

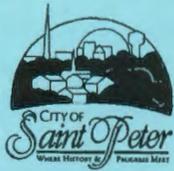


**CITY OF SAINT PETER, MINNESOTA
AGENDA AND NOTICE OF MEETING**

City Council Goal Session, Monday, November 30, 2015
Governors' Room, Community Center – 3:00 p.m.

- I. WELCOME**
- II. RULES FOR THE DAY**
- III. WHY ARE WE HERE?**
- IV. BOSSY BALL**
- V. DEEP DIVE DISCUSSIONS**
 - A. MSA Funding
 - B. Housing Subdivision
 - C. General Fund Budget Warm-Up
 - D. Livable Community
 - E. Council Meeting Packet Hardware/Software
 - F. Hallett's Pond Update
 - G. Vital Living
 - H. Cable TV Franchises
 - I. Middle Class/Working Class MIT
 - J. Communication
 - 1. Community Outreach
 - 2. Communication Ideas
 - K. Automated Meter Information Systems
 - L. Organizational Health
- VI. QUICK HIT DISCUSSIONS**
 - A. Fire Calls
 - B. Cooperative Efforts
 - C. Model of New Governance
 - D. Winning Entrepreneurial Government
 - E. Transit Update
 - F. Building Inclusive Communities
 - G. APPA/NLC Legislative Events
 - H. Bikes in Downtown
 - I. Others
- VII. ADJOURNMENT**

Office of the City Administrator
Todd Prafke



I. WELCOME

II. RULES FOR THE DAY

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

III. WHY ARE WE HERE?

A review of the goals for your discussion over the next few hours and what type of reporting do you want to see happen.

IV. BOSSY BAG

Bringing back an old favorite!

V. DEEP DIVE DISCUSSIONS

A. MUNICIPAL STATE AID FUNDING

A review of the money that we have, the money that we use and projects. This may be a great opportunity to think a bit differently about what we have going on.

B. HOUSING SUBDIVISION

An update on some of our work so far and an opportunity to give input on a new concept design that can propel us forward in this important project.

C. GENERAL FUND BUDGET WARM-UP

A "warm-up" on the work you will need to accomplish at your meeting on December 14th. We have a bit of bad news and more good news. You can pick what you want to hear first.

D. LIVABLE COMMUNITIES

A discussion on an issue we introduced at your last goal session. This may be an opportunity to discuss and develop that "big picture" vision for your community and our operations. Maybe the question to ask is, "What is your vision of your Livable Community?"

F. COUNCIL MEETING PACKET HARDWARE SOFTWARE

Is it time for us to move to this? I don't want to tell you that you can save money by going electronic, because frankly I don't think we can, but maybe this is more convenient for you and your community.



G. HALLETT'S POND UPDATE

An update based on your direction from the last goal session. For lots of reasons this issue is a tough one for us, maybe partially because of "all the water that has gone under the bridge" so to speak, but it seemed clear you want to move forward. My hope is to solicit more direction, explain what we plan to do, and provide a timeline and declare for the public to know.

H. VITAL LIVING

This is a "back to the future" moment. This is stimulated by your discussion on senior services Recreation and Leisure Services Director Timmerman discussed with you a few weeks back. The information you will see was originally developed in 2005 and 2006 and I hope it may help you help give us direction as to our future.

I. CABLE TV FRANCHISES

An update on some of the work we need to undertake. Your input will be needed either at this meeting or at a future meeting with the info we will be discussing here.

J. MIDDLE CLASS/WORKING CLASS MIT

This is something we learned about at Columbia as part of the ICLV trip. I thought it might be interesting to discuss as it relates to a bunch of things you have been discussing.

K. COMMUNICATION

1. Community Outreach
2. Communication Ideas

L. AUTOMATED METER INFORMATION SYSTEMS

An update on some of the work we have been doing and the pilot or first phase we plan to undertake.

M. ORGANIZATIONAL HEALTH

This is a regular part of our Goal Session discussion. This is an opportunity to talk about how we treat each other, how we respect the systems, how we work together.



VI. QUICK HIT DISCUSSIONS

A. FIRE CALLS

Hmmmmm. This is one that still makes me wonder.

B. COOPERATIVE EFFORTS

A review of our work with our partners and the things and strategies we employ to make our world work effectively and efficiently for our community.

C. MODEL OF NEW GOVERNANCE

A model that may make sense for us.

D. WINNING ENTREPRENEURIAL GOVERNMENT

A way of looking at government and governance in a bit of a non-traditional way.

E. TRANSIT UPDATE

An update on our work related to regional transit.

F. BUILDING INCLUSIVE COMMUNITIES

A couple of thoughts that may be timely in our nation, state and community. It may provide some ideas about a process we could use to help make sure our community continues to move in the right direction.

G. APPA/NLC LEGISLATIVE EVENTS

An expansion of the idea you discussed related to APPA and NLC conferences in the spring.

H. BIKES IN DOWNTOWN

An answer to a question I get surprisingly a lot.

I. OTHERS

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

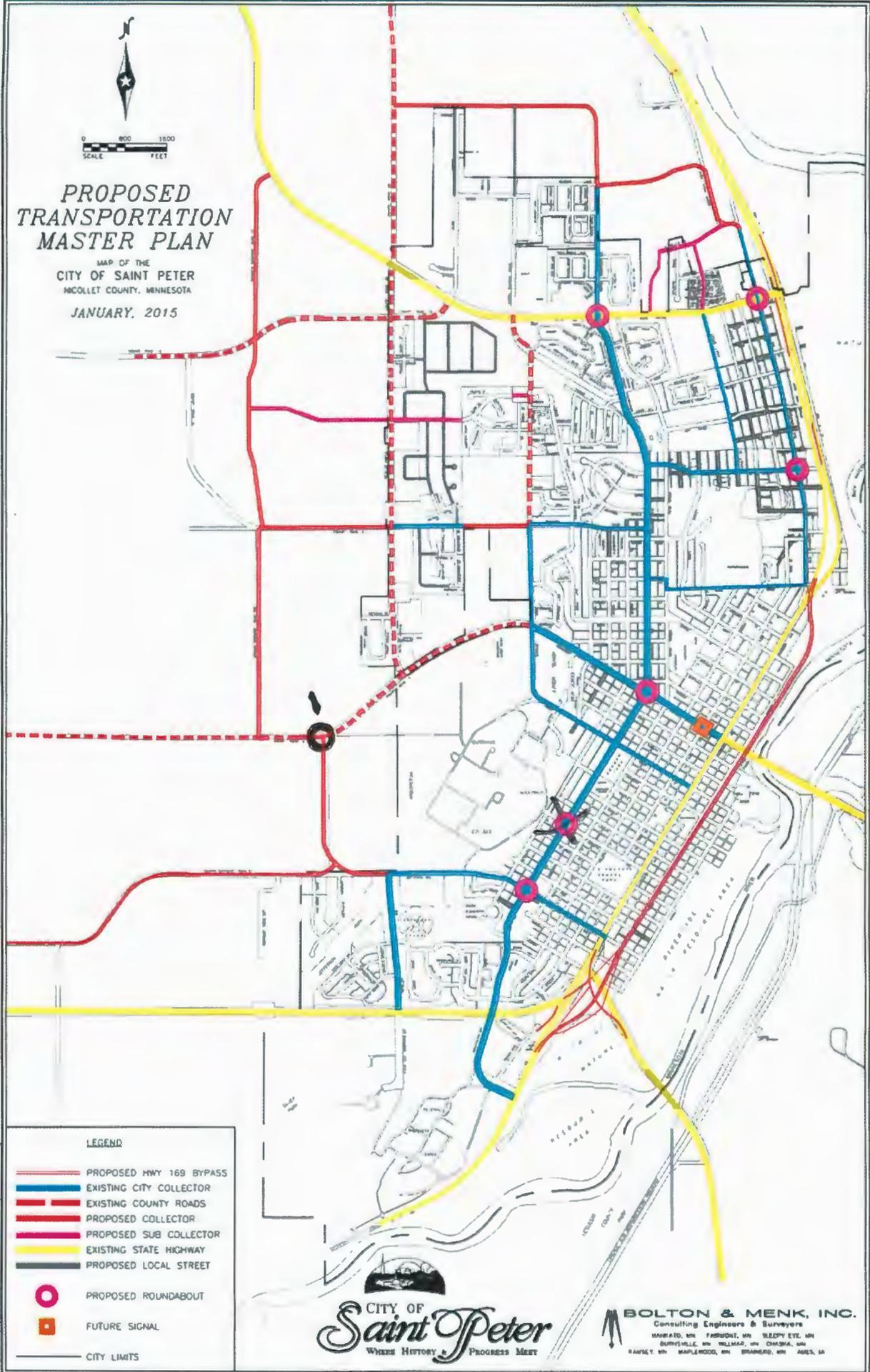
V. ADJOURN

Office of the City Administrator
Todd Prafke

PROPOSED TRANSPORTATION MASTER PLAN

MAP OF THE
CITY OF SAINT PETER
NICOLLET COUNTY, MINNESOTA

JANUARY, 2015



LEGEND

-  PROPOSED HWY 169 BYPASS
-  EXISTING CITY COLLECTOR
-  EXISTING COUNTY ROADS
-  PROPOSED COLLECTOR
-  PROPOSED SUB COLLECTOR
-  EXISTING STATE HIGHWAY
-  PROPOSED LOCAL STREET
-  PROPOSED ROUNDABOUT
-  FUTURE SIGNAL
-  CITY LIMITS

CITY OF
Saint Peter
WHERE HISTORY & PROGRESS MEET

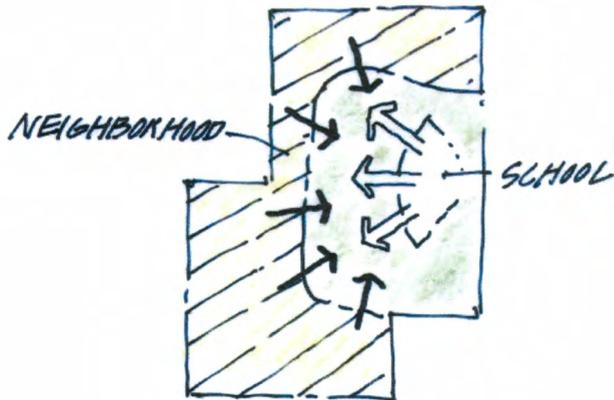
BOLTON & MENK, INC.
Consulting Engineers & Surveyors
MINNEAPOLIS, MN FARGO, MN REDDY EYE, MN
BURNSVILLE, MN WILMAR, MN CHASKA, MN
RAVEY, MN MAPLEWOOD, MN BRANDED, MN AUBURN, IA

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Saint Peter School Property

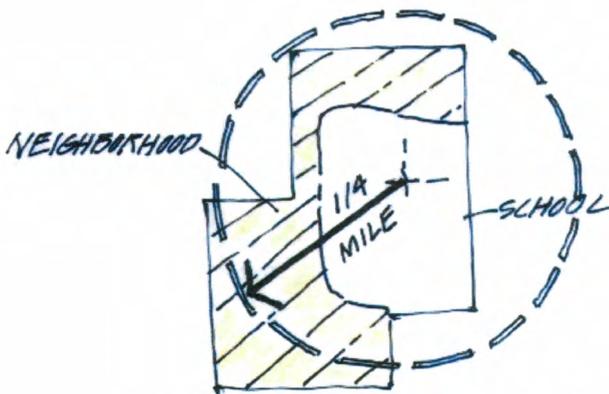
DESIGN CONCEPTS

CERMAK RHOADES ARCHITECTS



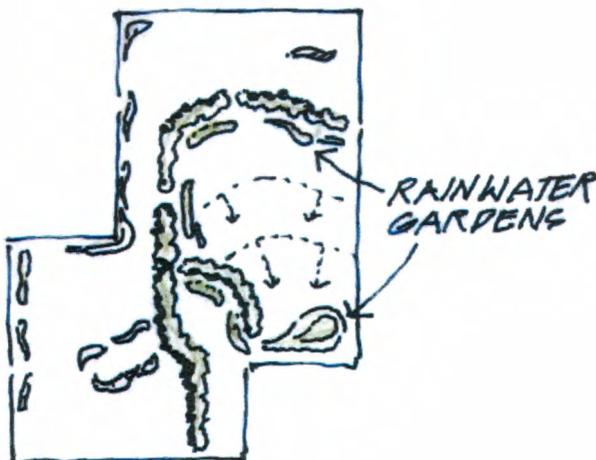
SCHOOL AND NEIGHBORHOOD RELATIONSHIP

Create a friendly and cooperative relationship between the school and neighborhood by considering how streets, paths, open space and buildings are organized.



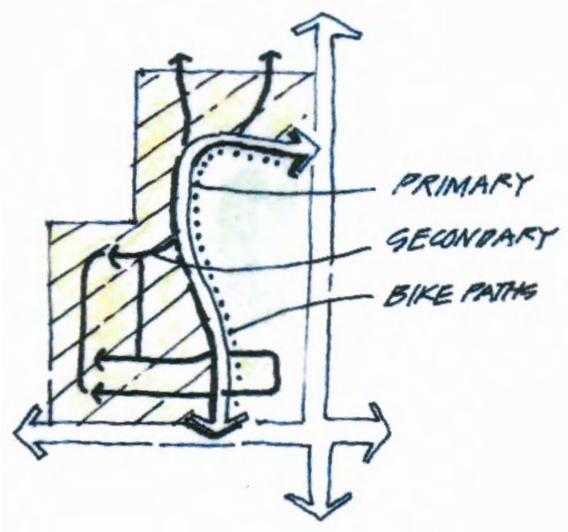
HEALTHY NEIGHBORHOOD

Encourage walking and biking throughout the neighborhood and to the school. Remember, a $\frac{1}{4}$ mile distance is a short ten minute walk.



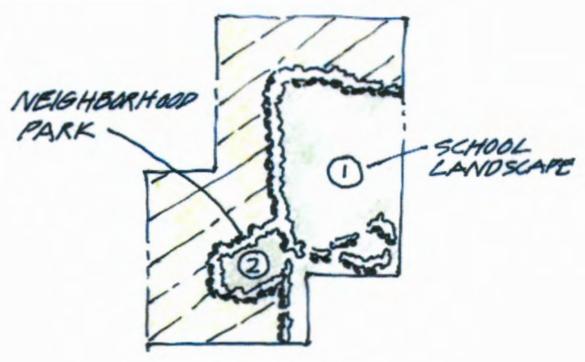
STORM WATER

Consider rainwater gardens as a functional and aesthetic treatment of storm water.



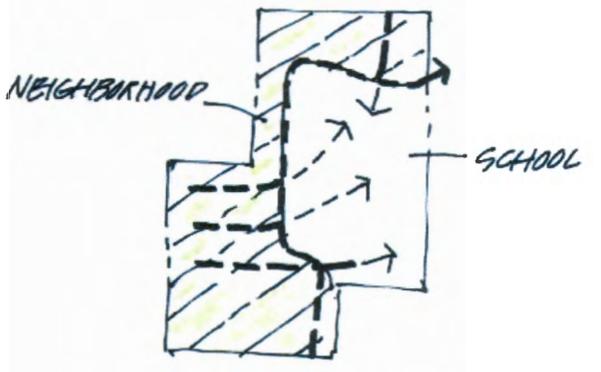
HIERARCHY OF STREETS WITH EFFICIENT LAYOUT

Create an efficient hierarchy of primary and secondary streets for orientation and ease of circulation.



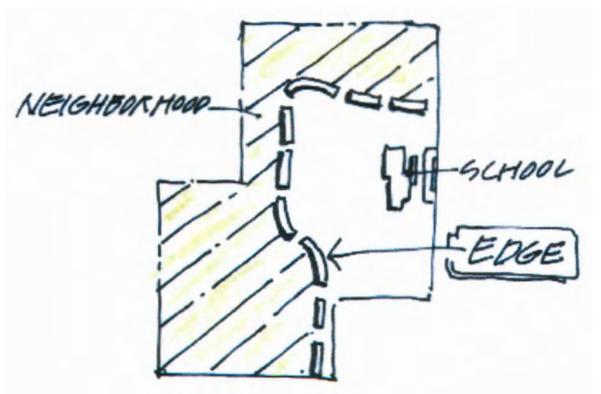
CONNECTED PARKS

Consider the neighborhood park as connected and complimentary of the landscape surrounding the school.



ACCESS TO SCHOOL

Orient streets toward school for easy access and visibility.



EDGE

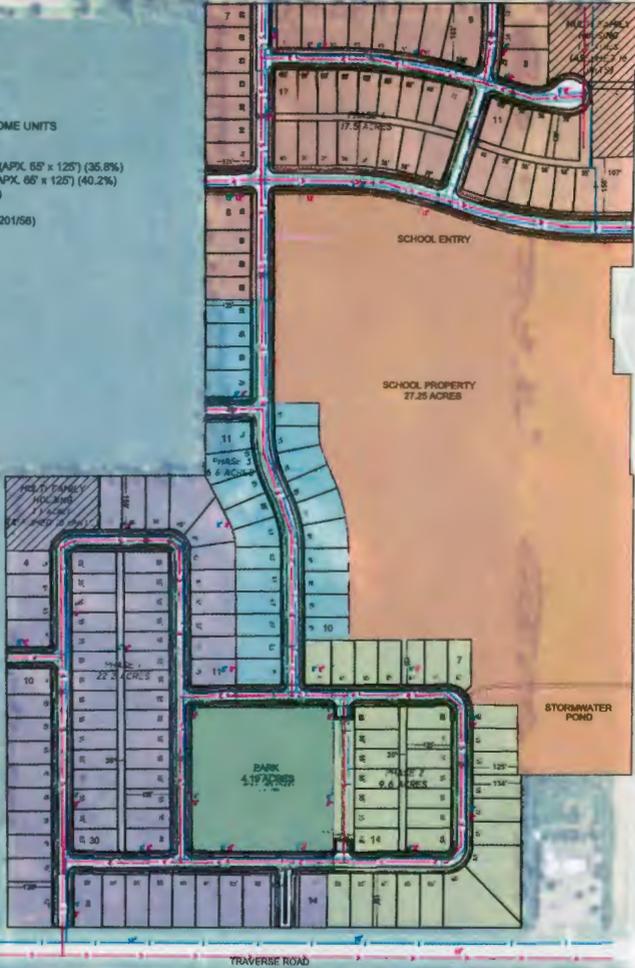
Define edge between neighborhood and school.

SITE DATA

83.3 = TOTAL SITE ACRES
27.3 = SCHOOL ACRES
56.0 = NET ACRES FOR HOME UNITS

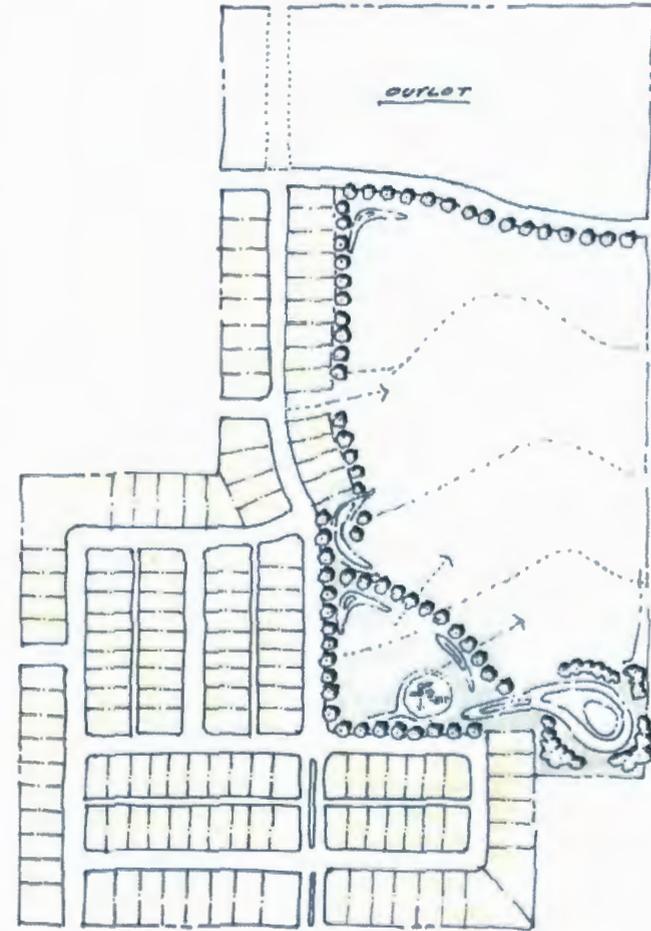
201 = TOTAL HOME UNITS
72 = WITH-ALLEY HOMES (APX. 65' x 125') (35.8%)
101 = NO-ALLEY HOMES (APX. 65' x 125') (40.2%)
28 = TOWNHOMES (13.9%)

3.50 = HOME UNITS PER ACRE (201/58)



OPTION 19C

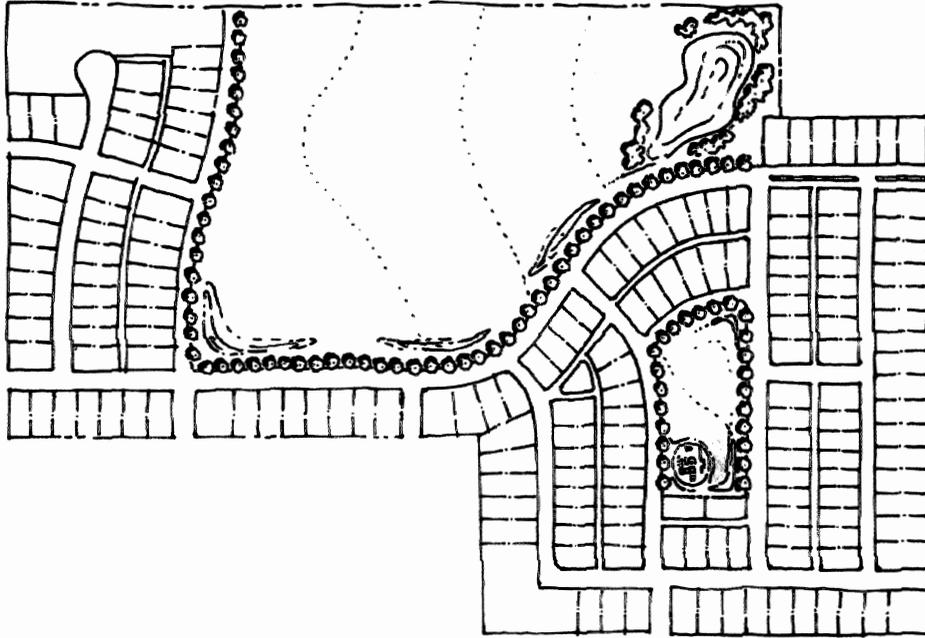
10,270- L.F. STREET



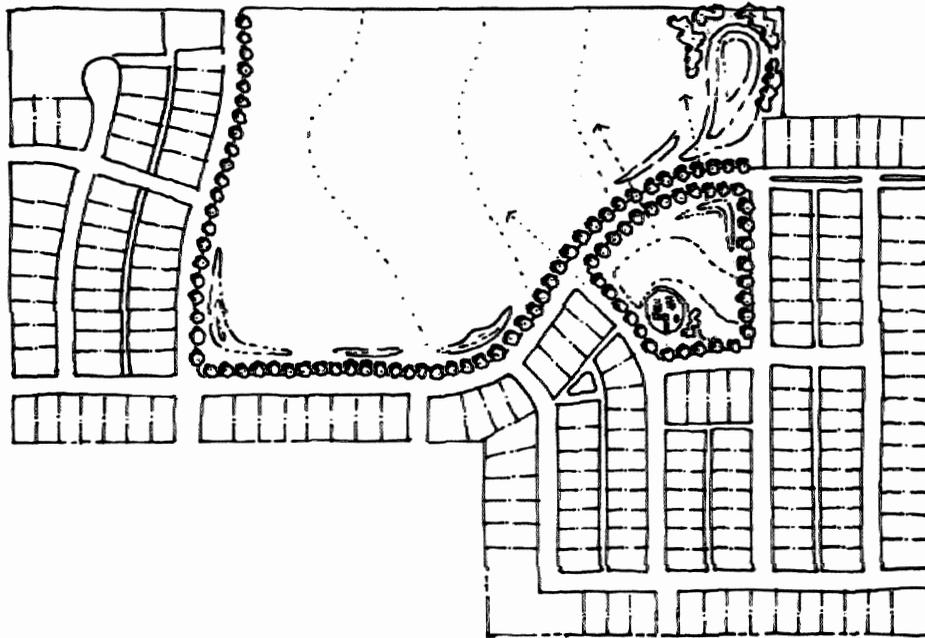
OPTION 1

10,450- L.F. STREET

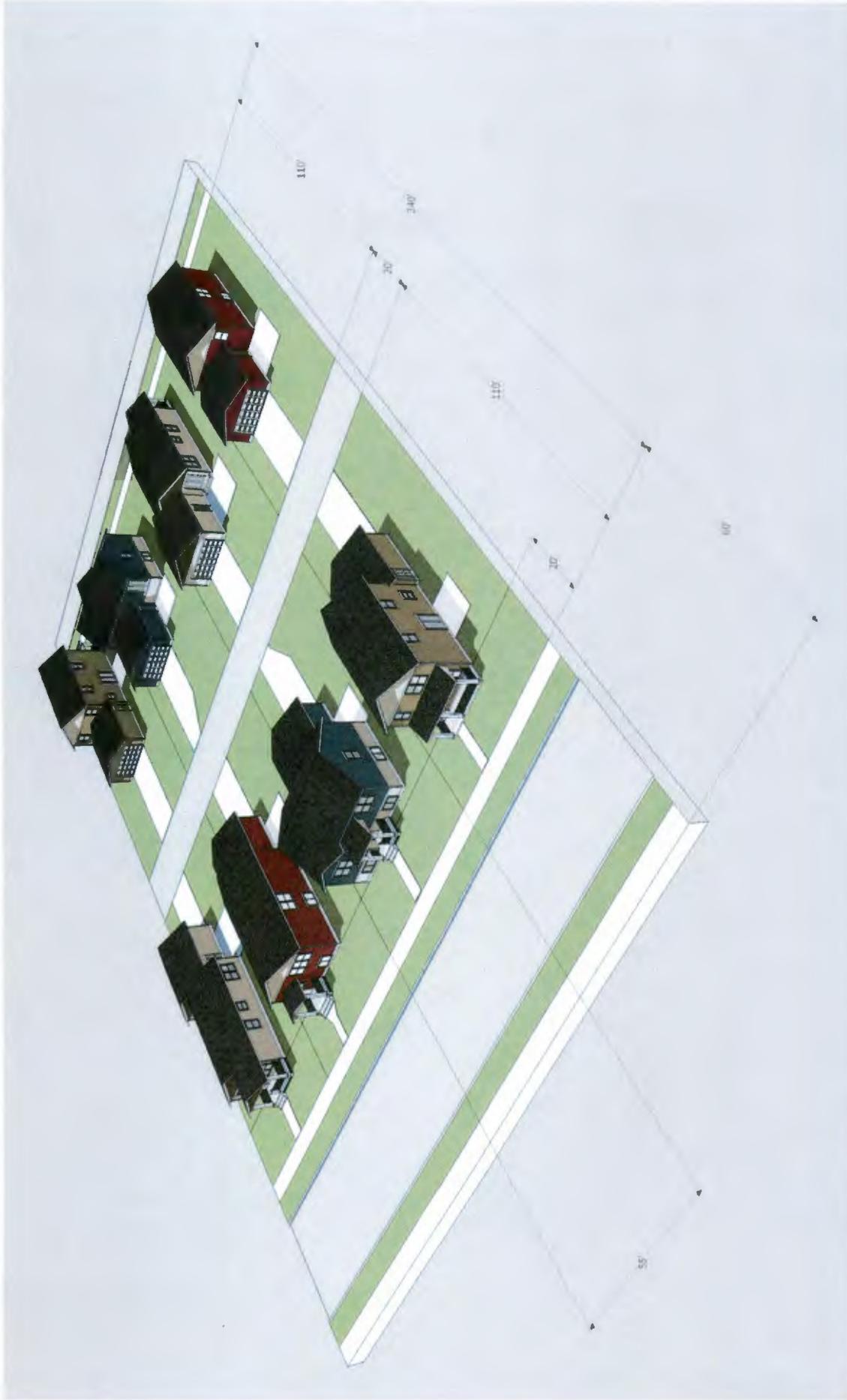
7



OPTION 3
11,270- L.F. STREET



OPTION 2
11,210- L.F. STREET



110' LOT RESIDENTIAL LAYOUT
Saint Peter School Site
11/16/2015



CERMAK RHOADES ARCHITECTS



Memorandum

TO: Honorable Mayor Strand
Members of the City Council

DATE: 09/2/15

FROM: Todd Prafke
City Administrator

Paula O'Connell
Finance Director

RE: 2016 Preliminary Levy

ACTION/RECOMMENDATION

Approve the attached resolution setting the Preliminary Levy for the 2016 year.

BACKGROUND

Under State law the Council must take action to set a Preliminary Levy before the end of September. This Levy may be lowered prior to final approval. That final approval is required before the end of December.

Since the Levy is in many ways directly related to your budget, the Council has made two opportunities to discuss both the Levy and Budget for 2016. 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 46.79 to 48.06 based on a gross levy increase of 5.25% or \$113,954. You may note a change in the tax rate present for the 2015 year. This change in tax rate is based on a preliminary 2.5% increase in tax capacity. Continuing evolution of the tax capacity numbers will continue until the 2016 tax notices are distributed by Nicollet County. The 2015 tax rate number presented to you at your goal session has now been changed due to this evolution. We updated the 2015 tax rate calculation you saw last Monday, based on the actual tax rate that was calculated for the 2015 tax statements. Previous tax rates look like this:

<u>Year</u>	<u>Rate</u>
2012	49
2013	50.67
2014	51.13
2015	46.79
2016	48.06 (estimated)

What this means is, if a homeowner's property valuation hasn't changed from 2015, their City share of the tax bill on a \$150,000 home would increase approximately \$16.09 from the 2015 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.

Goals for this discussion are:

- Provide an update on the 2015 projections and budget modifications
- Provide information on the 2016 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 2016 budget is based on the ideas expressed below.

The changes within the budget, as compared to 2015, are very small with a few specific exceptions:

- There is a presidential election in 2016 which will increase our election costs.
- Minimum wage increase to \$9.50 as of August 1, 2016.
- Street maintenance for 2016 is planned at the same level as your 2015 budget (less the Union Street, Third Street sidewalk project, and payroll costs). Your ongoing street program provides maintenance on one of your biggest investments that is very expensive to replace.
- Gardner Road intersections at Broadway and Jefferson will have additional work of \$175,000, with the Township grant funding a majority of reconstruction of Gardner Road.
- Parks will see a \$30,000 increase in capital for resurfacing the Vets Field tennis courts (\$20,000). Please note that this is a different location than was discussed at your Goal Session when City Administrator Prafke said Minnesota Square Park Tennis courts. The request is for Vets Field, and a trench drain and sump in the Parks shop (\$10,000).
- Members discussed and directed staff to work toward the completion of a gravel trail around Hallett's Pond. This will be funded out of Parks maintenance budget.
- The Fire Department budget includes \$34,001 which will contribute a second year to a replacement fund of \$7,500 per year for equipment items that have certification expiration needs; provide \$15,000 for turn out gear (while we did receive an AFG Grant it will not fund your entire need), allocate \$5,000 to replace five MSA cylinders, \$4,751 for confined space rescue; and \$1,750 for a roof saw.
- The 2015 budget includes an allocation of \$2,500 for The Third Floor youth center.
- The insurance fund doesn't have any contributions funding for the 2016 year. The projected 2015 ending fund balance is \$270,000. (You may recall our target here is \$300,000.)
- General Fund reserves are projected to increase to 57% of expenditures. This includes the use of \$84,236 to fund the projected 2015 operations. The percentage of reserves is higher than your policy of 35% to 50% of the 2016 year expenditures.

- The 2016 expenditures reflect the use of \$405,000 in reserves to cover the expense of Magnier Subdivision improvements. (This is in addition to the \$465,000 you previously designated for this use.)
- Local Government Aid (LGA) has remained the same as 2015.
- There are a number of large building permits that will generate approximately \$1,305,000 in additional revenues in 2016. This revenue is a one-time collection and we do not believe the dollars should be used to satisfy inflationary operational costs without consideration of impact to future year levies.

For 2016, 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. In this case, the service levels are still based on the 2010 and 2011 budget modifications. 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 cost like we had this year for the City Hall HVAC unit. 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 2016 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. Councilmembers should note that the State was in a \$1 billion surplus for this biennium and provided no additional money for the LGA formula.

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, 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 2014 year with revenues under expenditures by \$42,346 and reserves decreasing to \$3,473,648. The projected change to fund balance in 2015 is an anticipated decrease of \$84,236. (This is \$68,994 greater use of reserves than expected). Lower building permit revenue and the City Hall HVAC replacement contributed to this change. The Fire Department was awarded a \$69,000 grant to purchase turn out gear in 2015.

Working Plan Thus far - The 2016 budget is not balanced. Revenues will be greater than expenditures. 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 the time to have discussion of what building replacement or park improvement plans you have for the future. Having fund balance above the 50% gives opportunity for the City Council to designate a portion of the fund balance for future priorities.

Based on the proposed budget we will have a projected fund balance of \$3,929,495 at the end of budget year 2016. Based on our current projections, the reserve percentage for the end of 2015 will likely be approximately 49.1%, and in 2016 at 57%.

It could be argued that you really don't need a levy increase this year as your reserves are growing. Our recommendation comes after much consideration of your projects in the next couple of years and a philosophy of "one time money in....one time money out." In addition, it is important to note that modest 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 \$100,000 and \$130,000 in a \$6.7 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 \$317,309 over the 2015 Budget driven by personnel costs, Gardner Road, 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, but this year we are again confident that the State will provide the levy of LGA promised for the 2016 year. The 2016 LGA has not increased from the 2015 allocation. Again, this budget is premised on your service level decisions for 2010 and 2011 and the budget modifications that resulted.

Some of the tools used to provide the 2016 budget year include:

- Enterprise funds transfers have been estimated based on projected sales for the 2015 year, assuming rate increases and lower use possibilities in 2016. This is a very conservative approach, but we have seen consumption reductions after the initial rate increase. 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.
- Health insurance costs are budgeted with an 11.9% increase.
- Wage modifications for all union and non-union are about 3%.
- New minimum wage laws effective August 1, 2014 thru August 1, 2016 are also reflected in the budgeted and projected values.
- 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.
- Fire Relief Association levy of \$8,000 for the 2016 year.
- 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 2015 fund balance will be approximately \$270,000.

- 2016 Local Government Aid is not planned to be reduced from the certified amount. We plan to receive the same amount as the 2015 allocation of \$2,945,981.

Projects in 2016 that are being planned include:

- Equipment Certificate for \$415,425. These potential purchases will be discussed closer to the final budget approval and are not prioritized. The document software cost is still unknown as we are investigating the process to convert paper documents into an electronic document management program.
 - \$30,000 – Police Utility Vehicle (\$26,000) with Equipment set up (\$4,000)
 - Replace 13 computers from 2005-2009: \$9,425
 - Scheduling software: \$3,000
 - Body worn video camera system: \$15,000 (a place holder)
 - Bi-direction amplifier \$25,000
 - Hurst tool \$35,000 (Fire Department. This is the machine that cuts cars open.)
 - Replace #16 Loader \$175,000
 - Toro '16 mower for expanded park land \$98,000
 - Ballfield Maintainer \$25,000
 - ??? – Document management program software

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 \$175,000 of improvements.
- Additional parks repairs of \$30,000 for improvements to facilities.
- There is no funding in the budget for Pavilion work as an amount is not known and our planning, thus far, has been to work to solicit other people's money (OPM) once a scope is determined.
- Magner Subdivision development for City/School facilities- includes \$405,000 in the 2016 budget 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 modifications to fees, which are insignificant to the budget, but more reflective of actual costs.
- The budget includes Coalition of Greater Minnesota Cities (\$15,600).
- 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, City Hall, Township Road 361, and other sidewalk and street improvements.
- Enterprise funds may see changes to costs including an anticipated cost of power increase of 5% in 2016 and 3% in 2017 by Southern Minnesota Municipal Power Agency (SMMPA). The water fund will see the last of the approved increases effective on 1/1/2016. Our current projections are that Wastewater will remain steady.

Special Revenue Funds:

The Library fund is allocated the same tax levy as it has for the last three years. The fund balance is projected at 36.4% and is continuing the same programming as in 2015. 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 2016 is \$235,561 and we will be in compliance when in-kind costs are figured. With 2013-2016 showing a planned decrease in fund balance, we are going to have to either make a change to programming or increase property tax levy to maintain a reasonable fund balance in the future. That future can be now or sometime before 2018. No increase is planned for the 2016 year.

The Community Center fund has not been receiving any tax levy, but the 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, contribute to a negative operations in 2016. With the collection of past due rents or new leases of the unoccupied spaces, the projected fund balance will improve. However, the Council may need to make changes from the current plan. Again those changes can come between now and 2018 when the fund balance is close to negative. Some options may be that there is 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 -

- We could come to the logical conclusion that you really don't need a levy increase this year as your reserves are growing. Please know that our recommendation comes after much consideration of your projects in the next couple of years and a philosophy of "one time money in....one time money out." In addition, it is important to note that modest 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 \$100,000 and \$130,000. If the State chooses to provide no additional revenue and you choose no increase in revenue 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.
- 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 more valuable during your Enterprise funds discussion 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.
 - Modification to assessment policies that put more burdens 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).
 - 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 have increased due to cost savings implemented in prior years and one-time permit fee increases, but there are still areas of volatility that could substantially influence the final 2016 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.

The preliminary tax capacities for the payable 2016 year have been projected at a 2.5% 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 \$6,898,334 and a transfer to Parkland Dedication of \$405,000, Special Revenue Funds of \$2,099,313, Debt Service Funds of \$1,752,339, Capital Funds of \$505,425, and Agency Funds of \$33,514. 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 49.1% since the end of 2008 to the projected 2015 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 is needed to meet your cash flow needs.

Generally speaking, an increase in your levy of \$10,000 means an increase in your tax rate of .22. A decrease in your levy of \$10,000 means a decrease in your tax rate of .22.

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.

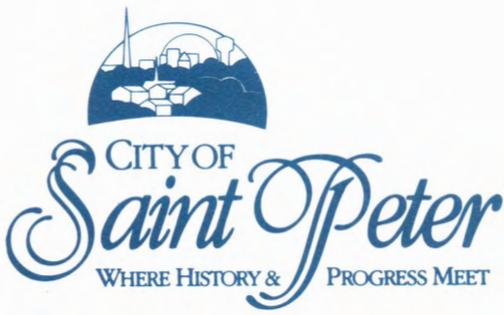
- Lower the gross levy to meet any Tax Rate or other goals you may wish to put in place. This provides opportunity to say we are reducing the levy. There may be value to that symbolism, but that value is a Council decision.
- Additional cuts. This would mean changes in service levels compared to the 2015 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.
- Spend down the increase in reserves which lowers the gross levy, but then it may make future years more difficult. We like the 2016 plan we have illustrated knowing that the high likelihood of things changing, especially as it relates to projects and cash needs you have committed to and the variability of State funding beyond 2016. Remember you have some bigger projects in your future so a measured and gradual increase in reserves to meet these wishes may be better than a large increase in Levy all at once. Again, this is part of that Fund Balance and policy discussion.
- Put more capital purchases on the equipment certificate, which would lower this year's levy but increase future year levies. There is \$245,611 of capital equipment remaining in the General Fund budget (includes the \$175,000 of Gardner Road intersection improvements). 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 2015 then in 2016 we discontinue it and then in 2017 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.

Please let us know if we can provide any additional information or clarify anything before your goal session 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.

TP/PO



Memorandum

TO: Honorable Mayor Strand
Members of the City Council

DATE: 11/23/15

FROM: Todd Prafke
City Administrator

RE: Hallett's Pond Trail Development

ACTION/RECOMMENDATION

None needed. For your review and discussion only.

BACKGROUND

Based on previous City Council discussion, the following timeline was put together for development of a trail around Hallett's Pond.

Fall 2015:

- Start and do some topographical work including property boundary. On the ground review as use of the limited space and plotting of potential routes need to meet rules, MS4 and ADA, maybe others, as this will be the base for any future hard surface and will need to meet the rules.

Winter 2015:

- Review and consideration by the City's Parks and Recreation Advisory Board.
- This is where other groups such as yours might come in. My hope would be to treat any group like any other association that we work with in that we get together, lay out some data (map topo, boundary, possible layouts, amenities) talk about phases of project, tasks, maybe division of labor and schedules.

Early spring 2016:

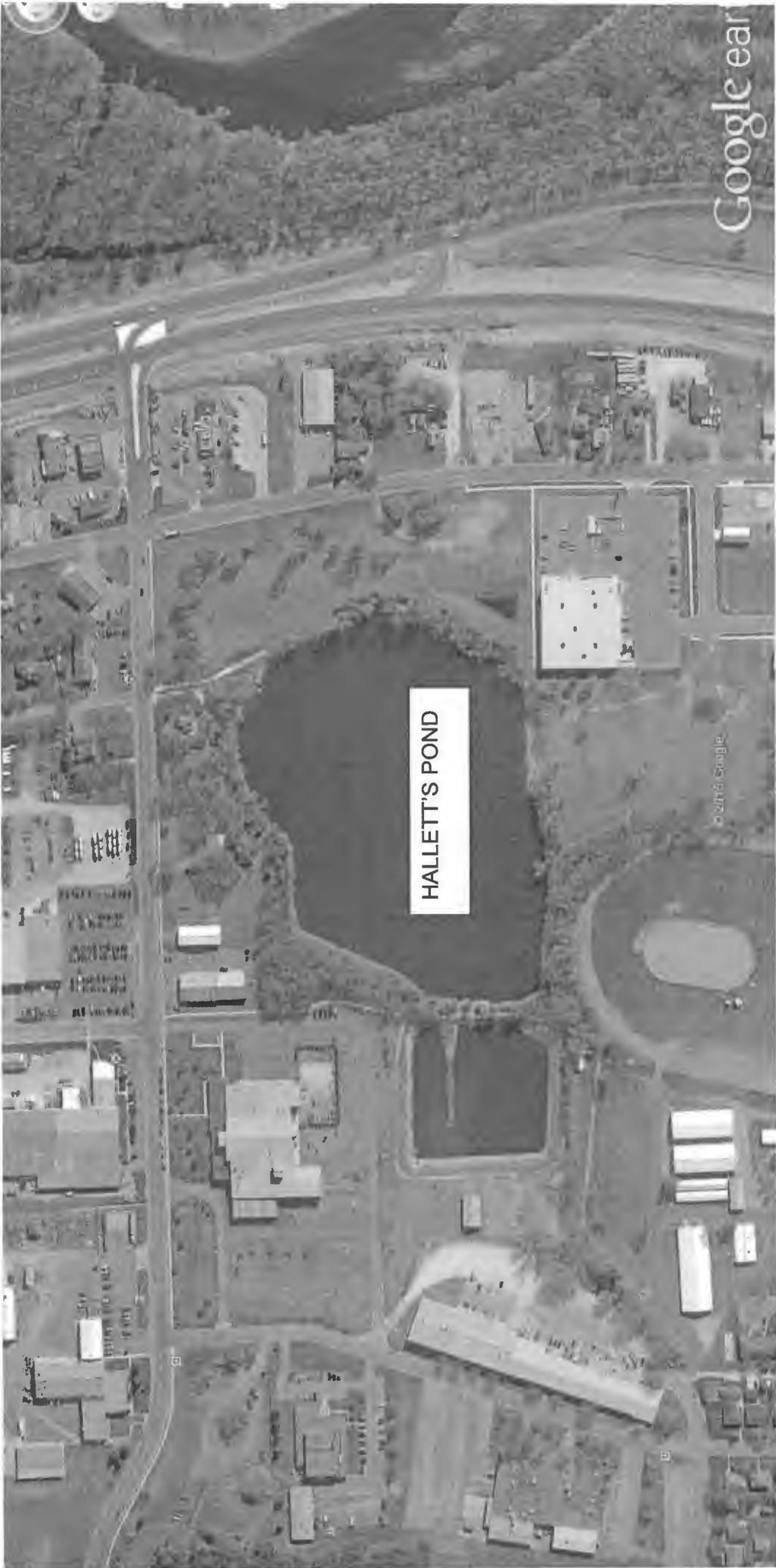
- Review permitting needs - work through DNR if needed and others
- Cost estimating
- Resource need estimating
- We bundle it up and ask the Council for approval.

Since this is a small community, our goal is to listen for and seek those groups or organizations that may want to help or lead a project. I think in this instance, as this is a project that requires some equipment and horsepower, the City being the lead might be appropriate. We then meet with organizations that have expressed interest and talk about:

- Overall concept
- Goals for use
- Rules and their impact
- Inputs that the community or a group can provide and we make a determination what group might be the best organizer (City or you or other) work to complete the planning, tasks, and time frame and then make it go with a Council approval.

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

TP/bal



Introduction to living wage model

Analysts and policy makers often compare income to the federal poverty threshold in order to determine an individual's ability to live within a certain standard of living. However, poverty thresholds do not account for living costs beyond a very basic food budget. The federal poverty measure does not take into consideration costs like child care and health care that not only draw from one's income, but also are determining factors in one's ability to work and to endure the potential hardships associated with balancing employment and other aspects of everyday life. Further, poverty thresholds do not account for geographic variation in the cost of essential household expenses.

The living wage model is an alternative measure of basic needs. It is a market-based approach that draws upon geographically specific expenditure data related to a family's likely minimum food, child care, health insurance, housing, transportation, and other basic necessities (e.g. clothing, personal care items, etc.) costs. The living wage draws on these cost elements and the rough effects of income and payroll taxes to determine the minimum employment earnings necessary to meet a family's basic needs while also maintaining self-sufficiency.

The living wage model is a 'step up' from poverty as measured by the poverty thresholds but it is a small 'step up', one that accounts for only the basic needs of a family. The living wage model does not allow for what many consider the basic necessities enjoyed by many Americans. It does not budget funds for pre-prepared meals or those eaten in restaurants. It does not include money for entertainment nor does it does not allocate leisure time for unpaid vacations or holidays. Lastly, it does not provide a financial means for planning for the future through savings and investment or for the purchase of capital assets (e.g. provisions for retirement or home purchases). The living wage is the *minimum* income standard that, if met, draws a very fine line between the financial independence of the working poor and the need to seek out public assistance or suffer consistent and severe housing and food insecurity. In light of this fact, the living wage is perhaps better defined as a minimum subsistence wage for persons living in the United States.

Family Compositions

The living wage calculator estimates the living wage needed to support families of twelve different compositions: one adult families with 0, 1, 2, or 3 dependent children, two adult families where both adults are in the labor force with 0, 1, 2, or 3 dependent children, and two adult families where one adult is not in the labor force with 0, 1, 2, or 3 dependent children.

For single adult families, the adult is assumed to be employed full-time. For two adult families where both adults are in the labor force, both adults are assumed to be employed full-time. For two adult families where one adult is not in the labor force, one of the adults is assumed to be employed full-time while the other non-wage-earning adult provides full-time child care for the family's children. Full-time work is assumed to be year-round, 40 hours per week for 52 weeks, per adult.

Families with one child are assumed to have a 'young child' (4 years old). Families with two children are assumed to have a 'young child' and a 'child' (9 years old). Families with three children are assumed to have a 'young child', a 'child', and a 'teenager' (15 years old).

Living Wage Calculation for Nicollet County, Minnesota

The living wage shown is the hourly rate that an **individual** must earn to support their family, if they are the sole provider and are working full-time (2080 hours per year). All values are **per adult in a family** unless otherwise noted. The state minimum wage is the same for all individuals, regardless of how many dependents they may have. The poverty rate is typically quoted as gross annual income. We have converted it to an hourly wage for the sake of comparison.

For further detail, please reference the technical documentation here ([/resources/Living-User-Guide-and-Technical-Notes-2014.pdf](#)).

Hourly Wages	1 Adult	1 Adult 1 Child	1 Adult 2 Children	1 Adult 3 Children	2 Adults (One Working)	2 Adults (One Working) 1 Child	2 Adults (One Working) 2 Children	2 Adults (One Working) 3 Children	2 Adults	2 Adults 1 Child	2 Adults 2 Children	2 Adults 3 Children
Living Wage	\$10.22	\$21.85	\$26.84	\$34.25	\$16.55	\$19.93	\$22.56	\$24.99	\$8.27	\$12.04	\$14.79	\$17.45
Poverty Wage	\$5.00	\$7.00	\$9.00	\$11.00	\$7.00	\$9.00	\$11.00	\$13.00	\$3.00	\$4.00	\$5.00	\$6.00
Minimum Wage	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00

Typical Expenses

These figures show the individual expenses that went into the living wage estimate. Their values vary by family size, composition, and the current location.

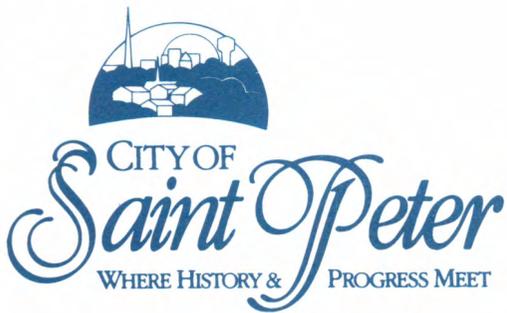
Annual Expenses	1 Adult	1 Adult 1 Child	1 Adult 2 Children	1 Adult 3 Children	2 Adults (One Working)	2 Adults (One Working) 1 Child	2 Adults (One Working) 2 Children	2 Adults (One Working) 3 Children	2 Adults	2 Adults 1 Child	2 Adults 2 Children	2 Adults 3 Children
Food	\$3,087	\$4,553	\$6,849	\$9,078	\$5,659	\$7,047	\$9,095	\$11,068	\$5,659	\$7,047	\$9,095	\$11,068
Child Care	\$0	\$7,261	\$12,324	\$17,386	\$0	\$0	\$0	\$0	\$0	\$7,261	\$12,324	\$17,386
Medical	\$2,243	\$6,048	\$5,836	\$5,900	\$4,596	\$5,836	\$5,900	\$5,867	\$4,596	\$5,836	\$5,900	\$5,867
Housing	\$5,904	\$8,448	\$8,448	\$11,592	\$6,756	\$8,448	\$8,448	\$11,592	\$6,756	\$8,448	\$8,448	\$11,592
Transportation	\$4,569	\$8,320	\$9,589	\$11,236	\$8,320	\$9,589	\$11,236	\$10,735	\$8,320	\$9,589	\$11,236	\$10,735
Other	\$2,127	\$3,699	\$4,046	\$4,891	\$3,699	\$4,046	\$4,891	\$4,569	\$3,699	\$4,046	\$4,891	\$4,569
Required annual income after taxes	\$17,931	\$38,328	\$47,092	\$60,084	\$29,030	\$34,966	\$39,570	\$43,832	\$29,030	\$42,228	\$51,894	\$61,218
Annual taxes	\$3,330	\$7,118	\$8,745	\$11,158	\$5,391	\$6,493	\$7,348	\$8,140	\$5,391	\$7,842	\$9,637	\$11,368
Required annual income before taxes	\$21,260	\$45,446	\$55,837	\$71,241	\$34,421	\$41,460	\$46,918	\$51,971	\$34,421	\$50,069	\$61,530	\$72,586

Typical Annual Salaries

These are the typical annual salaries for various professions in this location.

Occupational Area	Typical Annual Salary
Management	\$97,380
Business & Financial Operations	\$62,300
Computer & Mathematical	\$77,880
Architecture & Engineering	\$71,300
Life, Physical, & Social Science	\$62,130
Community & Social Service	\$42,080
Legal	\$78,930
Education, Training, & Library	\$46,620
Arts, Design, Entertainment, Sports, & Media	\$44,760
Healthcare Practitioners & Technical	\$64,720
Healthcare Support	\$27,750
Protective Service	\$39,540
Food Preparation & Serving Related	\$18,730
Building & Grounds Cleaning & Maintenance	\$24,480
Personal Care & Service	\$22,600
Sales & Related	\$26,290
Office & Administrative Support	\$35,410
Farming, Fishing, & Forestry	\$29,580
Construction & Extraction	\$51,070
Installation, Maintenance, & Repair	\$44,130
Production	\$33,950
Transportation & Material Moving	\$33,100

h2



Memorandum

TO: Honorable Mayor Strand
Members of the City Council

DATE: 9/16/2015

FROM: Todd Prafke
City Administrator

RE: Unpaid Fire Calls and Assessment

ACTION/RECOMMENDATION

None needed. For your information and discussion.

BACKGROUND

In the mid-2000's, the City Council put in place a fee for Fire Service calls. This fee was put in place for a number of reasons, some of which I will discuss below. You may note that the fees paid are to go into a fund for capital replacement of future fire trucks.

We continue to bill the services outlined, but in some instances we have had little cooperation towards payment. Over the last number of years we have billed about \$84,000 and have received payment for about \$79,000 in service calls.

My goal for your workshop on Monday evening is to discuss whether this is a fee that should be assessed to property owners receiving the service.

When the fee policy was originally established our goal was to collect those sums, from those with insurance, based on the idea that the vast majority of insurance companies planned to pay for service and the cost of that payment was calculated into premiums. (By the way, we were late comers to this type of policy. Most Cities in our area charged the fees a number a years before a previous Council decided to.)

Without a mechanism to charge we were "leaving money on the table" that could be used toward capital purchases in the future. It was also our goal not to collect that fee against properties that were uninsured or underinsured. The fact of underinsured or no insurance could be demonstrated through correspondence from the insurer that there was no coverage for these services. The thought on not chasing them was these folks had already suffered a tremendous loss; it seemed callus to now chase them down for payment of the fee.

While I think those thoughts were wise at the time, I believe times have changed, response to the fees have changed and therefore, maybe then, so should our approach.

We currently have about \$5,000 in unpaid fees attributable to a dozen different individuals over the last seven years. We have a number of these property owners who either have not

provided the paperwork from their insurance company (after numerous requests) or just refuse to pay the fee. My hope is that consideration would be given to modify your policy to allow for an assessment to the property if payment is not made, regardless of coverage or not.

Assessment of the property is allowed for this purpose under Minnesota Statute 415.015 Subd. 2. The payment could be made within the parameters of your current assessment policy and Statute that provides for deferment and other payment solutions under certain circumstances. As an alternative, a new policy could be established as well.

It seems that we are at a stage in evolution of this fee that we attempt to collect it equally (i.e. everyone pays), or we eliminate it.

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

TP/bal

Advanced Metering Infrastructure

Eaton's Cooper Power™ series AMI solutions provide utilities the largest feature set, choice of meter manufacturers, industry leading support and unmatched flexibility to ensure the needs of all departments, from billing to engineering, are met. Eaton is your Best Fit Partner for Hybrid Systems and provides utilities with their Gateway to the Intelligent Grid.

Eaton's Yukon Advanced Energy Services Platform gives utilities the opportunity to combine AMR/AMI with Demand Response, Intelligent Capacitor Control and Distribution Automation, all on one platform, all from one vendor. Our AMI has the unique advantage of providing utilities with the tools required for today. Combined with the flexibility to expand into future advanced functionality, the Yukon platform is designed for the new Smart Grid reality.

Eaton offers a comprehensive portfolio of AMI technologies to meet the needs of all service territories. Our Blended AMI offering includes RF, PLC, and Cellular solutions—all tied together to a single head end, which empowers utilities to deliver uniform service levels across their entire service territory.

AMI offers unlimited flexibility, unmatched transmission capacity, easy-to-use software, and the industry's best operational support system. Eaton's Versatile Infrastructure combines Comprehensive Meter Choice and Capability with the industry's Lowest Impact AMI Installation to ensure a Successful System Implementation.

RF Mesh AMI

Eaton's Cooper Power™ series RF Mesh AMI network provides utilities with a single integrated-mesh network for electric, water and gas data communications with the ability to support all meter vendors. Best suited in service areas with dense meter populations, the RF Mesh AMI delivers highly reliable two-way communications across an unlicensed 900 MHz spread spectrum utilizing radios with 50 channels for frequency hopping.

Platform-ready and flexible, the RF mesh AMI network offers high bandwidth, minimal latency, superior flexibility and industry leading security architecture making it an increasingly attractive choice for emerging Smart Grid applications.

Unlike traditional wireless networks, the RF Mesh AMI Solution is 100 percent self-forming and self-healing. In other words, the nodes in the mesh network automatically establish and maintain network connectivity, limiting the number of WAN take-out points needed to collect data. This provides utilities with several key benefits, including low upfront cost, easy network implementation and maintenance, scalability and reliable service coverage.

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 Turn Lanes
- 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

GREATER MANKATO GROWTH

- REDA industrial Development
- ICLV InterCity Leadership Visit
- MSA issues
- Housing

MODEL OF NEW GOVERNANCE

- Plan for experimentation and expect some failures
- Set goals not procedures
 - Focus on what works
- Treasure ideas. We need to value them.
- Manage failure by telling the public (Council and press) that it is an experiment and has risk. Do this in advance.
- Sense of humor can save us even in giant failures
- Search out risk takers.
- Understand risk levels.

WINNING ENTREPRENEURIAL GOVERNMENT

- Peddle little/steer a lot
- Empower communities not just deliver services
- Encourage competitions (self and others)
- Emphasize principals not rules
- Fund outcomes (resources follow use)
- Customer is #1
- Concentrate on earning not spending
- Invest in prevention not cure
- Leverage the marketplace, not building programs
- Decisions made at the appropriate level
- Investment in employees
- Resources follow planning

STRATEGIC BUSINESS ISSUES

- Getting and keeping customers
- Improved margins/efficiency/new revenue streams
- Customer service
- Product improvement
- Trust

N NELSON
NYGAARD



Restructuring Transit Service in Blue Earth, Nicollet and Le Sueur Counties

September 2015



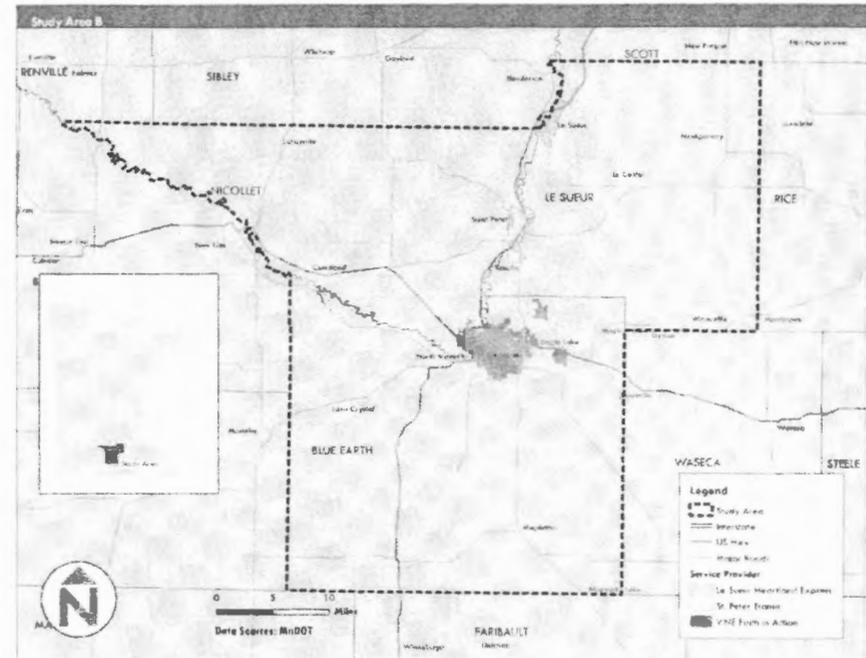
Agenda

- Introduction and background
- Service design alternatives for the three-county region
 - Services
 - Estimated ridership, costs, and funding
- Organizational structure examples
- Discussion
- Next steps

Project Goals

- Identify and evaluate need to develop/expand regional services
- Look for service/system efficiencies
 - Funding
 - Resources (volunteer drivers, technology, vehicles)
- Create collaboration models
- Advance transit collaboration issues generally

32



Project Summary

- Existing Conditions analysis: completed
 - Demographic characteristics
 - Level, nature, and performance of existing transit services
 - Stakeholder input
- Regional Service Design Alternatives: completed
 - Considering all data collected and analyzed
- Organizational Examples: completed
 - Structures used by Greater Minnesota transit systems for managing and delivering selected services
- Tools for Future Activities: underway
 - Materials, resources, guidance for continued discussions about regional transit service

Service Design Alternatives

Foundation for Service Alternatives

- Needs
 - Demographic analysis
 - Review of existing services
 - Stakeholder comments
- Services in place in peer regions
 - Prairie Five Rides
 - Tri CAP Transit Connection
 - Tri-Valley Transportation
 - Western Community Action/Community Transit
 - Kandiyohi-Renville-Meeker Central Community Transit (CCT)
- MnDOT guidance and service standards
- Previous transit studies in the region

35

Service Design Goals

- Basic level of service initiated in rural communities and small towns
 - Access to health care, work, school and training, shopping
- Opportunities for connections to facilitate intra- and inter-county travel
 - Larger communities and regional destinations
- Address stated needs, especially for transit-dependent groups
- Avoid duplicative services
- Plan for sustainable services

36

Service Alternatives Overview

- Two phasing options
- Low Level of Service (LOS) Scenario
 - Introduces demand-response service in unserved communities
 - Offers basic level of mobility in smaller rural communities with Structured Dial-A-Ride service
 - More comprehensive Community Dial-A-Ride in small urban communities
 - Volunteer rides program for rural areas of each county
- High Level of Service (LOS) Scenario
 - All of the above, plus...
 - Seven regional deviated fixed routes to provide connections within and between counties

37

Service Definitions

- Structured Dial-A-Ride
 - Towns with population of at least 250
 - Advance reservation
 - Curb-to-curb or door-to-door
 - 3 days/week, 6 hours/day
 - Trips within community and/or to larger towns within county
- Community Dial-A-Ride
 - Higher level of service to towns with population 250-2,500
 - 5-6 days/week, 8-10 hours/day
 - Trips within community and/or to larger towns within county
- Volunteer Rides
 - Available for general public in rural areas
- Deviated Fixed Routes
 - Fixed route, fixed schedule
 - Pick-ups/drop-offs within a certain distance upon advance request

Keep in Mind...

- Scenarios offer realistic, yet conceptual, set of services to begin discussion about regional transit system
 - Basis for ridership, cost, and funding estimates
 - Starting point for identification of organizational alternatives
- Could be revised, tailored, contracted or expanded to meet local priorities and preferences

Low LOS Scenario Details

■ Structured Dial-A-Ride

- Blue Earth
 - Amboy
 - Good Thunder
 - Madison Lake
 - Mapleton
 - Pemberton/St. Clair
 - Vernon Center
- Le Sueur
 - Cleveland
 - Kilkenny
 - Waterville
- Nicollet
 - Courtland
 - Lafayette
 - Nicollet

■ Community Dial-A-Ride

- Blue Earth
 - Eagle Lake
 - Lake Crystal
- Le Sueur
 - Le Center
 - Montgomery
 - Le Sueur (existing service)
- Nicollet
 - Saint Peter (existing service)
- Volunteer rides
 - Rural sections of each county

High LOS Scenario

- Structured Dial-A-Ride
- Community Dial-A-Ride
- Volunteer Rides
- Regional Deviated Fixed Route Service
 - Eagle Lake and Madison Lake to Mankato
 - Mapleton to Mankato
 - Lake Crystal to Mankato
 - Amboy to Mankato
 - Saint Peter to Le Sueur
 - Saint Peter to Mankato
 - New Ulm to Mankato
 - Saint Peter to Mankato
 - Saint Peter to Le Sueur

JK

Ridership, Cost, and Funding Estimates

Ridership Estimates

- Based on peer systems' experience over time: 1996-2013
 - All systems grew significantly
- Scaled to study area by calculating trips/capita
 - Applied to study area population for certain years
 - Assumptions about dates of scenario implementation
- Adjusted results to reflect local conditions
 - Existing services in Saint Peter and Le Sueur

sh

Peer Systems' Ridership

System	1996	2000	2010	2013	% Change 1996-2013	% Change 1996-2000	% Change 2000-2013
Prairie Five Rides	2,572	70,430	80,207	138,345	5278.9%	2638.3%	96.4%
Tri CAP Transit Connection	15,962	51,801	78,781	78,079	389.2%	224.5%	50.7%
Tri-Valley Transportation	58,559	56,515	68,754	99,221	69.4%	-3.5%	75.6%
Western Community Action/Community Transit	27,525	114,620	128,708	146,288	431.5%	316.4%	27.6%

9/17

Estimated Regional Ridership*

Year	Service	Trips/Capita Adjusted Peer Rates	Current + Estimated New Ridership
2016	Low LOS Scenario	0.4	137,742
2020	High LOS Scenario	1.6	179,068
2025	High LOS Scenario	1.8	205,162
2030	High LOS Scenario	2.1	239,715

*Details by county in handout

44

Cost Estimate Assumptions

- Cost per vehicle service hour is \$51, the average among Greater Minnesota rural systems in 2014
- Volunteer drivers use own vehicles and are reimbursed for mileage at VINE's current average cost of \$22 per ride
- Lift-equipped cutaway vehicles are used to provide service, at an estimated cost of \$80,000 each
- Structured Dial-A-Ride vehicles are shared between nearby communities
- Operating and capital costs of Le Sueur Transit and Saint Peter Transit are not included
- All Structured Dial-A-Ride service hours are considered rural—52% of service hours in Low LOS Scenario and 30% of service hours in High LOS Scenario

25

Cost Estimates by County: Low LOS Scenario*

County	Annual Operating Cost	Capital Cost
Blue Earth	\$551,616	\$480,000
Le Sueur	\$408,408	\$320,000
Nicollet	\$169,828	\$160,000
Total	\$1,129,852	\$960,000

4/9

*Details in handout

Cost Estimates by County: High LOS Scenario*

County	Annual Operating Cost	Capital Cost
Blue Earth	\$592,416	\$800,000
Le Sueur	\$430,708	\$408,000
Nicollet	\$333,028	\$312,000
Total	\$1,356,152	\$1,520,000

*Details in handout

50

Funding Sources

- Federal/state grant funds
 - 80% small urban areas (population 2,500-50,000)
 - 85% rural areas (population under 2,500) and services for older adults and people with disabilities
- Local share
 - 15-20%
 - Fare revenues
 - Contract revenues
 - County and municipality contributions
 - Advertising revenues
 - Private foundation grants

Estimated Fare Revenues

- Fare revenues often make up most or all of rural transit systems' local share
- Impact of fares on local shares:
 - Ridership allocated by county and type of service on the basis of service hours
 - One-way fare levels assumed, based on peer systems and local policies
 - \$2 Structured Dial-A-Ride
 - \$1.50 Community Dial-A-Ride
 - \$3 Regional Deviated Routes
 - Estimated fare revenues subtracted from estimated local share by county—see handout
- Estimates are very rough!
 - More accurate estimates depend on actual fare policy and more refined ridership estimates
 - Local share shown by county, but could be from municipalities as well as county governments

52

Net Local Share*

County	Structured Dial-A-Ride	Community Dial-A-Ride	Volunteer Rides	Regional Deviated Routes	Total
Blue Earth	\$8,333	\$28,992	\$9,438	-\$1,279	\$45,484
Le Sueur	-\$1,861	\$41,821	\$4,719	-\$2,950	\$41,729
Nicollet	-\$14,307	-\$3,201	\$3,993	-\$28,536	-\$42,052
Total	-\$7,835	\$59,777	\$18,150	-\$32,765	\$42,052

*Details in handout

53

Organizational Examples

Overview

- New organizational structure for management and delivery of new regional transit services
 - Maximum efficiency
 - Maximum opportunities for regional travel
 - Connections between services
 - Similar levels of service across the region
 - Consistent service policies
- Transit systems in Greater Minnesota have used the following structures:
 - Intergovernmental Service Agreement
 - Joint Powers Agreement
 - Service contract
 - Consolidation
- Phased approach is possible

55

Intergovernmental Service Agreement

- Transit Cooperative formed through a written ISA
- Formalized relationships and transit responsibilities, but transit operations would remain separate
- Three counties, cities of Saint Peter and Le Sueur, smaller communities interested in implementing service
- Representative Advisory Board
- Lead agency designated to centralize administration
- Some functions centralized by county:
 - Reservations
 - Dispatch
 - Service policies
- Service delivery by existing transportation providers and/or contractors in each county
- Regionwide volunteer rides program

52

Joint Powers Agreement – Service Contract

- Written JPA and contract(s) for service
- Counties, cities, smaller communities
- Joint Powers Board of Directors representing all members
- Lead agency
 - Administration
 - Provide service and/or oversee operation and contracts
- Some functions centralized by county:
 - Reservations
 - Dispatch
 - Service policies
- Regionwide volunteer rides program

57

Joint Powers Agreement – Consolidated Services

- Highest degree of structural change for region
- New regional transit entity to deliver all services
 - Existing providers incorporated and replaced over time
- Written JPA and contract(s) for service
- Counties, cities, smaller communities
- Joint Powers Board of Directors representing all members
- All functions centralized for regional system
 - Planning
 - Reservations and dispatch
 - Operations
 - Maintenance
 - Service policies
 - Branding
- Regional volunteer rides program

58

Examples of JPA for Consolidated Services

- Kandiyohi and Renville counties and City of Wilmar – Central Community Transit
 - Meeker County considering merger
- Faribault and Martin counties
- Lake of the Woods and Roseau counties—Far North Transit (merging with Paul Bunyan Transit 2015)
- City of Bemidji and Beltrami County-Paul Bunyan Transit
- Douglas, Pope, Stevens, Traverse and Todd counties—Rainbow Rider Transit
- Sherburne and Wright counties—RiverRider Public Transit (merged with Tri-CAP Transit Connection and Trailblazer Transit in 2014)
- McLeod and Sibley counties—Trailblazer Transit

59

SWOT Analysis

- Differences among examples
 - Degree of change for communities and existing providers
 - Complexity of implementation
- Potential for streamlining, enhancing and improving transit services for residents of the region

69



Next Steps

Next Steps

- Consultant team will finalize Technical Memo #2 (service alternatives) and Technical Memo #3 (organizational alternatives)
- Local discussions about regional service alternatives
 - Establish priorities
 - Refine service options
 - Explore organizational examples
- City of Saint Peter and Saint Peter Transit will coordinate local efforts, with assistance from MnDOT

62

BUILDING INCLUSIVE COMMUNITIES

An Action Guide for City Leaders

League of Minnesota Cities' Cultural Diversity Task Force

EXECUTIVE SUMMARY

Minnesota has for centuries been home to people of widely varied cultural heritages. While today the differences between people of Norwegian and Irish and Czech descent may not seem so stark, each group of new arrivals to Minnesota has been seen as different and many have felt unwelcome. Today's new Minnesotans often have a similar experience.

The cultural composition of Minnesota's 853 cities has changed significantly over the past decade. According to the 2000 Census data, the percentage of Minnesotans of African, Asian-Pacific, and Latino descent—as well as new immigrants from the former Soviet Union and other regions—increased 119 percent between 1990 and 2000. More than 100 cities experienced more than 100 percent growth in these “ethnic populations.” Projections from the U.S. Census Bureau and the Minnesota State Demographer's office are for Minnesota cities to continue to become more multicultural in the future.

In response to the release of the 2000 Census data, as well as his own community's decade of demographic change, Willmar Mayor Les Heitke, the 2001-02 president of the League of Minnesota Cities, initiated the Building Inclusive Communities effort. Mayor Heitke's goal was to provide all Minnesota cities with the information they need to begin building communities that are welcoming and inclusive of all people—no matter how long they have been Minnesotans, no matter the color of their skin, no matter if they have yet become fluent in English.

The *Building Inclusive Communities Action Guide* is the result of Mayor Heitke's inspiration and leadership, and the hard work and dedication of the League's Cultural Diversity Task Force made up of city officials, academics, and leaders of organizations that represent and serve Minnesota's ethnic populations. The League Board of Directors also unanimously endorsed this action guide and directed League staff to seek funding for continuation of the Building Inclusive Communities effort.

A companion document being researched and developed by the Center for Rural Policy and Development for release in Spring 2003 will also focus on building inclusive communities. The document will highlight programs and approaches being implemented by cities throughout Minnesota and the nation that seem to be effective and that can be modeled.

CULTURAL DIVERSITY TASK FORCE

Chair

Les Heitke
*LMC Past President
Mayor, City of Willmar*

Members

Roger Banks
*Research Analyst Specialist
Council for Black Minnesotans*

Curt Boganey
*Assistant City Manager
City of Brooklyn Center*

Joan Campbell
*Former City Councilmember
City of Minneapolis*

Bob Demuth
Mayor, City of Worthington

Kathy Farris
*Human Services Planner/Coordinator
City of Richfield*

Therese Gales
*Director of Education, Refugee and
Immigrant Program
Minnesota Advocates for Human Rights*

Jack Geller
*President, Center for Rural Policy
Development
Minnesota State University—Mankato*

Vivian Hart
Councilmember, City of West St. Paul

Kao Ly Ilean Her
*Executive Director
Council on Asian-Pacific Minnesotans*

Mario Hernandez
*Rural Liaison
Chicano Latino Affairs Council*

Dan Hoxworth
President, Neighborhood House

Don Rasmussen
Mayor, City of Long Prairie

Jean Soine
Councilmember, City of Paynesville

David B. Zander
*Research Analyst
Council on Asian-Pacific Minnesotans*

LMC Staff

Mary-Margaret Zindren
*Director of Communications
& Strategic Initiatives*

Kevin Frazell
Director of Member Services

Stephanie Lake
Public Relations Coordinator

Lourdes Sanchez
Marketing Coordinator

Eric Willette
Policy Research Manager

REASONS TO READ. REASONS TO ACT.

No matter what your city's current situation, there are good reasons to read this action guide and to build an inclusive community.

- **Civic responsibility.** City officials are elected and appointed to ensure residents receive quality city services, to engage them in the city governance process, and to lead the community in setting and achieving a shared vision of the future.
- **Economic development.** Ethnic populations contribute significantly to the economic base of Minnesota communities through an estimated \$6 billion in buying power and by providing a stable workforce, as well as entrepreneurship and job creation.
- **Loss control.** While there are many positive factors that motivate city officials to build inclusive communities, it is also a reality that serious liability issues can arise if cities do not comply with civil rights laws. From public safety to employment practices, city officials need to be cognizant of the liability risks they face and work to reduce those risks.
- **Community harmony.** Your community's residents likely have various expectations about the assimilation of newcomers, both in the level and speed of adopting community norms and English as their primary language. The Task Force suggests that "bilateral assimilation"—where both long-term residents and newcomers modify behaviors and expectations to accommodate each other—may be the approach that best prevents conflict and results in community harmony. This approach is unlikely to develop without leadership from city hall.

RECOMMENDED ACTION STEPS

The action guide addresses seven key issue areas: *cultural competence, language, racism and prejudice, public safety, housing, economic development, and leadership*. Each topic is framed in a city government context, and recommended goals and action steps are provided. While there are many action steps recommended in the action guide that are specific to each issue of focus, the following are overarching themes and are relevant to all issue areas.

1

CONNECT

Connect with the populations that live and work in your city, as well as with the leaders of not-for-profits, businesses, and other community institutions, around the goal of making your city welcoming and inclusive. Connect with other city officials who are working toward the same goal.

2

EXAMINE

Examine proposed and existing city policies and procedures to determine if they have a potentially discriminatory impact. If so, work to modify or eliminate those policies and procedures. Examine your city's housing and economic development efforts to ensure they reflect changing demographics.

3

EDUCATE

Educate new residents, especially ethnic populations, about city government in general, laws and regulations and the rationale behind them, and residents' rights and responsibilities. Educate yourself and your city colleagues on cultural similarities and differences related to your community's populations, as well as key phrases in the most common languages spoken. Educate your residents about the city's settlement history.

4

INITIATE

Initiate a community-wide or region-wide effort to develop translation and interpretation services that the city, health care providers, businesses, and social service organizations can jointly fund and jointly utilize. Initiate the development of a multi-cultural, multi-lingual city staff, rewarding and recognizing staff for cultural competency and multilingual skills. Initiate efforts to engage ethnic populations in your city's governance processes.

5

COMMIT

Commit individually and as a city to ensuring that racism and prejudice are not tolerated in your community. Commit to leading by example as a community employer, ensuring that cultural differences are respected and valued, and that both the letter and spirit of civil rights laws are upheld. Commit to a long-term effort to build an inclusive community by developing a community-wide, multi-year plan, working in partnership with ethnic populations and integrating such a plan into the community's long-range strategic vision.

TAKING THE FIRST STEPS

The changing demographics of Minnesota pose many challenges and opportunities for city leaders. We hope this action guide prompts you to explore how you personally and how your city government as a whole can embrace this change and actively work to become an inclusive community.

As Mayor Heitke states, *"By leading your community to be responsive, inclusive, and welcoming, your city can find great reward—economically and socially, and to the benefit of the next generation of Minnesotans."*

The complete *Building Inclusive Communities: An Action Guide for City Leaders* is available on the League's web site: www.lmnc.org.

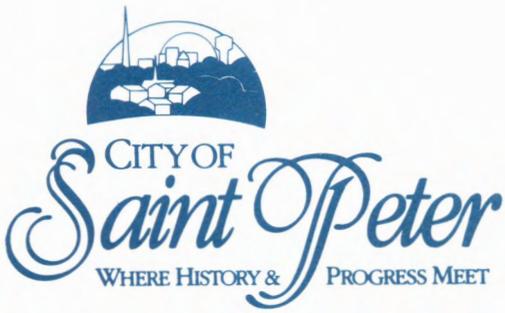
**“We hope this action guide
prompts you to explore
how you personally and how
your city government as a whole
can embrace this change
and actively work to become
an inclusive community.”**



League of Minnesota Cities

145 University Avenue West
Saint Paul, Minnesota 55103-2044

TEL 651 281 1200
800 925 1122
TDD 651 281 1290
FAX 651 281 1299
WEB www.lmnc.org



Memorandum

TO: Honorable Mayor Strand
Members of the City Council

DATE: 11/16/2015

FROM: Todd Prafke
City Administrator

RE: APPA/NLC Events

The American Public Power Association Legislative Rally and the National League of Cities Congressional City Conference schedules have been announced as follows:

APPA March 7-9, 2016 Washington, D.C.
NLC March 5-9, 2016 Washington, D.C.

We had previously discussed the possibility of “divide and conquer” for these events. I hope to have some more discussion on this topic as part of the November 30th goal session.

Please let me know if you have any questions or concerns about this.

TP/bal



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

[Register Now](#)

The 2016 Legislative Rally will be held March 7-9, 2016, at the Grand Hyatt Washington in Washington, D.C.

More information will be posted in the fall.

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](#)

68

Sponsors

Information on the 2016 Legislative Rally sponsorship opportunities will be posted in August. If you would like to be notified when this information is available, please contact [Pamela Cowen](#).

Call for Ideas

APPA welcomes your topic and speaker ideas for future APPA conferences and events. To submit your idea for consideration, [complete this form](#).

Please note, conference topics are generally determined 6-8 months before the event is held. Ideas will be kept on file for a full year, so if the agenda for the conference has already been determined, your ideas will be considered for the next year's event, or in case any space opens up for the upcoming program. You will be contacted only if your idea is selected for an upcoming conference.

Hotel Reservations Alert

A third party claiming to represent APPA is contacting attendees of upcoming APPA conferences and offering assistance with hotel reservations. No such third party is affiliated with APPA or authorized to represent us — please do NOT make hotel reservations through any third party that may contact you by phone or email.

APPA maintains room blocks with specially negotiated rates at all our conference hotels and attendees are encouraged to only use the online reservation links, phone numbers, and discount codes available on the [APPA website](#) for each conference under the "Hotel" tab.

Future Dates

March 7 – 9, 2016

Grand Hyatt, Washington, D.C.

February 27 – March 1, 2017

The Mayflower, Washington, D.C.

Febraury 26 – 28, 2018

The Mayflower, Washington, D.C.

February 25 – 27, 2019

The Mayflower, Washington, D.C.

February 24 – 26, 2020

The Mayflower, Washington, D.C.



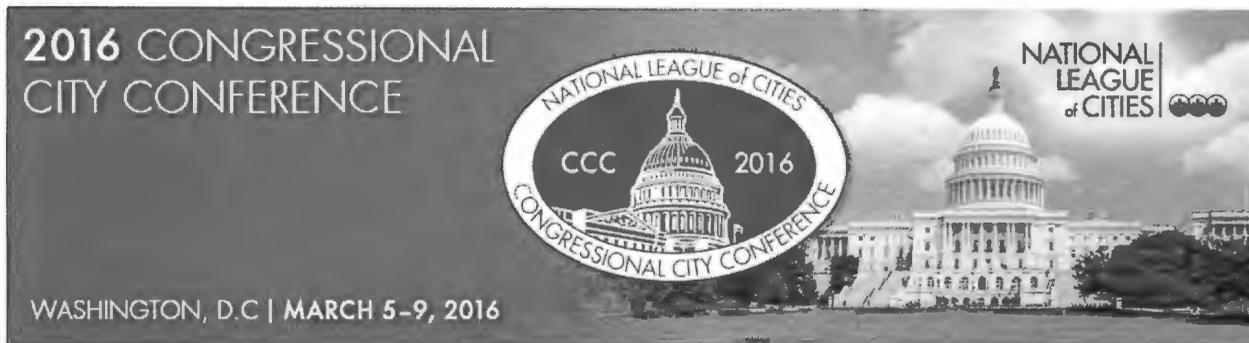
Registration is open for NLC's legislative conference!

Washington, DC has been attracting visionaries, revolutionaries, and doers since 1790. As a city leader, you fit right in. Be a part of a long history of men and women who have come to Washington to make a difference for the lives of others.

Each year, the Congressional City Conference provides delegates with the opportunity to hear from policy makers and to educate members of Congress about the needs of cities.

Come to Washington, DC over March 5-9, 2016 to become a history-maker for your community. You'll get the information you need about federal policies affecting cities, and use what you've learned to make an impact on Capitol Hill.





<Date>

Dear <Decision-maker>,

I would like to request funding to attend the Congressional City Conference, March 5-9 in Washington, D.C. This conference brings together more than 1,000 elected and appointed city leaders to focus on the federal policy issues that are important to local governments.

NLC is a bipartisan organization dedicated to helping city leaders build better communities. Throughout the year, NLC advocates for cities and towns in Washington, D.C. through full-time lobbying and grassroots campaigns. The Congressional City Conference is a unique opportunity for city leaders to join NLC's efforts and advocate on behalf of NLC's federal action priorities, benefitting <Your city name here> and cities everywhere.

The conference will include sessions and learning opportunities where I can gather tangible takeaways to bring back home on a variety of topics important to our community such as infrastructure, public safety, community resilience, and federal regulations that will make me a stronger advocate for <Your city name here>. <Add specific conference workshops and NLC University seminars from the conference website to customize for your city's/town's needs and interests>.

<The numbers in brackets below will need to be adjusted to reflect the current pricing. The travel costs vary as well and should be changed to reflect your costs.>

The full price conference fee is <\$xxxx>, but can be reduced by registering before the early bird deadline.

<You will need to insert your travel cost numbers here>

Here is the breakdown of conference costs:

Roundtrip Airfare <\$xxxx>

Transportation <\$xxxx>

Hotel <\$xxxx>

Meals <\$xxxx>

Conference Fee: <\$xxxx>

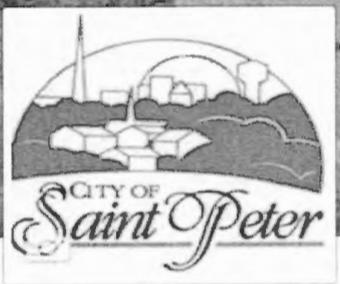
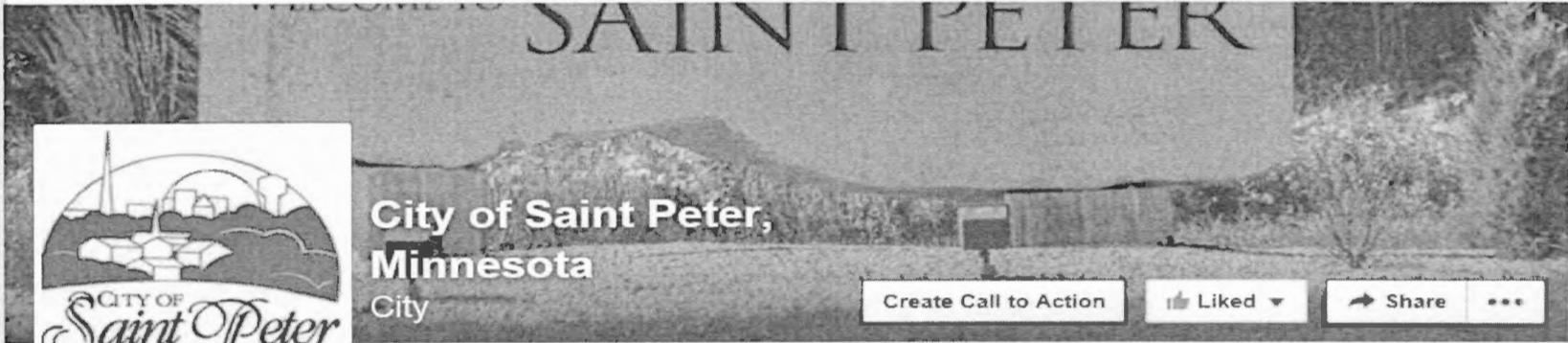
The total costs associated with attending this conference are <\$xxxx>

With such a rich offering of educational content and the chance to share my insights with members of Congress, the White House, and federal agency representatives, <Your city name here> will benefit from my attendance at Congressional City Conference.

If there's any further information I can provide to support my request, please do not hesitate to ask!

Sincerely,

<Your Name Here>



City of Saint Peter, Minnesota City

Create Call to Action Liked Share

Timeline About Photos Reviews More + Add a Section

- 1,430 likes +2 this week
- 214 were here +3 this week
- View Pages Feed See posts from other Pages
- Invite friends to like this Page
- 835 post reach this week



Number of people you can reach within 15 miles of your business:

59,000 people

Promote Local Business

Status Photo / Video Offer, Event +



City of Saint Peter, Minnesota

Published by Casey Luker [?] · November 18 at 9:37am

Interested in becoming a Volunteer Firefighter? You still have time but the deadline is November 20th. We will be hiring up to five (5) Firefighters. Minimum qualifications: High school diploma/GED; at least 18 years of age; reside within a six (6) minute response time from the Fire Station; possess a valid driver's license; and ability to read and write the English language. Successful candidates will begin service January 1, 2016 and will be required to complete requir... See More

450 people reached

Boost Post

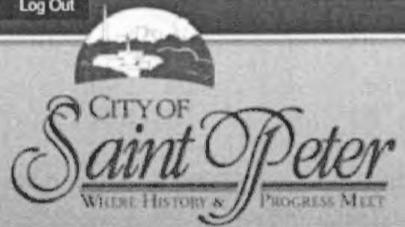
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- 2015
- 2014
- 2013
- 2012
- 2011

See Your A

City of Sai Jefferson A Gardner R today for pe 23).

Boost P

AL



- Recreation Registration
- Pay Utility Bills
- Pay Other Fees
- Services A-Z
- Weekly Hot Sheet

- Services
- Recreation
- Library
- Government
- Public Safety
- Public Works
- Partners

Halloween Fun Run October 31, 2015

The 5K Run & Walk was held Saturday, October 31st "Southern Minnesota's largest and fastest parade of costumes" For photos & videos go to:
www.facebook.com/SaintPeterHalloweenFunRun/

[Learn More](#)



- 1
- 2
- 3
- 4
- 5
- 6

Latest News

November 23, 2015
Jefferson & Gardner Road will be closed today for patching. (Mon. Nov. 23)

November 16, 2015
Curbside Leaf Collection - SPECIAL NOTICE - South Residents

November 09, 2015

City of Saint Peter, Minnesota

- View
- Edit
- Revisions

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

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

Upcoming Events

November 23, 2015
City Council Meeting

November 24, 2015
Special Storytime @ the Library with Teddy Bear Check-Up!

November 24, 2015
HPC 5:30 Gov Rm

November 26, 2015
All Non-Emergency City

73



10 PRINCIPLES FOR LIVABLE COMMUNITIES

1. Design on a Human Scale – Compact, pedestrian-friendly communities allow residents to walk to shops, services, cultural resources, and jobs and can reduce traffic congestion and benefit people's health.
2. Provide choices – People want variety in housing, shopping, recreation, transportation, and employment. Variety creates lively neighborhoods and accommodates residents in different stages of their lives.
3. Encourage Mixed-Use Development – Integrating different land uses and varied building types creates vibrant, pedestrian-friendly and diverse communities.
4. Preserve Urban Centers – Restoring, revitalizing, and infilling urban centers takes advantage of existing streets, services, and buildings and avoids the need for new infrastructure. This helps to curb sprawl and promote stability for city neighborhoods.
5. Vary Transportation Options – Giving people the option of walking, biking, and using public transit, in addition to driving, reduces traffic congestion, protects the environment, and encourages physical activity.
6. Building Vibrant Public Spaces – Citizens need welcoming, well-defined public places to stimulate face-to-face interaction, collectively celebrate and mourn, encourage civic participation, admire public art, and gather for public events.
7. Create a Neighborhood Identity – A "sense of place" gives neighborhoods a unique character, enhances the walking environment and creates pride in the community.
8. Protect Environmental Resources – A well-designed balance of nature and development preserves natural systems, protects waterways from pollution, reduces air pollution, and protects property values.
9. Conserve landscapes – Open space, farms, and wildlife habitat are essential for environmental, recreational and cultural reasons.
10. Design Matters – Design excellence is the foundation of successful and healthy communities.