONAL AREA
- CONTINUE TO MANAGE GROWTH IN NEIGHBORHOOD IMPROVEMENTS



Saint Peter, Minnesota

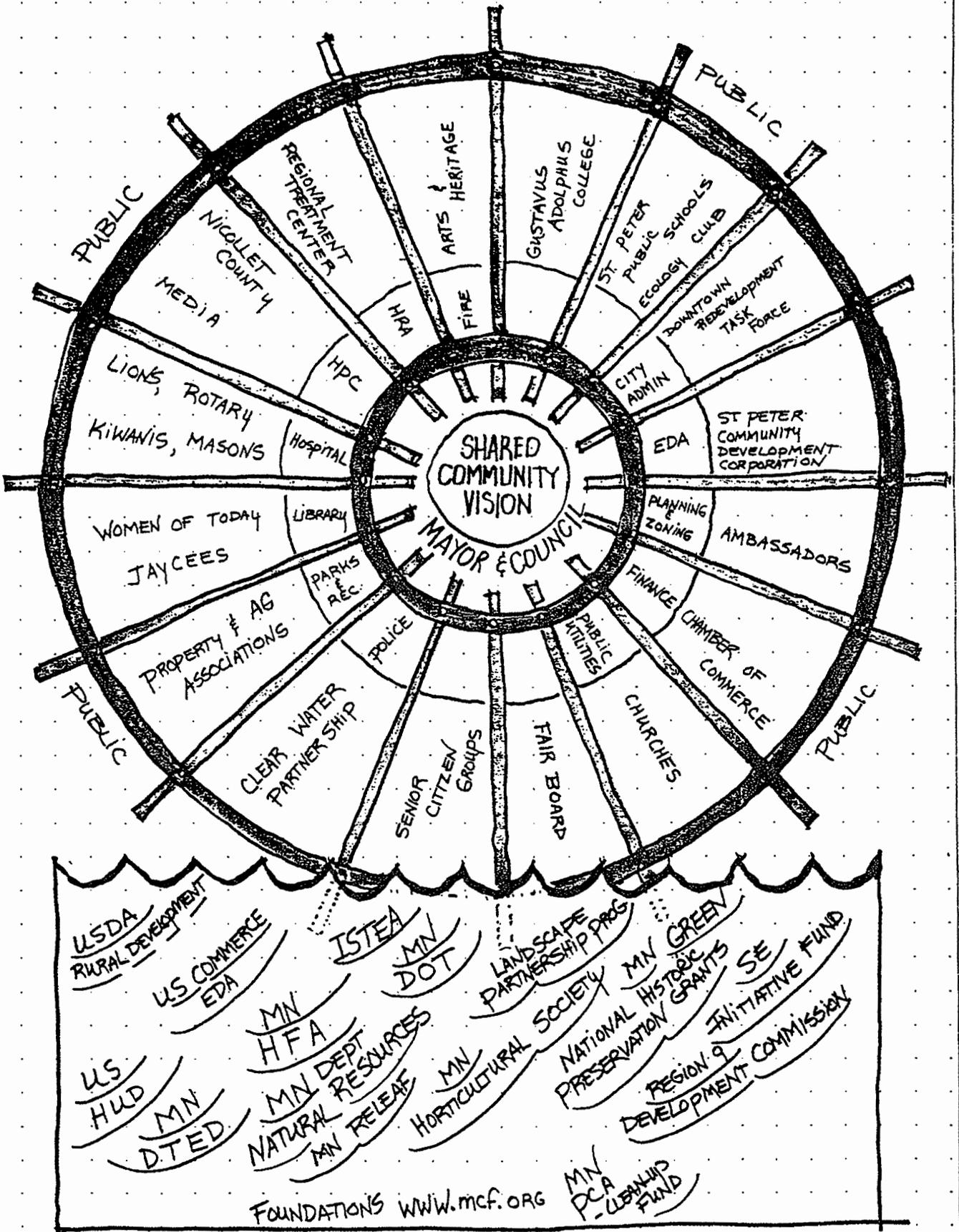
Minnesota Design Team

Spring 1999

SCALE

DRAWING

11



# Saint Peter, Minnesota

Minnesota Design Team

Spring 1999

SCALE

DRAWING 12



(/)

## What is a Sister City?

---

A sister city, county, or state relationship is a broad-based, long-term partnership between two communities in two countries. A sister city, county, or state relationship is officially recognized after the highest elected or appointed official from both communities sign off on an agreement.

A city may have any number of sister cities, with community involvement ranging from a half dozen to hundreds of volunteers. In addition to volunteers, sister city organizations may include representatives from nonprofits, municipal governments, the private sector, and other civic organizations.

Sister city relationships offer the flexibility to form connections between communities that are mutually beneficial and which address issues that are most relevant for partners.

**Click here (<http://sistercities.org/faq>) to read more sister cities FAQs.**

### **WHAT IS A SISTER CITY ORGANIZATION?**

A sister city organization is a volunteer group of ordinary citizens who, with the support of their local elected officials, form long-term relationships with people and organizations in a city abroad. Each sister city organization is independent and pursues the activities and thematic areas that are important to them and their community including municipal, business, trade, educational and cultural exchanges with their sister city.

Sister city organizations promote peace through people-to-people relationships—with program offerings varying greatly from basic cultural exchange programs to shared research and development projects between cities with relationships.

**Click here (<http://sistercities.org/our-programs>) for more information on sister city programs and activities.**



(/)

## Our Programs

---

Sister city relationships offer the flexibility to form connections between communities that are mutually beneficial and which address issues that are most relevant for partners. Sister city relationships offer endless possibilities for communities to conduct a wide variety of programs and activities. Programs vary greatly from basic cultural exchange programs to shared research and development projects. Programming can typically be classified in four main areas:

### Youth and Education

Providing experience in international affairs and citizen diplomacy to youth is a critical part of any sister city program. Sister city exchanges are often the first opportunity that youth have to travel abroad, and the experience of being a guest rather than a tourist is a unique opportunity that helps them develop cross-cultural competence and maturity.



Activities often include short- and long-term student exchanges, virtual exchanges, and sports tournaments. Educational exchanges, whether at the high school or college level, provide young people with the opportunity to develop professional skills under the umbrella of citizen diplomacy. These exchanges are often described by participants as “a life-changing experience,” and many current leaders in international affairs or diplomacy can trace their interest to their first sister city exchange. **Click here** (<http://sistercities.org/youth-and-education>) to learn more.

### Arts and Culture

Arts and cultural programs are some of the oldest and most robust in the sister cities network and continue to connect people from different backgrounds on a fundamental level. By experiencing and exploring the culture of an international community, citizens may gain insight into the history, values, and aesthetic sensibilities of their partners.

107

Today, cultural exchange provides the foundation for many sister city relationships. These exchanges take many different forms, with musical performances, art exhibits, peace parks and gardens, and international cultural festivals proving popular throughout the sister city network. **Click here (<http://sistercities.org/arts-and-culture>) to learn more.**



## Business and Trade

In addition to trade delegations and tourism dollars, sister city programs create connections with international municipal officials, institutions, and businesses. These connections build trust, access, and expertise that help local businesses find new opportunities. Whether it is access to new markets, assistance navigating import and export regulations, or introductions to new partners, sister city programs expand the resources available to local businesses. Investing in sister cities means investing in the future of a community. **Click here (<http://sistercities.org/business-and-trade>) to learn more.**



## Municipal Exchange and Community Development

Peer-learning between municipal employees and elected officials through sister city activities has helped cities implement innovative policies and management techniques in sanitation, water, health, transportation, tourism, economic development, and education. Sister city programs ALSO often raise funds or collect supplies for natural disasters or other emergencies in their sister cities. Other humanitarian and community development projects include renovation of clinics, creation of wells, and trainings for medical personnel. Numerous programs also support schools abroad through donation of materials, construction, and partnerships with U.S. schools. **Click here (<http://sistercities.org/community-development>) to learn more.**



## City Search

Find your city's sister!



(/)

## FAQ

---

Below you will find some of the most commonly asked questions regarding sister cities and Sister Cities International. If you have any additional questions please contact us at [info@sistercities.org](mailto:info@sistercities.org) (<mailto:info@sistercities.org>) and we would be happy to assist you.

- What is a sister city relationship?
- What do sister cities do?
- What does Sister Cities International do?
- How do two cities become sister cities?
- Who runs sister city organizations and how are they structured?
- How can I find out what my sister cities are?
- How can I get involved with my local sister city organization?
- How do I set up a sister city organization for my city?
- How can I create a new sister city?
- I am from a city abroad. How can I form a sister city relationship with a city in the U.S.?
- Do you provide funding for projects?
- What is the difference between a "Sister City" and a "Friendship City"?
- How do I log in into the "Member Area" of the website?
- How can I find out who is the administrator for our community's profile?
- I forgot my password, how can I reset it?
- Can non-U.S. cities join Sister Cities International?
- I don't see one of our sister cities located on Sister Cities International's directory or website. Why?

### Q. What is a sister city relationship?

A sister city relationship is a long-term, cooperative relationship between two cities in different countries through which cultural, educational, business, and technical exchanges take place. It is formalized when two mayors (or highest elected/appointed

officials) sign a memorandum of understanding establishing a sister city relationship. Activities are usually organized and implemented by volunteers, local institutions, and municipal employees. A city may have any number of sister cities.

## Q. What do sister cities do?

Sister city organizations plan and implement cooperative activities and exchanges in cultural, educational, municipal/technical, business, and humanitarian fields. Thousands of inbound and outbound exchanges take place every year, as well as virtual exchanges and other remote, cooperative activities.

## Q. What does Sister Cities International do?

Sister Cities International is a nonprofit member association for U.S. sister city organizations. Its staff provides assistance and expertise to over 500 member communities to help strengthen their sister city organizations. It shares best practices, provides grants and funding opportunities, assists with protocols and procedures related to sister cities, advocates for sister city organizations and international exchange, organizes conferences and meetings, publishes a printed and online directory of sister cities, networks among its membership, and provides other resources including certificates, discounted travel insurance, visa consultations, webinars, and toolkits, among other benefits.

## Q. How do two cities become sister cities?

A relationship is formally created when the mayors or highest elected officials from two communities sign a memorandum of understanding establishing the sister city partnership. However, this is usually the result of a long process that involves the local sister city organization along with the municipality and other local institutions. Sister city relationships may develop from a number of sources, including but not limited to: preexisting mayoral relationships, trade relationships, historical connections, ancestral/demographic connections, expatriate communities, shared geographic/sector challenges, faith-based groups, and personal experiences ranging from study/work abroad to marriages.

## Q. Who runs sister city organizations and how are they structured?

All of Sister Cities International's members are independent organizations and have a number of management structures. Sister city organizations may be run by a group of volunteers, representatives from local institutions, the mayor's office or municipal government, or by some combination of these. Most often sister city organizations are incorporated as 501(c)(3) nonprofits, although the municipal government may have representation or a formal relationship with the group. Many are governed by a board of

directors or commission, although the majority of members are volunteers from all sectors of the community. They are most often organized by committee, with one committee for each partnership responsible for creating and implementing projects. Some sister city organizations are run by local institutions, such as a museum, cultural center, or chamber of commerce. Most municipal contacts for sister city organizations are in the office of the mayor, office of tourism/convention and visitors bureau, office of international affairs, office of protocol, or office of economic development.

## Q. How can I find out what my sister cities are?

Visit our online interactive directory at [www.sistercities.org](http://www.sistercities.org) (<http://www.sistercities.org>). The online directory includes sister city relationships, contact information, and website/Facebook information for all current members. You can also view our printed 2014 Membership Directory and Annual Report at [www.sistercities.org/2014Directory](http://www.sistercities.org/2014Directory) (<http://www.sistercities.org/2014Directory>).

## Q. How can I get involved with my local sister city organization?

Visit our online directory at [www.sistercities.org](http://www.sistercities.org) (<http://www.sistercities.org>) and search for your community. You should find the primary contact information for your sister city organization. If you don't find your city it means they are not currently a member of the Sister Cities International network. You might try some basic research online or contact the town clerk, mayor's office, or office of international affairs to see if they can put you in contact with your sister city organization. Most sister city committees have regular meetings that are open to the public.

## Q. How do I set up a sister city organization for my city?

Setting up a sister city organization is a large undertaking, and is best done as part of a committee or city-wide group. First, check our directory (and do some basic web research) to see if your city already has an organization. You should not try to start a new sister city or sister city organization without first engaging an existing organization. If your city does not have an organization and you would like to start one, please contact us at [membership@sistercities.org](mailto:membership@sistercities.org) (<mailto:membership@sistercities.org>) and we can talk with you about the steps you would need to take.

## Q. How can I create a new sister city?

Sister Cities International requires only that the mayors or highest elected officials from the two communities sign an agreement to become sister cities, although many cities have their own requirements and some cities may decide to limit the number of sister cities they have. You should first contact your local sister city organization if you have not done so already and talk to them about their process. Usually a group will first

contact the mayor/city government to see if they are at least open to the possibility of a new relationship (some cities cap the number of sister cities they have). Please see our Cities Seeking Cities FAQ for more information on creating new sister cities.

### **Q. I am from a city abroad. How can I form a sister city relationship with a city in the U.S.?**

If you are a municipal employee/elected official, or are working directly with elected officials in your community, then please visit our Cities Seeking Cities section at [www.sistercities.org](http://www.sistercities.org) (<http://www.sistercities.org>) to let us know you are looking for a partner. Sister Cities International can then promote your community to cities around the U.S. and connect you if there is interest in forming a relationship.

### **Q. Do you provide funding for projects?**

Sister Cities International does not provide funding for unsolicited projects or exchanges. However, we do provide funding for dues-paying sister city organizations through grants or other organizations as they become available. These usually have a geographic or programmatic focus and have other requirements depending on the grant. For more information on current grant programs please visit the Grants section of the member area. All grant application opportunities are announced on our website and through member updates. To sign up for our mailing list simply create an account on our website at [www.sistercities.org](http://www.sistercities.org) (<http://www.sistercities.org>) and make sure you do not opt out of receiving Sister Cities International's emails.

### **Q. What is the difference between a "Sister City" and a "Friendship City"?**

The terms "sister city" and "friendship city" sometimes have different meanings. Generally speaking, friendship cities are less formal than sister cities. In some cities, "friendship city" is often used as a first stage in the relationship, and after it is strengthened and the partners are sure they want a long-term relationship they will become "sister cities".

### **Q. How do I log in into the "Member Area" of the website?**

To access the member area you must be affiliated with a dues-paying sister city organization in good standing. The administrator for your organization is able to add you as a member of their local committee, after which you will be able to access the "Member Area" of the website. If you do not know who your administrator is please contact Sister Cities International at [membership@sistercities.org](mailto:membership@sistercities.org) (<mailto:membership@sistercities.org>) and we can assist you.

### **Q. How can I find out who is the administrator for our**

## community's profile?

Email us at [info@sistercities.org](mailto:info@sistercities.org) (<mailto:info@sistercities.org>) and we'd be happy to put you in touch with your administrator.

### Q. I forgot my password, how can I reset it?

Easy! Just go to <http://www.sistercities.org/user/password> (<http://www.sistercities.org/user/password>). You can also visit us at [www.sistercities.org](http://www.sistercities.org) (<http://www.sistercities.org>), click on "Login" at the top of the page, and then click the "Request New Password" link below where you would log in.

### Q. Can non-U.S. cities join Sister Cities International?

Yes, Sister Cities International allows non-U.S. cities to join as Global Members. Global Members have access to Sister Cities International's "Member Area" and are listed in our online and printed directory with all of their sister city partnerships (not just partnerships with U.S. cities). For more information on joining Sister Cities International visit us at [www.sistercities.org](http://www.sistercities.org) (<http://www.sistercities.org>).

### Q. I don't see one of our sister cities located on Sister Cities International's directory or website. Why?

Sister Cities International tries to keep an accurate record of all partnerships, although often times a city may form a new partnership and not inform us. If you think a city doesn't appear in our records but should please contact us at [info@sistercities.org](mailto:info@sistercities.org) (<mailto:info@sistercities.org>). Please note that Sister Cities International only lists partnerships of communities which are members of the Sister Cities International network.

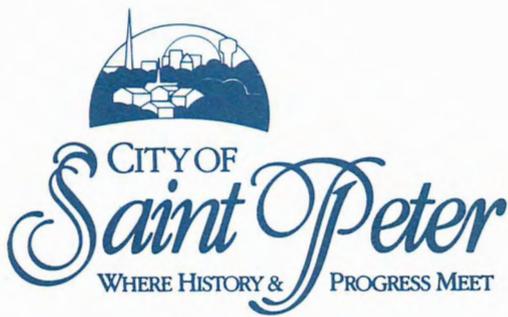
For any additional questions please contact us at [info@sistercities.org](mailto:info@sistercities.org) (<mailto:info@sistercities.org>) or visit us at [www.sistercities.org](http://www.sistercities.org) (<http://www.sistercities.org>).

## City Search

Find your city's sister!

City:

Country:



## Memorandum

**TO:** Todd Prafke  
City Administrator

**DATE:** October 18, 2016

**FROM:** Pete Moulton  
Public Works Director

**RE:** Approve City Council Resolution allowing dogs/cats in areas designated "Natural Resource" areas.

### BACKGROUND

At the August goal setting session the City Council reviewed staff's recommendation to allow dogs and cats on leashes in natural resource areas of the City besides the currently designated Dog Park. This would be an exception to the current Ordinance in place which prohibits animals in these areas. Walking your pet especially in Natural Resource areas is not uncommon and currently people are allowed to walk their pet in the public right-of-way and other public areas.

The current City Ordinance (8-83) – Running at large prohibited: "It is unlawful for any person who is the owner of a dog or cat to permit such animal to run at large or to permit such dog or cat onto the grounds of any City park or playground, whether at large or on a leash, unless the park is designated for dogs or cats by Council resolution. The owner of any animal that is required to be quarantined pursuant to this chapter is subject to a penalty of 90 days in jail, a fine of \$700.00, or both, if the animal is found to be running at large."

The Parks and Recreation Advisory Board discussed this issue and is recommending City Council approve a resolution that allows dogs and cats whom are on leashes be allowed to use and be allowed in "Natural Resource" areas as designated by the Parks Master Plan. At no time does this resolution allow dogs and cats to roam free in these areas but merely allows them to be in these areas under a controlled leash.

These areas may change from time to time as the Parks Master Plan is updated but currently these areas include:

- 1) Traverse des Sioux Natural Resource Area (380 acres)
- 2) Hallett's Pond Natural Resource Area (19.50 acres)
- 3) McGill Natural resource Area (8.75 acres)
- 4) Dog Park (6.70 acres)
- 5) Riverside Park Natural Resource Area (215 acres)
- 6) Riverside Park Extension Natural Resource Area (120 acres)
- 7) Jefferson Park West Natural Resource Area (40 acres)

The resolution allows for pets to be approximately 790 additional acres designated as "Natural Resource Areas" according to the Parks Master Plan.

**FISCAL IMPACT:**

There are no fiscal impacts at this time.

**ALTERNATIVES/VARIATIONS:**

Do not act: No further action will be taken.

Negative Vote: Staff will await further direction from the Council.

Modification of the Resolution: This is always an option of the City Council.

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

PM/amg

CITY OF SAINT PETER, MINNESOTA  
Parks and Recreation Advisory Board

RESOLUTION NO. 2016 - 03

STATE OF MINNESOTA)  
COUNTY OF NICOLLET)  
CITY OF SAINT PETER)

**A RESOLUTION RECOMMENDING DOGS/CATS BE ALLOWED IN CITY AREAS DESIGNATED AS  
NATURAL RESOURCE AREAS BY THE PARKS MASTER PLAN**

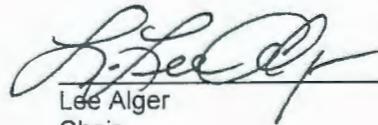
WHEREAS, currently under City Ordinance section 8-83. – Running at large prohibited.

"It is unlawful for any person who is the owner of a dog or cat to permit such animal to run at large or to permit such dog or cat onto the grounds of any City park or playground, whether at large or on a leash, unless the park is designated for dogs or cats by Council resolution. The owner of any animal that is required to be quarantined pursuant to this chapter is subject to a penalty of 90 days in jail, a fine of \$700.00, or both, if the animal is found to be running at large."

WHEREAS, the Parks and Recreation Advisory Board is recommending to allow dogs/cats on leashes to be in city areas designated as "Natural Resource Areas" as identified in the approved Parks Master Plan, and;

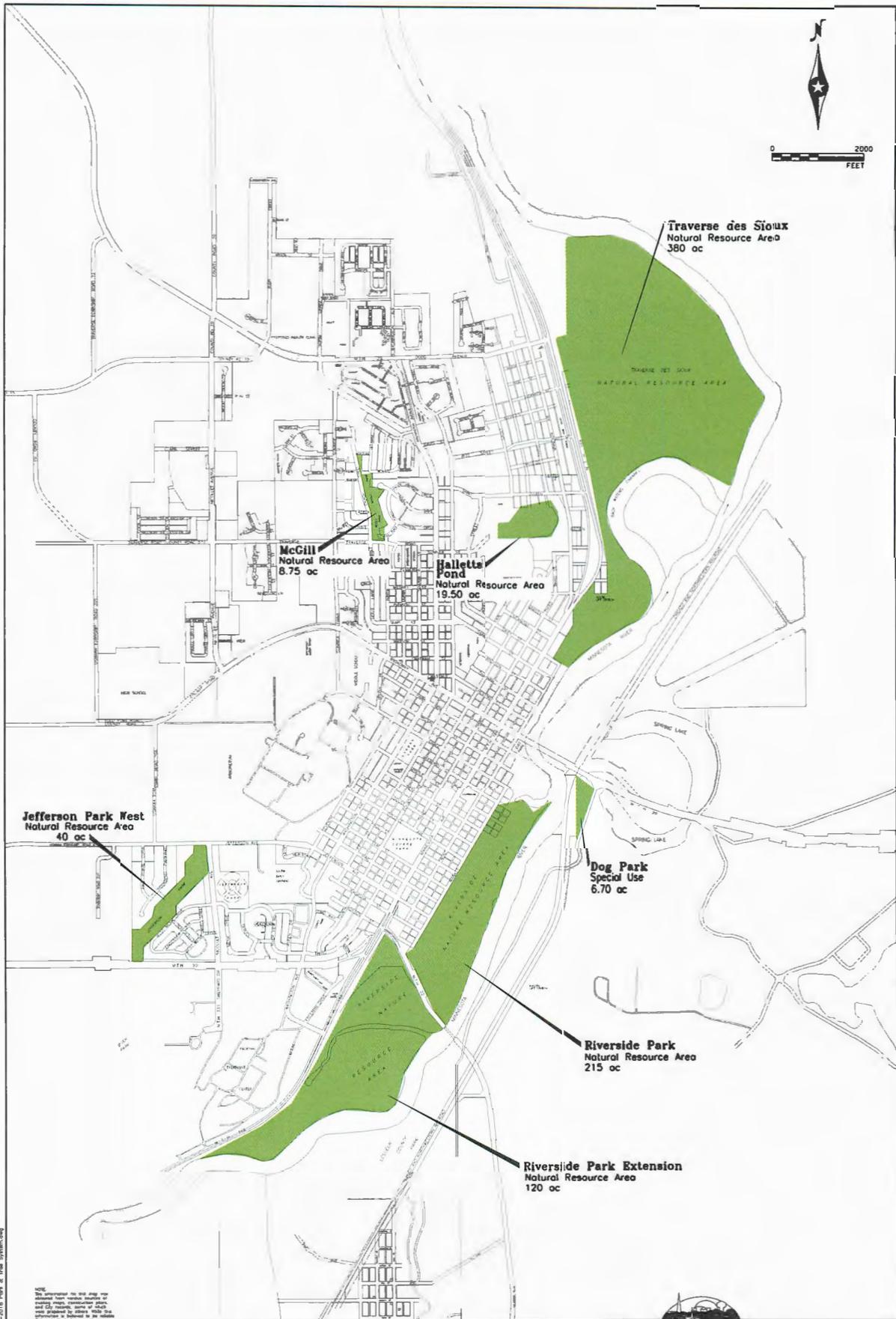
NOW THEREFORE, BE IT RESOLVED BY THE PARK AND RECREATION ADVISORY BOARD OF THE CITY OF SAINT PETER, NICOLLET COUNTY, MINNESOTA, THAT: the Park and Recreation Advisory Board recommends leashed dogs/cats to be allowed in areas designated as "Natural Resource Areas" and that City Council adopt a resolution supporting this request.

Adopted by the Park and Recreation Advisory Board of the City of Saint Peter, Nicollet County, Minnesota, this 19<sup>th</sup> day of September 2016.

  
\_\_\_\_\_  
Lee Alger  
Chair

ATTEST:

  
\_\_\_\_\_  
Larry Potts  
Secretary



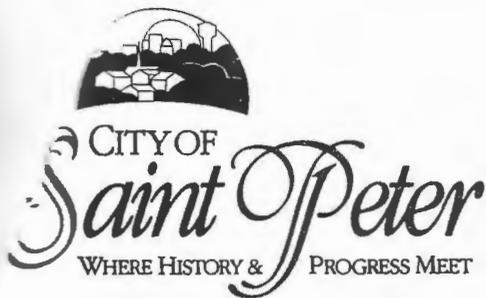
© 2016 Bolton & Menk, Inc. Map No. 2016-0118, Part 2, Final System Map

NOTE:  
The information on this map was obtained from various sources of record, maps, photographs, GPS, and other data. While every effort has been made to ensure the accuracy of the information, the user assumes all responsibility for its use.

**BOLTON & MENK, INC.**  
MARKET, WE FARMOUT, WE SLEEP EYE, WE SURVEILL, WE  
 PLEAS, WE CHALK, WE RANGET, WE HARPOSS, WE  
 SHAK, WE HOGGSTER, WE AWEL, WE SPANER, &

**SPECIAL USE & NATURAL  
 RESOURCE AREAS**  
 UPDATED MAY 2016

**CITY OF**  
*Saint Peter*  
 NICOLET COUNTY, MINNESOTA  
 WHERE HISTORY & PROGRESS MEET



## 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).

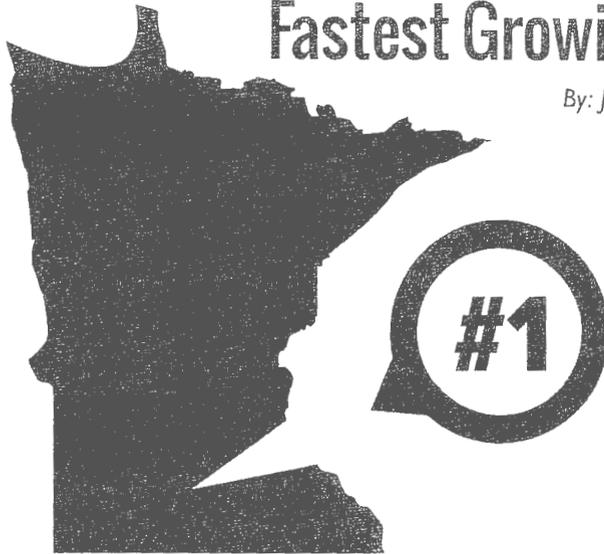
**Administration, collection, and enforcement.** Minnesota Statute § 297A.99 delegates the administration and collection of all local sales and use taxes to the commissioner of revenue. Local taxes are subject to the same penalties, interest, and mechanisms for enforcement as the state sales tax. Sellers 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. ■

Scott M. Kelly is research attorney with the League of Minnesota Cities. Phone: (651) 281-1224. E-mail: [skelly@lmcc.org](mailto:skelly@lmcc.org).

# Fastest Growing Economy in the State

By: John Considine III, Director of Regional Business Intelligence



On Sept. 20, the Bureau of Economic Analysis (BEA) released the 2015 Gross Domestic Product (GDP) figures for Metropolitan Areas across the country.

Over the last year, the Mankato-North Mankato Metropolitan Statistical Area (Blue Earth and Nicollet Counties) ranks 3<sup>rd</sup> in the upper Midwest (Minnesota, Iowa, Wisconsin, North Dakota, and South Dakota) and 1<sup>st</sup> in Minnesota in Real GDP growth. Out of 382 MSAs in the country, we ranked 87<sup>th</sup> for highest growth.

Mankato-North Mankato's best performing sector was Natural Resources and Mining, primarily due to the high yields in the agriculture sector.

Sector	2014	2015	14-15 % growth
Natural resources and mining	264	297	12.50%
Information	248	273	10.08%
Construction	168	182	8.33%
Accommodation and food services	99	107	8.08%
Professional and business services	260	281	8.08%
Real estate and rental and leasing	244	263	7.79%
Arts, entertainment, recreation, accommodation, and food services	120	128	6.67%

## Ten Upper Midwest MSAs GDP Growth

MSA	2014	2015	14-15 % growth	MSA Rank
Bismarck, ND	6717	7101	5.72%	1
Madison, WI	40511	41894	3.41%	2
Mankato-North Mankato, MN	4293	4429	3.17%	3
Chicago-Naperville-Elgin, IL-IN-WI	552991	570082	3.09%	4
Grand Forks, ND-MN	4273	4400	2.97%	5
Eau Claire, WI	7076	7280	2.88%	6
Rochester, MN	9976	10263	2.88%	7
Sioux City, IA-NE-SD	7919	8144	2.84%	8
St. Cloud, MN	8160	8390	2.82%	9
Wausau, WI	6627	6810	2.76%	10

Nationally, Manufacturing grew by 1.6% from 2014 to 2015, however that was not the case in the upper Midwest. Only five out of the 29 MSAs reported growth in this sector. Mankato-North Mankato (-1.15%) had the 10<sup>th</sup> best percent change. The lowest was Waterloo-Cedar Falls, IA with a -9.6% decline in the industry.

Over the last 15 years, the Mankato-North Mankato ranked 12<sup>th</sup> out of 32 MSAs in GDP growth among metros that are in the upper Midwest. In the sectors that impact our metro the most or are the highest percent of our total GDP: Manufacturing (7<sup>th</sup>), Retail (5<sup>th</sup>), and Education/Healthcare (7<sup>th</sup>).

Our GDP is trending in a positive direction, in the early 2000s we saw one to five sectors have a negative growth rate in any given year. In the last five years that has shrunk from zero to two sectors. During the recession years, it ranged from four to eight sectors.

Visit [greatermankatoblog.com](http://greatermankatoblog.com) to see a snapshot of other economic metrics on the Greater Mankato area.

# Community backlash prevents 3 convicted rapists from being moved to a group home in Dayton

New setback in state efforts to modify the controversial MSOP.

By Chris Serres Star Tribune  
NOVEMBER 2, 2016 — 3:15PM

The private operator of a group home in Dayton, Minn. has backed out of plans to house three convicted rapists who are set for release from Minnesota's sex offender treatment program, dealing another setback to state efforts to move more offenders back into the community.

City council members in Dayton, a rural community of about 5,000 residents northwest of the Twin Cities, received notice Tuesday from REM Minnesota, Inc. that it will not provide housing for the three men, who have already been cleared for conditional release from the Minnesota Sex Offender Program (MSOP).

The decision comes after Dayton residents raised alarms about their safety and the city passed a far-reaching ordinance last week banning sex offenders from living in a host of places where children congregate — effectively rendering more than half the city off-limits to sex offenders.

A spokeswoman for REM Minnesota issued a statement saying it would comply with the city's ordinance, and had already informed the state of Minnesota that it would not be providing services for the three offenders who had been approved for transition to the group home.

Communities across Minnesota have been rushing to pass such ordinances since a federal judge last year ruled that the MSOP is unconstitutional, and ordered the state to develop more housing options and release those who no longer require confinement.

The Dayton City Council passed the sweeping ordinance, which even prevents offenders from living near seasonal pumpkin patches and apple orchards, despite concerns that it may draw a legal challenge. Like dozens of local governments across Minnesota that have passed such

ordinances in recent years, Dayton's City Council decided it would rather risk litigation than allow convicted offenders to live in their community.

"There is pride in how the community pulled together and how fast we were able to respond to the situation," said Tim McNeil, mayor of Dayton, in an interview. "Now, the big question is: Did we go too far in the eyes of those who have the ability to sue us?"

The state of Minnesota is under mounting court pressure to demonstrate that it operates a functional sex offender treatment program that provides offenders with a clear path toward release. At the same time, communities are pushing back against a possible influx of offenders: Roughly 50 jurisdictions have enacted measures preventing offenders from living near schools, parks and other public spaces. As a result, a growing number of detainees at MSOP's secure treatment center in St. Peter have been cleared for release, but remain stuck at the facility.