



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

City Council Goal Session, Monday, December 15, 2014  
St. Peter Room, Community Center – 3:00 p.m.

- I. WELCOME**
- II. RULES FOR THE DAY**
- III. BOSSY BAG**
  
- IV. DEEP DIVE DISCUSSIONS**
  - A. School/City Campus and Housing Coop
  - B. Other Cooperative Efforts
  - C. Community Center Vision For Future Use
    - a. Leases
  - D. Wastewater Update
  - E. Comprehensive Plan River Development
  - F. Wage Philosophy Discussion
  - G. MSA and Road Update
  - H. Development Update
  - 9. City Hall and Fire Station Space Allocation
  - J. Organizational Health
  - K. Budget Process
  
- V. QUICK HIT DISCUSSIONS**
  - A. Taxidermy Museum
  - B. Council Meeting Structure
  - C. Parks Update
  - D. Petitions and What They Do
  - E. Public Input and Council Reaction
  - F. SPPA Meeting Recording Alternatives
  - G. Public Works Director Hire Update
  - H. Designation of General Fund Money
  - I. Downtown Priorities
  - J. North Commercial District Priorities
  - K. Moist Soils Update
  - L. Not For Profit Funding Requests
  - M. Goals for 2015
  - N. Follow Up of Today's Discussion
  - O. Others
  
- VI. 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. BOSSY BAG**

Time for a new version of “Bossy Ball” now called “Bossy Bag”.

**IV. DEEP DIVE DISCUSSIONS**

**A. SCHOOL/CITY CAMPUS AND HOUSING COOP**

An overarching discussion on the Joint Campus/Park cooperative efforts, housing opportunities and the process to either move forward or stop.

**B. OTHER COOPERATIVE EFFORTS**

A review of our other cooperative efforts with partners other than the School District in an effort to think about value and strategically about where and how we work with others.

**C. COMMUNITY CENTER VISION FOR FUTURE USE**

Lease updates and future use visioning. A follow-up to your discussion from September. There is new information and changing opportunities that you should review and consider.

**D. WASTEWATER UPDATE**

A review of the budget process and opportunities for additional sales into the future.

**E. COMPEHENSIVE PLAN RIVER DEVELOPMENT**

A review of this effort and some of the arguably more important pieces to help us all re-center and think about the bigger picture of the community.

**F. WAGE PHILOSOPHY DISCUSSION**

A follow-up to your discussion in September. I see this as part history lesson and part review tied with a discussion about where you want to go in the future and what things need to be done to get you there.



**G. MSA AND ROAD UPDATES**

A regular item on your year-end agenda. We will review the letter from your City Engineer's and think and discuss the future and the resources allocations to make your plan a reality.

**H. DEVELOPMENT UPDATES**

An update on some of the development projects you have previously discussed.

**I. CITY HALL/FIRE STATION SPACE ALLOCATION**

An update based on direction from September. I think this discussion leads to a discussion about action step and financial planning.

**J. ORGANIZATIONAL HEALTH**

We will also review how we are doing. Council on Council mayhem; Council-staff relationships; whether everyone gets a chance; and how we disagree in a way that models the best of our community with civility are all things we discuss on a regular basis.

**K. BUDGET PROCESS**

A review of this very important process and maybe a bit of discussion about the kind of data and information you want to see into the future. We will also talk a bit more about an enhanced quarterly system that I have hopes to implement.

**V. QUICK HIT DISCUSSIONS**

**A. TAXIDERM MY MUSEUM**

A review of the news and me asking you if you want me to take some action.

**B. COUNCIL MEETING STRUCTURE**

We have discussed this before, but I think it is a good one to review on a regular basis. Just because we run things this way doesn't mean a new or different way isn't worth a try.

**C. PARKS UPDATE**

An update on the coming Parks Master Plan and a review of what you can expect and what it means to you and the community.



**D. PETITIONS AND WHAT THEY DO**

A review of this more used thing. What does it mean, how should you handle it, and what do we do when we get one.

**E. PUBLIC INPUT AND COUNCIL REACTION**

A discussion on your rules, but more than that a discussion on what you want to do when public comes to your meeting and what you want staff to do after they have stopped in.

**F. SPPA MEETING RECORDING ALTERNATIVES**

A short update on the evolving nature of SPPA and where we go into the future.

**G. PUBLIC WORKS DIRECTOR HIRE UPDATE**

An update on this very important process.

**H. DESIGNATION OF GENERAL FUND MONEY**

A discussion of an idea that came up in September and what does this mean, what do you do and should we do something to meet some of your future financial needs.

**I. DOWNTOWN PRIORITIES**

A review of this often seen document.

**J. NORTH COMMERCIAL DISTRICT PRIORITIES**

A review of this often seen document.

**K. MOIST SOILS UPDATE**

A review of this process, where we are at, where it is at, and what it might mean.

**L. NOT FOR PROFIT FUNDING REQUESTS**

After the purge of 2010 we did away with a lot of these requests. You are now starting to get few. What do you want to do?

**M. GOALS FOR 2015**

Goals, metric, project or plan and outcome. Has it become hard to serve? If yes, what should be done about it?



**N. FOLLOW UP OF TODAY'S DISCUSSION**

A follow-up and prioritizations so that we have some specific things to talk about and tasks and time lines for activity.

**O. OTHERS**

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

**VI. ADJOURN**

Office of the City Administrator  
Todd Prafke

# COOPERATIVE EFFORTS (White Sheet)

## SCHOOL DISTRICT

- Activity connection Senior Citizens, recreation, transit
- Facilities long term planning
  - Athletic Other Facilities, Drama, performance, arts
  - City/School offices - this is connected to school facility program
- Budgets
  - Levy
  - Pay
  - Others
- Association concept 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)
- Official Maps

## NICOLLET COUNTY

- Compost funds
- Library
- 1/4 - 1/4 good zone
- Office space (Campus Concept) Building
- Criminal Justice Committee
- Law enforcement share dispatch
- Official Mapping
- Emergency Planning
- Green Valley
- Gardner Road
- Stormwater

## GUSTAVUS ADOLPHUS COLLEGE

- Parking
- Housing - on campus \$\$ students and alumni
- 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
- Trail system
- Gluek Park
- Future program/land/facilities
  - Parks
- Arts Association
- Tourism Opportunity

## BANKS

- Establish regular lunch meetings with them

## REALTORS

- BFF
- Promotion of opportunities for young families
- Others

# **Excerpts from the 2005 Comprehensive Plan**

**Entire document can be found at:**

**<http://www.saintpetermn.gov/sites/default/files/documents/ComprehensivePlan.pdf>**

**New/Revised Comp Plan should be completed in Qtr 1 of 2015 and to Council very soon there after.**

## **Community Identity**

### **Sheryl Winston Smith - 2004**

Many people say that St. Peter is a great place to raise a family. This statement has far broader implications than simply raising a family. When people say this, it is a shorthand for many attributes which together make St. Peter a vibrant and vital community. St. Peter is a place that is large enough to offer many amenities yet small enough to remain a small town that is truly a community. St. Peter is a small, historic city located in the scenic Minnesota River Valley and is the county seat of Nicollet County. It has many attributes that are desirable and are also distinct to this city, contributing to the sense of place which makes St. Peter uniquely St. Peter and not just any place.

This section on Community Identity delineates these unique and desirable characteristics and suggests goals which will promote and enhance these attributes.

### ***Historic Identity***

St. Peter resonates with history. First settled in 1853, St. Peter is one of the oldest cities in the state. St. Peter was the home of 5 governors. The Traverse des Sioux Treaty was signed in St. Peter, and the site is now marked by the Treaty Site History Center which provides educational displays and houses the Nicollet County Historical Society. Historic Minnesota Square Park reminds townspeople and visitors of the foiled attempt to make St. Peter the state capital. The local newspaper, the St. Peter Herald, has been published since 1884.

The city of St. Peter includes many architecturally and historically notable structures, including the E. P. Bassford designed Nicollet Hotel, the E. St. Julien Cox House, and the newly renovated Nicollet County Courthouse. More than 40 buildings have been designated on the National Register of Historic Places, including residences and the Central Business District, which was placed on the National Register in 2001.

St. Peter also includes historic institutions which continue to play an important role in the community. Gustavus Adolphus College has been an important presence in the city since 1876. The St. Peter Regional Treatment Center was the first psychiatric treatment facility of its kind in the state and currently includes a museum.

### ***Arts and Culture***

St. Peter boasts opportunities for arts and culture not seen in most cities of similar size, enhancing the quality of life for residents and bringing people to town as a destination. The St. Peter Arts Center offers classes and displays by local artists. Concerts, plays, and dance recitals are presented throughout the year at Gustavus Adolphus College. The college also houses the Hillstrom Museum of Art.

St. Peter hosts several annual events which are a draw to residents and visitors. The Old Fashioned Fourth of July Celebration lines Minnesota Avenue with spectators every July Fourth to view the floats and bands on parade, culminating in Minnesota Square Park and ending with a twilight fireworks display at the fairgrounds. Every summer, St. Peter is home to the Nicollet County Fair which is located in walking proximity to much of the town. The widely attended annual Rock Bend Folk Festival has been bringing music and crafts to St. Peter for 13 years and fills Minnesota Square Park for a fall weekend.

### ***College Town***

St. Peter has been home to Gustavus Adolphus College since 1876, and the college and

the city benefit from one another. The college is the second largest employer in the town, and attracts faculty and students from all over the world. With approximately 2500 students, the college is an important presence in town. The college also offers annual events which draw numerous visitors, including the Nobel Conference and the Christmas in Christ Chapel celebration.

### ***School System***

St. Peter is fortunate to retain its own public school district which provides a high quality education for residents on a scale in which individuals are able to thrive. The kindergarten through 12th grade school system is divided into an elementary, intermediate, and junior/senior high school. High school students also take advantage of classes at Gustavus. Many programs are offered through the school system, including family and community education programs, such as the Early Childhood Family Education program.

In addition to the public school system, St. Peter also is home to several private, religious schools. The John Ireland Catholic School offers kindergarten through sixth grade education. The St. Peter Evangelical Lutheran School offers kindergarten through eighth grade education.

### ***Civic Connectedness***

Elements of civic connectedness are key threads woven into life in St. Peter. The ability of the city to rebuild following the 1998 tornado has been widely noted. As the city web page notes, "Our small town life is the good life. Walking down the street means greeting friends, neighbors and strangers alike with a smile and a "hello"." St. Peter is a place where the lifestyle offers much for everyone from children to elderly residents. The newly built Community Center is a focal point for community meetings and programs and is centrally located in town, allowing many residents to walk and bike to it and the attached public library. The proud display of flags lining Minnesota Square Park for holidays such as Memorial Day, July Fourth, and Veterans' Day are a visual sign of civic pride. A low rate of crime and general sense of security are also important elements of life in St. Peter.

St. Peter's residential neighborhoods enhance the civic connectedness of the City. The older historic residential neighborhoods benefit from the walkable grid pattern and provide interconnected access to downtown, schools, and parks. Innovative design principles were realized in the creation of Nicollet Meadows which seeks to foster connectedness and a sense of neighborhood in a newer residential area.

### ***Downtown St. Peter and the Central Business District***

The Central Business District of St. Peter is the economic heart of downtown. Designated on the National Register of Historic Places, the Central Business District includes a vibrant mix of stores that are essential to everyday life and those that provide specialty items. While it is hard for small town centers to thrive in the automobile-centered age, a vital downtown remains an essential element of community identity. It is notable that downtown St. Peter is nearly fully-occupied at this time. It is also notable that in the era of the automobile, daily errands can be achieved on foot in St. Peter given the proximity of stores, banks, the Post Office, and other key services to one another.

### ***Government and Non-Profit Institutions***

St. Peter is distinct in the preponderance of government and non-profit institutions that contribute to the local economy. This includes the Nicollet County government, St. Peter Regional Treatment Center, Scholarship America, the Minnesota School Board Association, and

Gustavus Adolphus College, as well as other smaller institutions.

### ***Public Places and Green Spaces***

The parks and green spaces in St. Peter contribute to the quality of life. Minnesota Square Park hosts events large and small and provides a welcoming view as people ride by on Minnesota Avenue. The riverfront park provides views and access to the Minnesota River and is perhaps an underutilized resource in St. Peter. Linnaeus Arboretum on the campus of Gustavus Adolphus College provides plantings and pathways for walking. Numerous other parks and green spaces are venues for picnics and ballgames in St. Peter.

### **Goals**

New projects that are consistent with the Comprehensive Plan should complement and build on the unique and desirable attributes of St. Peter as much as possible. Some goals include:

1. Preserve and enhance the historic and aesthetic attractiveness of St. Peter.
2. Preserve the small town character and quality of life in St. Peter.
3. Maintain and preserve interconnected, walkable neighborhoods.
4. Maintain and strengthen St. Peter as a destination city with a vibrant downtown and historic and cultural opportunities and events.
5. Promote downtown businesses and strive to maintain a healthy central core to the city.
6. Work toward reemphasizing the riverfront as an important natural and scenic feature of the city.

**A Vision for St. Peter – An Introduction to the Comprehensive Plan**  
**By Bob Moline - 1995**

About 20 years ago a delightful little document was prepared for the Saint Peter Chamber of Commerce titled simply **Saint Peter**. The image of the evolution of Saint Peter conveyed by the piece was that of a story written by both the physical forces of wind, water, and ice that first shaped the place but also by the sequence of cultures that fashioned a landscape out of the physical environment, responding differently to it, trying to make it work locally, then later making connections with the larger scene, tying us to the region, the state, the country and the rest of the planet. Saint Peter ended with this:

“...that’s the story of Saint Peter up to this time. Of course it doesn’t end there. A lot of people here are very concerned about keeping the story good. ...Saint Peter will continue to write its own story. We’re not in a real big hurry, because we know history is on our side. More and more people are looking for “a place In the country.” ...So we’re looking for more writers. If you want to, you can help write the story. Like the river the town was built on, the story will keep on going.”

This fresh comprehensive plan can provide a framework for continuing the story, setting the most general of limits, laying down some rules, ground rules, so to speak. It offers a suggestion here, shows a direction there, and organizes the continuing conversation because in one sense the plan is never “finished.” It serves as a friendly guide; follow it but make adjustments depending on the flow of the shaping forces and events. But the plan is more than an operating manual, a list of procedures. In the same way that the rules of syntax govern the way words are put together to form understandable sentences, this plan should offer a way to achieve a “syntax of city design” allowing us to make sense of the city, making it readable,” coherent, memorable—a place you have a clear mental map of, a place to show your friends.

Dramatic population change has not been the hallmark of agricultural south central Minnesota. Despite a decline of six percent in the total population of Region 9 counties over the last 20 years, many towns and villages have continued to provide goods and services to their trade areas. Although there has been a decline in population in area counties, Nicollet County has increased in size, along with neighboring cities. Within the five-county area including Nicollet County and its neighbors, 28 of the 40 villages grew during the 1970s. In the 1980’s 19 places, about half of them, gained population. In short, we get a mixed impression; though some places are not healthy, other places seem to be doing well and people are finding reasons to stay in the region.

Surely there are forces and events that have caused some places to decline and we acknowledge the fact that all is not well but half of the villages and towns in the five county area have shown remarkable resiliency, indeed vitality in the last 20 years. And, unlike the close-in edges of metropolitan areas, change here of whatever kind has been relatively slow offering us time for reasoned assessment, time to lay out a thoughtful planning process that has allowed for open discussion of a full range of alternative perspectives.

As we move through the last years of the millennium, Saint Peter and its region will continue to change slowly in response to a suite of forces and events, only some of which we can anticipate and in only some of which we can participate.

## Major Forces Shaping Saint Peter's Future Growth

As noted above the forces of change work more slowly here than in metropolitan regions but they do operate. Among the forces most likely to exert the greatest influence during the next five years or so are:

- Continuing slow decline in the non-urban population driven by the long term national trend of increasing farm size and declining farm numbers.
- Land economics, including not only the cost of land but also the public and private costs of land development.
- Economic competition in both the agricultural sector including its global aspects and the more local retail and service sectors.
- The rapid expansion and surprising vitality of Mankato as a regional shopping center.
- The increasing mobility of the population that makes even the Twin Cities attractive as a recreation, entertainment, shopping, and professional service center.
- Policy shifts and decisions of state government offices especially MNDOT.
- The stabilizing presence of the Regional Treatment Center, the county government services, and Gustavus Adolphus College.
- Public attitudes that provide the context for local government decision making.

## The Vision

To hear the story from some people, the future of towns and cities in this country is sobering, grim, desperate, even hopeless. Nothing seems to work the way it was planned—neither the infrastructure, nor the day-to-day cultural contacts. The late Lewis Mumford, longtime student of America's urban places wrote that cities are supposed to be places of "meeting and mixture" where the cultural and physical geography blend in relationships that offer order, stability, diversity, and harmony. But nowadays few places match Mumford's ideal.

"Eighty percent of everything ever built in America has been built in the last fifty years, and most of it is depressing, brutal, ugly, unhealthy, and spiritually degrading..."

"...for we are presently suffering on a massive scale the social consequences of living in places that are not worth caring about."

From: Kunstler, James (1993) The Geography of Nowhere

"...homes, offices, factories, and shopping malls float in a culturing medium, a 'nonplace

urban realm' that provides the bare functions of a city, while doing away with the vital, not quite disciplined formal and social mix that gives cities life".

From: Sorkin, Michael (1992) Variations on a Theme Park

Do these comments describe present or future Saint Peter? Trying to answer that question could become a fruitful topic of discussion in our homes, places of business, schools, clubs, bars and restaurants. It may be that the small town atmosphere of informality, neighborliness, and helpful sharing gives us a chance to respond more directly to the urban difficulties noted above. It is possible to conclude that, compared to the major cities, our problems may not seem so intractable, and that we do care, care deeply about this place on the river?

The Saint Peter Planning and Zoning Commission discussed the future of Saint Peter in many sessions over the last two years and conducted two lively "Plan-In" workshops where members of the public added their ideas to the mix. A vision of this place, of what Saint Peter means to people, of what the future is likely to hold, of what the Planning and Zoning Commission might suggest to bring about desired changes—a vision is beginning, just beginning to emerge and seems in summary to take the following form.

- Over the last 60 years Saint Peter has grown at an average rate of about 1.6 percent per year, even more slowly since 1970. Saint Peter will continue to grow and we think a little faster than the .65 percent per year during the last 20 years. Such stability is seen as a strength by some but is frustrating to others and these contrasting perceptions will likely form the basis for a continuing conversation.
- Saint Peter will continue its role as an agricultural central place in a matrix of highly productive farmland but its traditional agricultural services will continue to decline in favor of other industries and commercial services.
- The Regional Treatment Center, Nicollet County government, and Gustavus Adolphus College will continue to be the major employers providing a degree of economic stability not enjoyed by similar sized towns in the region.
- The retail sector will find a way to complement the economic magnet of Mankato rather than attempt to compete with it. Indeed, given the easy mobility of most of the population, it is possible to think of the Mankato area as a market for the specialized goods and services yet to be offered in the Saint Peter CBD.
- People will continue to find in Saint Peter a desirable retirement locale, suggesting expansion in services catering to that clientele.
- Increasing numbers of people, frustrated and unhappy with life in the bigger cities, may seek refuge in Saint Peter; our town becomes their "place in the country." No mere commuters, these are people who can create new employment opportunities here and thus bring variety, new perspectives, and fresh energy to our town.

## Where Do You Want To Go Today?

### An introduction to the comprehensive plan by Todd Prafke, City Administrator - 2004

Where do you want to go today? A question that many ask themselves on a regular basis; it brings up thoughts of going to the store, or neighborhood after a long day at work. It is also a question that has been used as an introduction to a bigger picture thought process. The question is a thought process that involves the future of Saint Peter and as stewards of that future, we ask where?

In the aftermath of the 1998 tornado many previously held ideas and thoughts about our community were brought once more to the forefront, to be weighed against the current reality and our wishes for the next 20 to 30 years. These ideas were challenged based on the hope that the tornado, which brought tremendous devastation, also brought a clean slate, that golden opportunity to rethink the past thoughts and make sure they match our current hopes.

The spring of 1999 brought the Minnesota Design Team (MDT) to town with one central mission. That mission was to help us think, talk and focus on what we want our future to be. The MDT did this through a number of charts over a weekend and brought upwards of 200 people into the discussion to talk, plan and express community values and how they related to the future of Saint Peter.

A number of key points were brought to the forefront including our strong wish to be connected to the past; not only in knowing our history, but in the realization that the design of our community had value and that we could impact the quality of life through the design. That a variety of designs for places to live is better than one or two choices. That our "old town" neighborhoods really held some relevance for living today, including size, shape, pedestrian access, and economies of scaling that, although not enjoyed by everyone, certainly can have a great impact in how one chooses to live.

In the aftermath of the tornado many voiced concern that Saint Peter would see a decline in its habitability for families and that the attractions of larger communities would play a strong role in our decline. In reality we have seen substantial growth. Growth has brought with it concerns over the type of neighborhoods and other developments that will occur. The goal for many has been to manage that growth and all that comes with it by providing alternatives to developers that not only support their financial needs but also the physical needs of the community and those that reside here.

The difference between the comprehensive plan of 10 years ago and this one is that the last plan understood that change here has been relatively slow. This offered us time for reasoned assessment. It gave us time for a process that allowed for a number of different perspectives. Change now will be faster and in bigger groups. We must have our plan laid out further in advance and have the ability to facilitate growth in ways that push the community goals that we enjoy today. Our challenge is to manage growth to a level that is sensible. It is to ensure that we do not suffer from the consequences of building neighborhoods that disconnect us from the community. That our history of neighborhood development stays strong in that we build neighborhoods that are truly a place to live, not just a place to park and sleep. That we build places for work that have their own neighborhood feel. As Bob Moline put it in the last

comprehensive plan introduction, "Saint Peter; our town becomes their 'place in the county'... these people who can create new employment opportunities here and thus bring variety, new perspective, and fresh energy to our town."

Our role as a retail center is now diminished by the large retail draw of Mankato and the focus on our downtown is that of a beautiful river community with basic goods and services as well as the service of uncommonly unique shops and food and beverage opportunities. That should not be taken as a white flag of surrender in the retail arena, but rather as knowledge that our niche is secure in providing specific retail opportunities that cannot be found anywhere else.

These may be some of the salient points that might be the basis for our future:

- ◆ Growth has brought new energy and opportunities but it must be managed and should not go forward without limits. We should only grow to a certain point. Now whether that point is a population figure or a line drawn on a map at the next bluff line has yet to be determined. But there is a limit to our growth. Then, as stewards of the community, we must focus on redevelopment within those boundaries.
- ◆ That our economic base is driven by Gustavus Adolphus College and the Regional Treatment Center. Other business ventures including not for profit agencies, are now making up a more significant part of our base. We should facilitate the broadening of that base and provide for organized movement into the future.
- ◆ The retail sector will continue to be a complement to the retail magnet that is Mankato, and our niche will be known as a destination point for those who want that something "special" including the best services.
- ◆ People will not only find Saint Peter a desirable retirement locale because of ample senior housing options and new hospital and clinics, but families will find it alluring because neighborhoods and neighborhood designs provide the surroundings they want in raising their families.
- ◆ Increasing numbers of people will continue to see the benefits of a smaller community with the amenities of larger communities close by and the infrastructure of the best communities already built in.

We are like the river that now is our eastern boundary; we will continue to see changes in our path. We will see the water rise and recede, but change will continue to be the standard that we are defined by. Where do we want to go today? It's more than just going home or to the store; it's not about where we want to go today, it's really about where we want to be tomorrow.

# 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

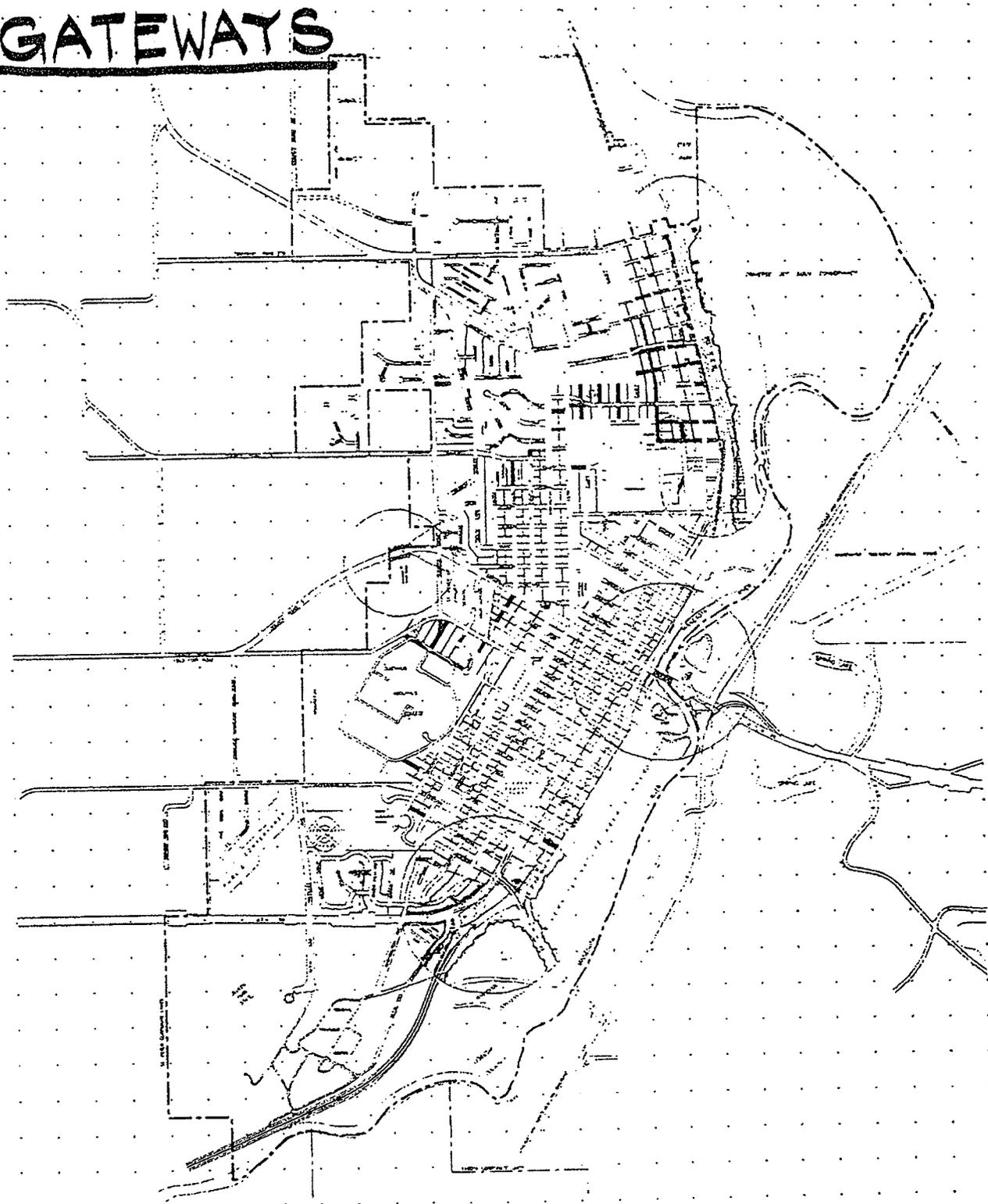
Spring 1999

SCALE 1" = 600'

DRAWING 1

# City Core Plan

## GATEWAYS



Saint Peter, Minnesota

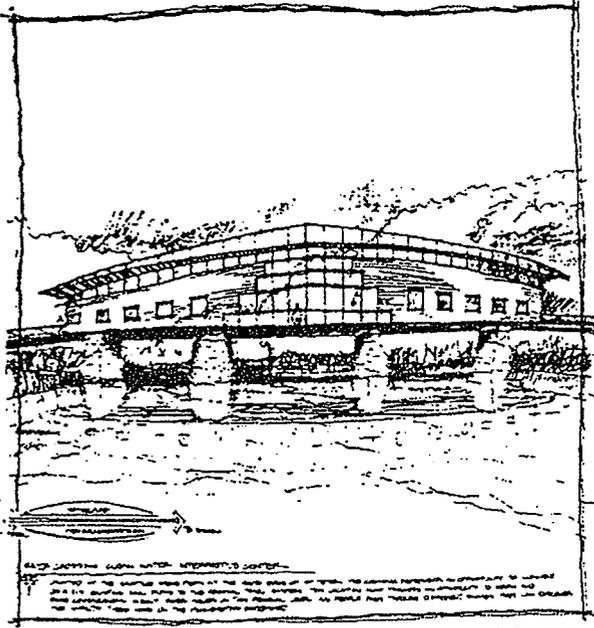
Minnesota Design Team

Spring 1999

SCALE 1" = 600'

DRAWING **2**

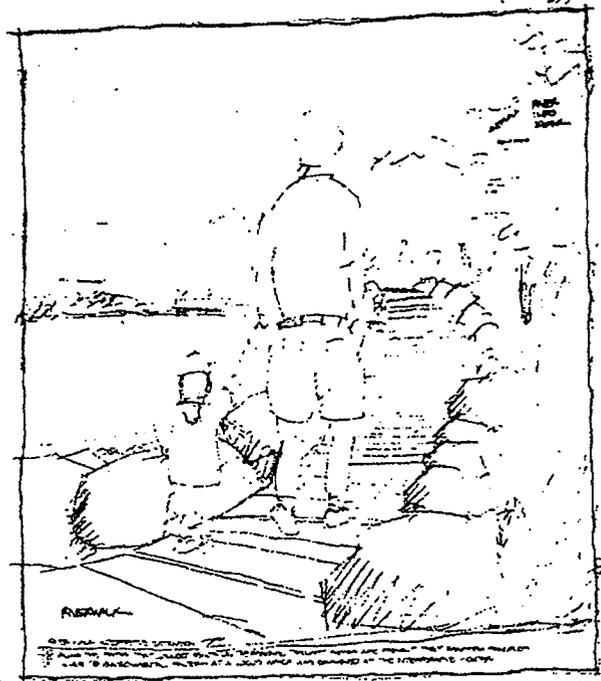




ARCHITECTURAL SKETCH OF INTERPRETIVE CENTER  
 This sketch shows the proposed design for the Interpretive Center, a modern building with a curved facade and large windows, situated on the riverbank. The building is designed to provide information about the river and the surrounding area.

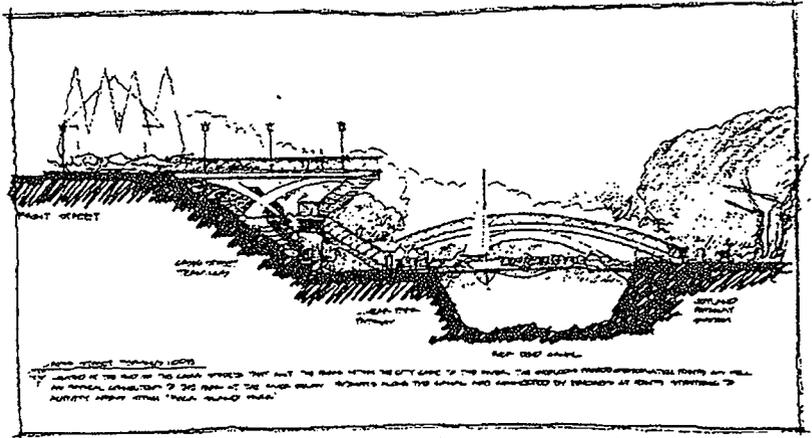
↑ INTERPRETIVE CENTER

→ RIVER SIDEWALK



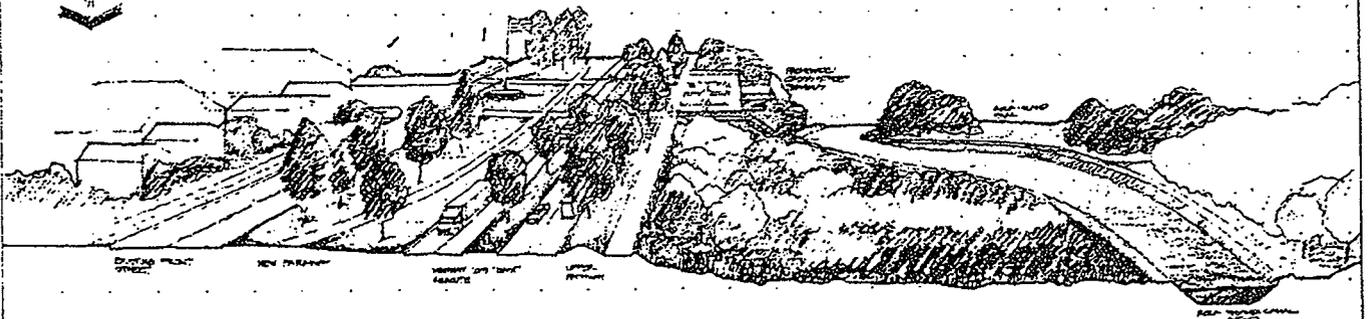
RECREATION  
 This sketch illustrates a recreational area along the riverbank, featuring a person sitting on a bench and another person standing nearby. The area is designed to provide a place for people to relax and enjoy the river.

→ CROSS STREET TERMINUS



CROSS STREET TERMINUS  
 This sketch shows a bridge crossing the river, with a building visible in the background. The bridge is designed to provide a crossing for the street and is located at the terminus of the river.

↓ HWY 169 PARKWAY



HWY 169 PARKWAY  
 This sketch provides a wide view of the river and the surrounding area, including the bridge, buildings, and the highway. The highway is designed to provide access to the river and the surrounding area.

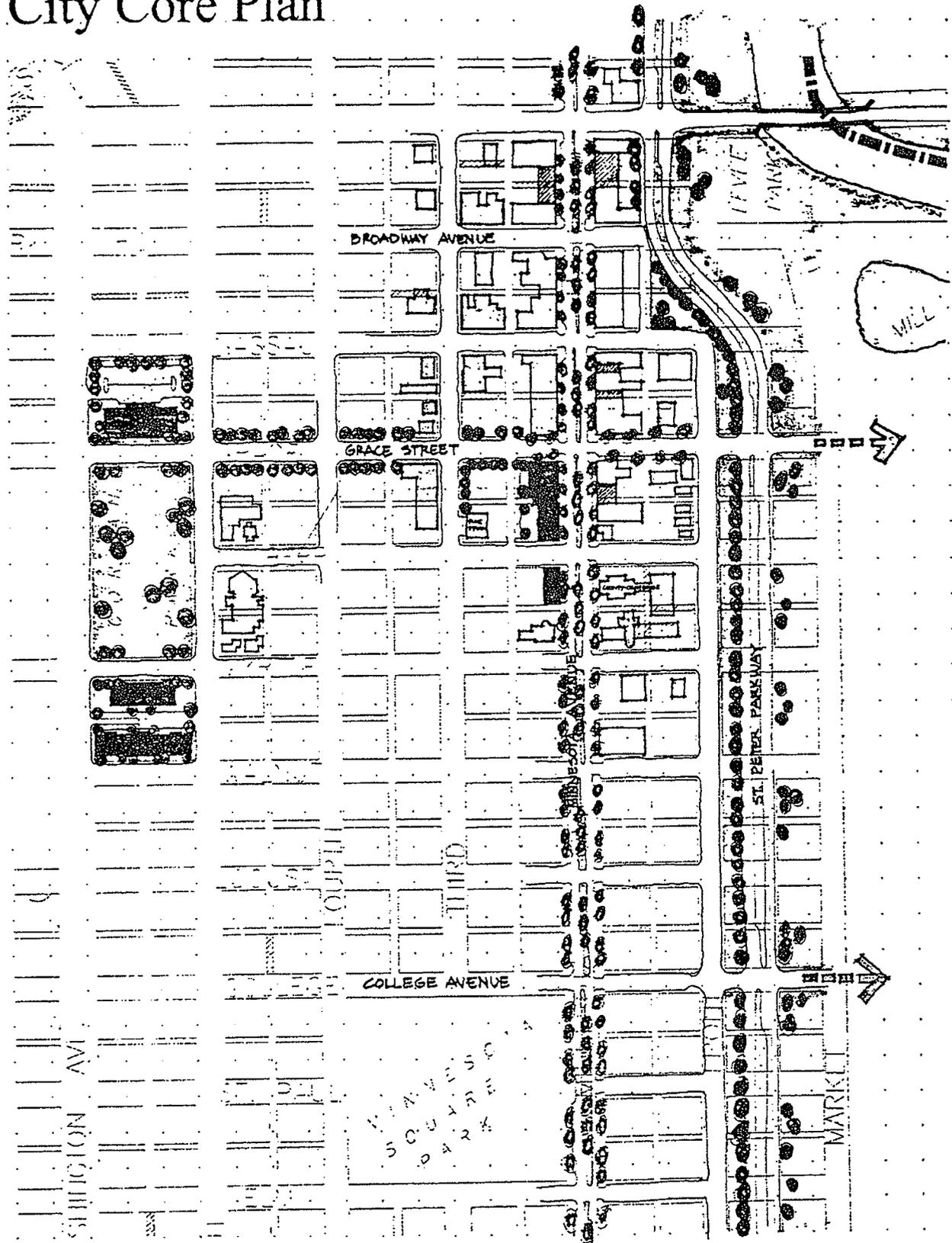
Saint Peter, Minnesota  
 Minnesota Design Team

Spring 1999

SCALE

DRAWING

# City Core Plan



## Saint Peter, Minnesota

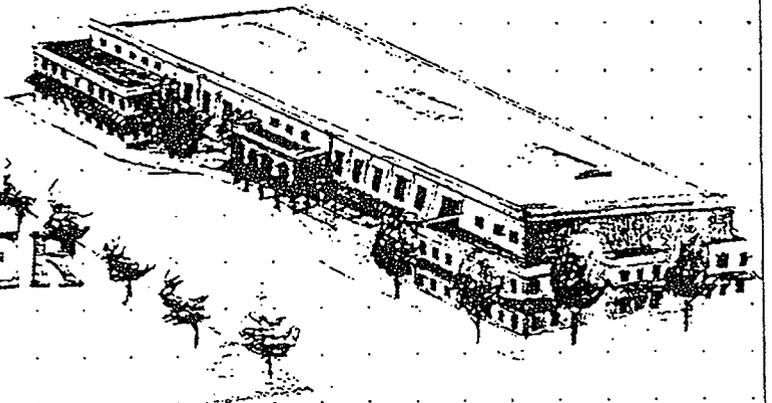
Minnesota Design Team

Spring 1999

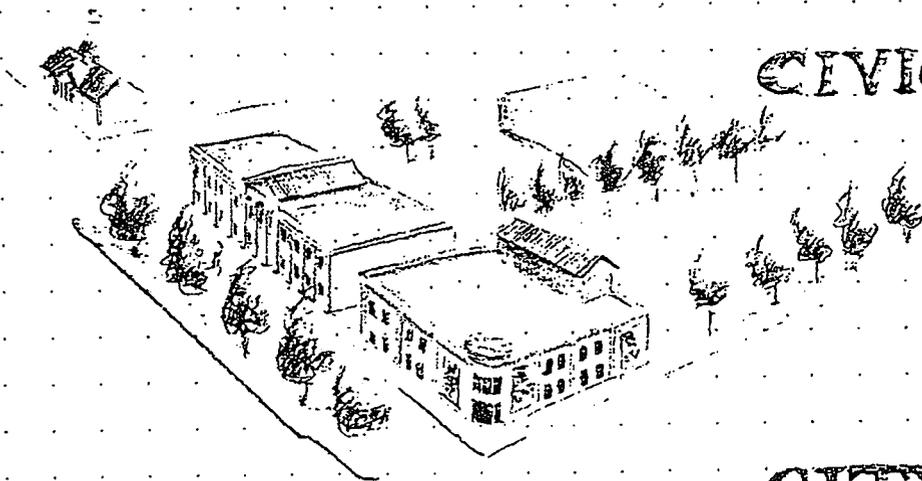
SCALE 1" = 100'

DRAWING 5

GORMAN  
PARK CENTER



PUBLIC  
LIBRARY



CIVIC PLAZA



CITY HALL



Saint Peter, Minnesota

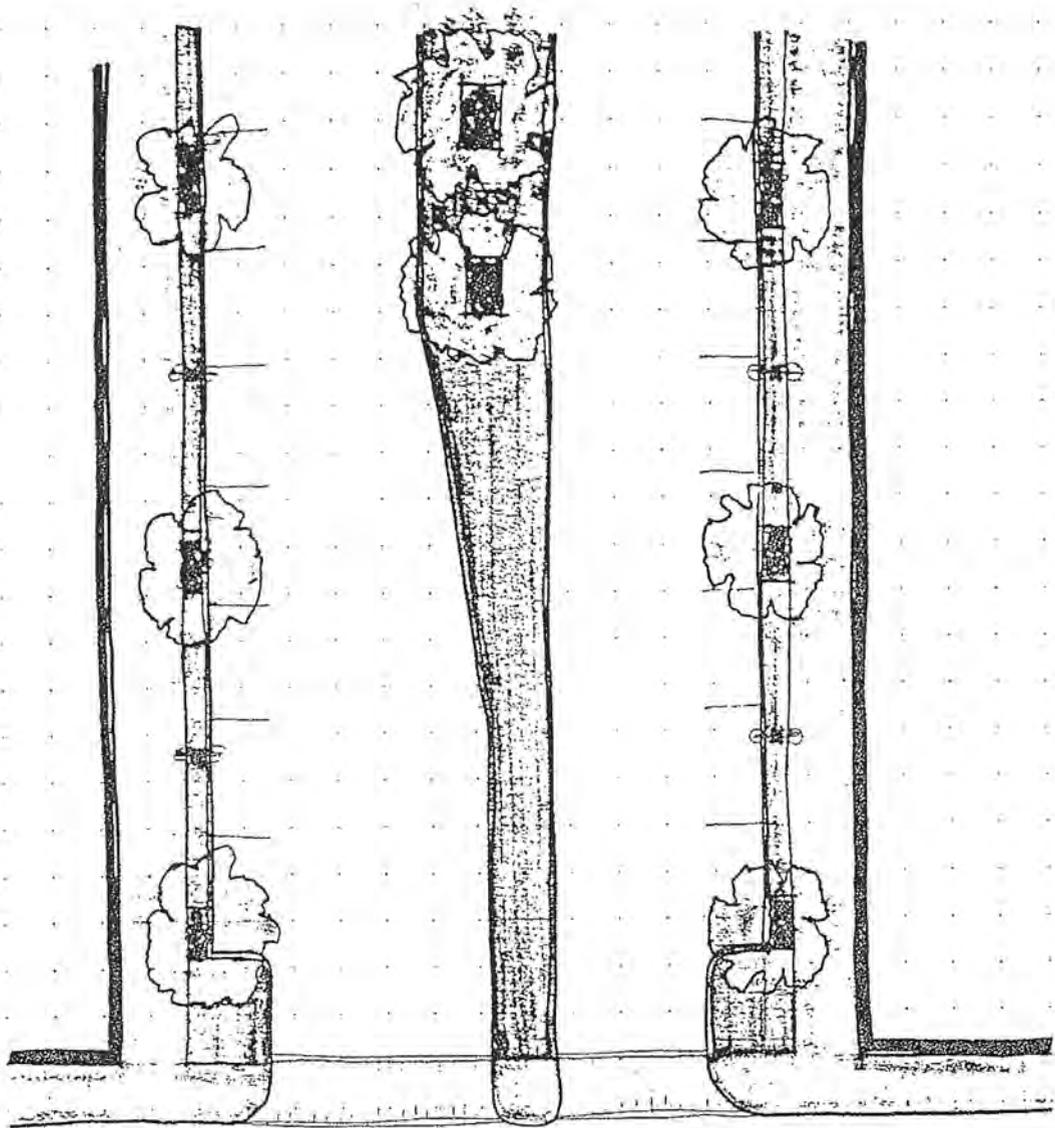
Minnesota Design Team

Spring 1999

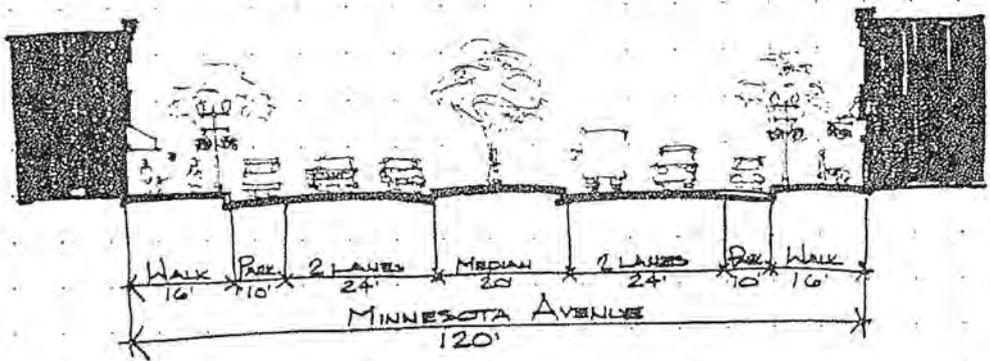
SCALE ?

DRAWING





# MINNESOTA AVENUE STREETSCAPE



Saint Peter, Minnesota

Minnesota Design Team

Spring 1999

SCALE 1/8" = 1'-0"

DRAWING 7

## 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 →

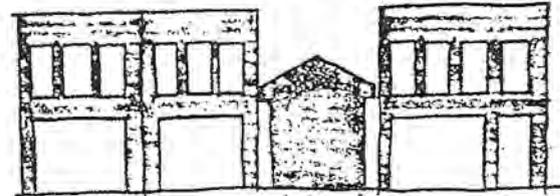


NO!

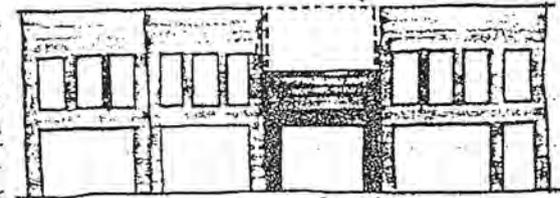


YES!

← HEIGHT & SCALE →



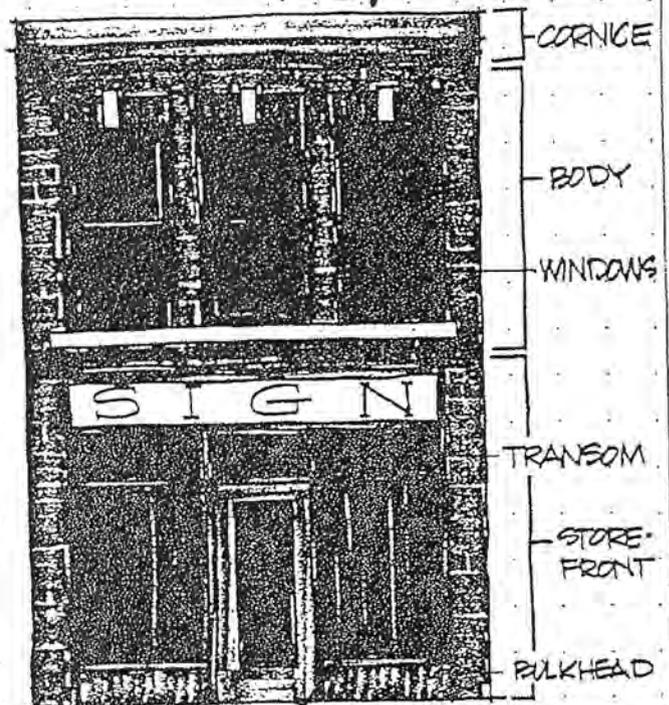
NO!



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

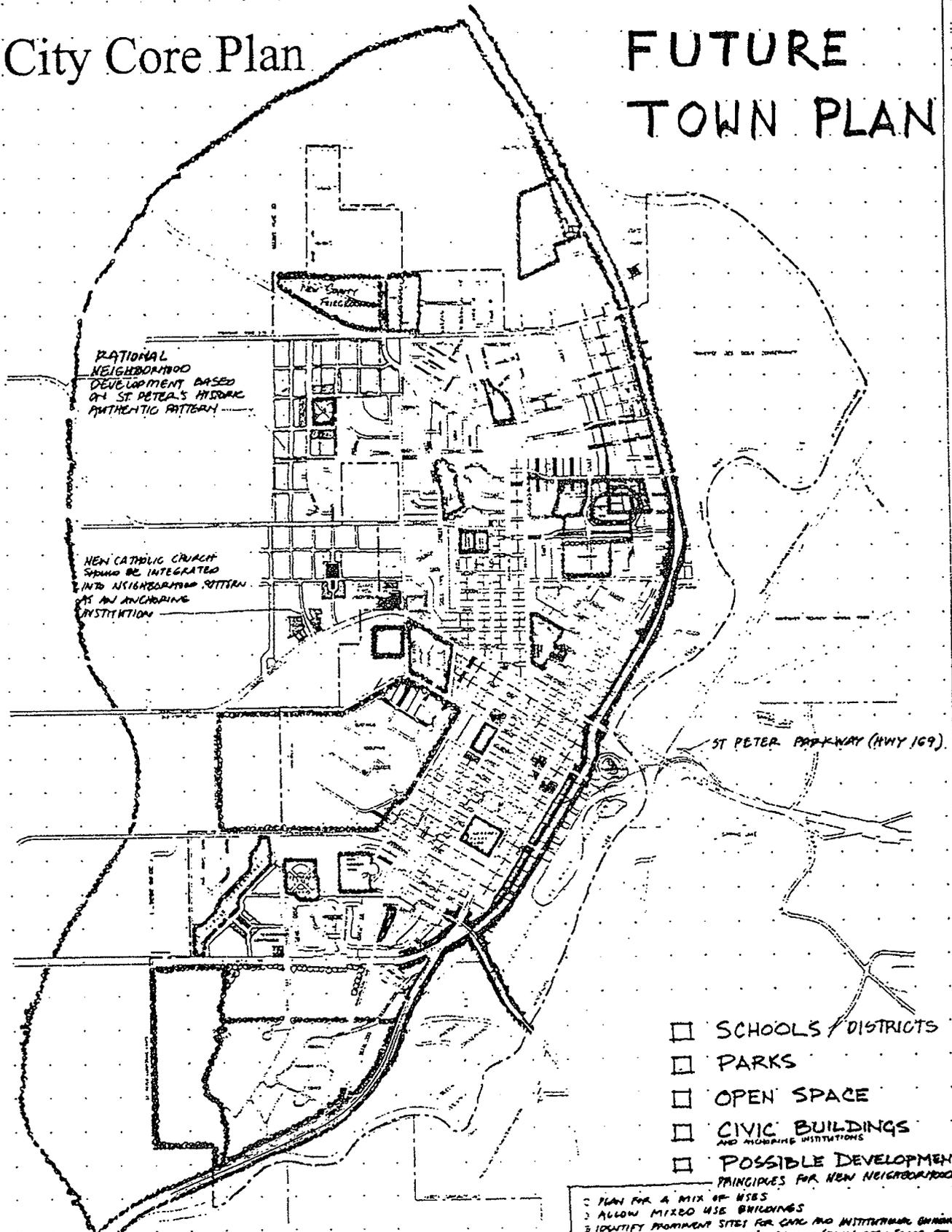
SCALE

DRAWING



# City Core Plan

# FUTURE TOWN PLAN



Saint Peter, Minnesota

Minnesota Design Team

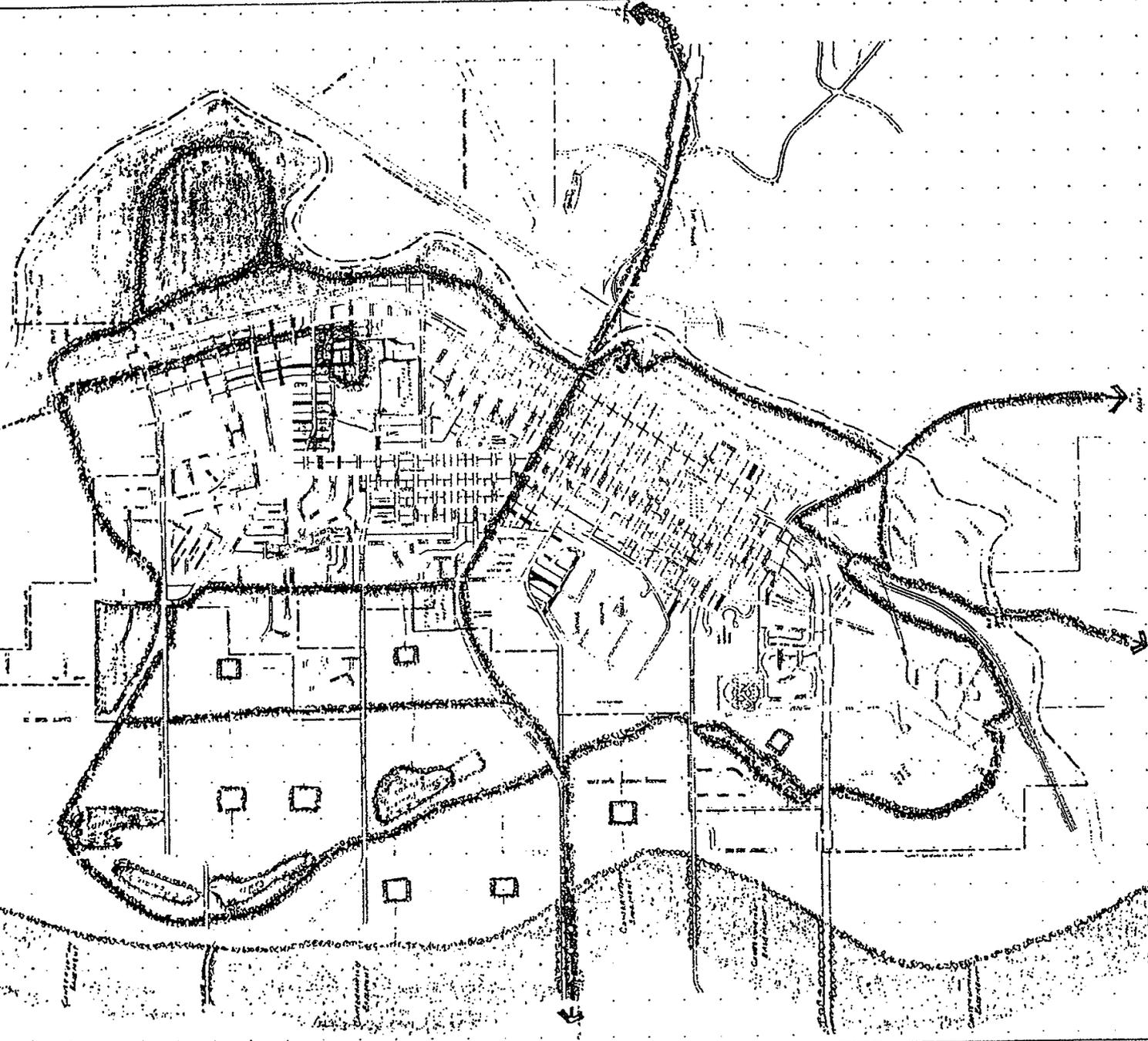
Spring 1999

SCALE 1" = 600'

DRAWING

# City Core Plan

**GREEN SPACE  
LIMITS TO GROWTH**



Saint Peter, Minnesota

Minnesota Design Team

SCALE 1" = 600'

Spring 1999

DRAWING 10

# IMPLEMENTATION ACTION PLAN

## SHORT TERM (1 YR.)

- PROMOTE & HOLD MEETINGS ON TOWN MASTER PLAN TO CONTINUE COMMUNITY INVOLVEMENT/CONSENSUS/APPROVAL OF SHARED VISION
- BUILD NEW RECREATION & LIBRARY/COMM. ED BUILDINGS BY PLAN
- DO MORE COMMUNITY GREENING: TREE & GATEWAY PLANTINGS, PARKING LOT BEAUTIFICATION, COMMUNITY GARDENS, ROCKET 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 <sup>NODES</sup> 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 INCREMENTS



Saint Peter, Minnesota

Minnesota Design Team

Spring 1999

SCALE

DRAWING 11



# RESIDENTIAL DEVELOPMENT GOALS & POLICIES

## GOALS:

1. The existing housing stock should be preserved and enhanced
2. Adequate land should be reserved for the various types of housing balanced with commercial and industrial needs. (Single family, Multi-family and Manufactured Housing).
3. Land uses that are incompatible with residential uses should be separated from residential uses.
4. Residential uses should be placed on land suitable for that purpose and free from flooding, noise, excessive traffic and other hazards.
5. When planning new residential developments inclusion of schools, parks, playgrounds, convenience shopping, and other uses which serve residential areas should be considered.
6. Residential growth should proceed at a manageable and sustainable pace, balanced with school, utility, and public service capacity.

## POLICIES:

1. The zoning ordinance and future land use map should delineate areas suitable for the various types of residential development.
2. High-traffic volume streets should be designed to skirt residential neighborhoods rather than pass through them.
3. New residential growth should be planned in an orderly fashion adjacent to existing developed areas; leapfrogging of developments should be avoided.
4. Parks and playgrounds should be contemplated in the Parks Master Plan when planning new residential developments.
5. Subdivision streets and utilities should be in place before new residential building is allowed.
6. Mobile homes should be placed in Mobile home parks. Life-safety design standards should be adopted to protect the welfare of mobile home park residents as well as to allow emergency serviceability to the mobile home development.
7. The taxable value of existing residential units should be maintained.

8. To assist in creating community stability and citizen commitment, the City should promote home ownership opportunities for area residents as supported in the 2002 Housing Study.
9. The City should seek to ensure that appropriate housing options are available for all ages, economic and household types.
10. Safe, affordable and desirable rental housing opportunities should be provided. Rental housing options should exist for households of any income and size. A variety of rental housing types should be available to households of any income and size.
11. Zoning and subdivision regulations should encourage and allow for appropriate multi-family housing opportunities within traditional single-family neighborhoods or districts. Inclusionary land use practices within residential districts provide for the efficient and effective provision of utility and public services.
12. Residential neighborhoods should be designed to provide safe and relatively direct pedestrian interconnections between public facilities and between neighborhoods as provided for in the sidewalk master plan.
13. The City should encourage higher density development closer to the core of the community with less dense development allowed near the growth boundaries.

## **COMMERCIAL DEVELOPMENT GOALS AND POLICIES**

### **GOALS:**

1. Development opportunities should be encouraged within existing commercial districts. Sufficient land should be reserved for the various types of commercial development balanced with residential and industrial needs.
2. Efforts should be made to promote and protect the architectural and structural integrity and vitality of the historic commercial district.
3. Commercial facilities should not interfere with the smooth flow of traffic.
4. Commercial facilities should be of a size and scale compatible with nearby uses.

### **POLICIES:**

1. The zoning ordinance and map should provide adequate areas for various categories and densities of commercial uses.

2. Large commercial facilities should be placed on high traffic streets. In locations where commercial uses adjoin other districts, landscaping should be used as a buffer between zoning districts.
3. Efforts should be made to encourage shared parking and other amenities.
4. New commercial facilities should be required to provide off-street parking and loading facilities when appropriate.
5. Convenience commercial facilities should be of the proper size and scale to fit into the neighborhoods they serve.
6. Historic structures within the Central Commercial District should be preserved in a manner consistent with the standards adopted by the Department of Interior. Public / private investment opportunities should exist to encourage the appropriate renovation, rehabilitation or repair of historic commercial properties within Saint Peter.
7. The safe and efficient movement of pedestrian traffic must be provided within the Central Business District to ensure the viability and profitability of existing and future commercial enterprises. Excessive traffic volumes and the predominance of large commercial vehicles must not be allowed to endanger the health and safety of pedestrians.
8. The City should actively recruit commercial development opportunities within the Central Business District.

## **INDUSTRIAL DEVELOPMENT GOALS AND POLICIES**

### **GOALS:**

1. Adequate land should be reserved for the various types of industrial development balanced with residential and commercial development.
2. Industrial development should be separated from incompatible uses.
3. New Industrial activity should be located so as to minimize detrimental effects on nearby property uses or the environment of the city.
4. Industrial land should be appropriately placed and appropriately serviced by utilities for the businesses located there.
5. The City should encourage the opportunity for non-motorized travel to industrial developments.

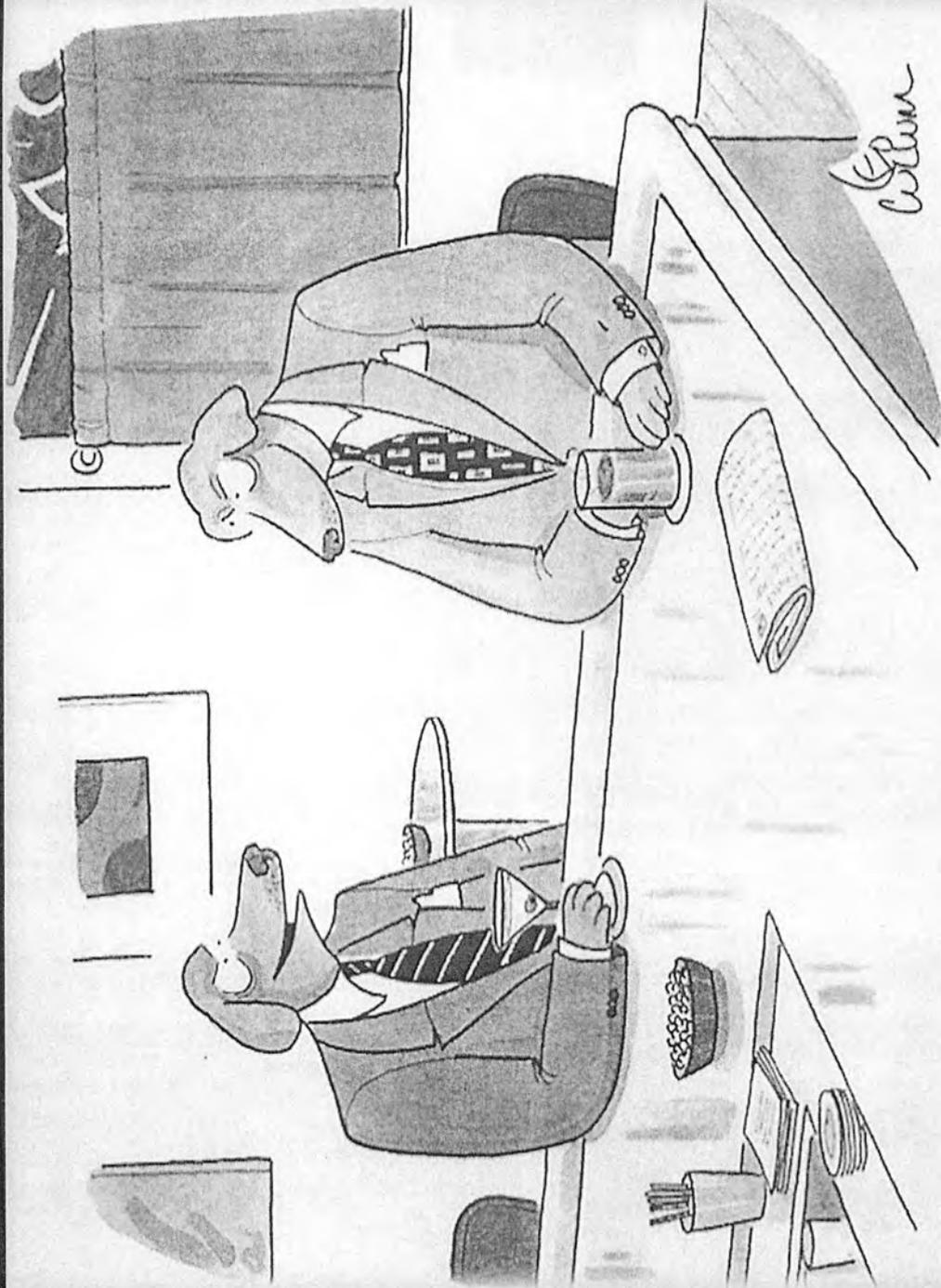
## **POLICIES:**

1. The zoning ordinance and map should show adequate land for both light and heavy industrial uses.
2. Construction standards should be used to minimize any detriment to nearby uses.
3. Industrial areas should be located on or near highways so industrial traffic is not routed through residential areas.
4. New industrial facilities should be required to provide adequate off-street parking and loading areas.
5. Industrial areas should have lots of many sizes, including some very large lots.
6. Industrial areas should have adequate utilities and heavy-duty roads planned and, if possible, installed prior to industrial expansion.
7. The City should encourage industrial development through the provision of financial assistance when such assistance is deemed necessary and appropriate. The City should actively recruit industrial development opportunities. The City should provide for the installation of required municipal services within new industrial developments.

**“The key is not to  
prioritize what’s on  
your schedule, but to  
schedule your  
priorities”**

***Stephen Covey***





*"It's not enough that we succeed. Cats must also fail."*

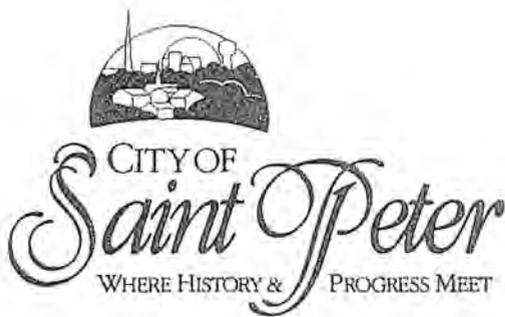
# The Key Concept of Risk

33

Likelihood

Very likely	Medium 2	High 3	Extreme 5
Likely	Low 1	Medium 2	High 3
Unlikely	Low 1	Low 1	Medium 2
What is the chance it will happen?	Minor	Moderate	Major

Impact



## Memorandum

TO: Honorable Mayor Strand  
Members of the City Council

DATE: 11/20/2013

FROM: Todd Prafke  
City Administrator

RE: Non-Unionized, Non-Contract Employee Compensation For 2014

### ACTION/RECOMMENDATION

Approve the attached resolution providing for a 3% wage adjustment effective January 1, 2014 for all non-union, non-contract employees.

### BACKGROUND

Members are aware of cost and wage issues that drive the budget within the City of Saint Peter. The Council has discussed priorities for wages and the impact that changes have relating to union vs. non-union employees for the 2014 year. The Council has also discussed taxes, Local Government Aid, and other revenue streams within the City. A number of different avenues have been explored and discussed in addition to other alternatives being analyzed.

Based on the Council priority that all employees be treated in a similar fashion, and noting that all bargaining units and non-union employees had a zero wage change for 2011 and a 3% contract increase in 2012, and a 2% increase in 2013, I am recommending an increase in non-union, non-contract employee wages of 3% for the 2014 year. Under the current budget for 2014 and with the best information we have now, you will have sufficient funds for this wage change. If circumstances change, I will pursue other alternatives as directed by the Council, which may mean additional modifications to the number of FTE's currently employed by the City. Any modification will be driven by the amount of change in tax proceeds, changes to Local Government Aid allocations and the cost of goods and services in general. Again, if there are changes to our revenue stream, additional changes may be made including an additional review and modification to the number of FTE's employed by the City across all funds including General and Enterprise funds.

Please note the resolution provides for a slight additional increase to the lowest compensated employees in the Library. This is being recommended in an effort to move this closer to what I believe to be the appropriate marketplace wage. This is the second of a three-year plan in that Department.

As you know, we have negotiated union agreements with all five of the bargaining units and those are planned to be finalized at this meeting as well. Lastly, I am cognizant of the Council desire to see all employees treated in a similar fashion, just as we have done with those union and non-union roles reversed over the last 10 to 15 years. This employee compensation and

philosophical principle has been a prominent issue in all union negotiations and in all wage modifications for non-union employees. Again, this principle has driven many decisions and it seems inappropriate to change that basic principle at this time.

**FISCAL IMPACT:**

This does fall within budget considerations for 2014.

**ALTERNATIVES/VARIATIONS:**

**Do Not Act:** Staff will wait for additional direction from the Council. I believe that the timing of this action is appropriate. It matches your past practice and previous discussions. A delay does not provide any additional advantage as this decision is solely at the pleasure of the Council.

**Negative vote:** Staff will not act. Wages for non-union/non-contract employees will not change.

**Modification of the resolution:** This is always an option of the Council. I would ask that consideration be given for the numerous issues that have been discussed to this point should modification of the resolution be considered. The Council has the ability to change the wording or set a number at any level, however I ask that additional time be provided for a review of the impact that any change may have on our entire pay process.

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

TP/bal

CITY OF SAINT PETER, MINNESOTA

RESOLUTION NO. 2014 -

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

RESOLUTION ESTABLISHING 2014 WAGE FOR NON-UNION, NON-CONTRACT  
EMPLOYEES

WHEREAS, the City Council provides for wage modifications; and

WHEREAS, a basic tenet of the City Council has been to ensure that non-union and union employees are treated in a similar fashion; and

WHEREAS, the Council continues to work to contain costs but recognizes that the quality of City services are dependent on the quality of City employees; and

WHEREAS, if changes occur to the City's revenue stream the Council will review the number of full-time equivalent employees and services provided to the community.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SAINT PETER, NICOLLET COUNTY, MINNESOTA, THAT:

1. Non-unionized, non-contract full-time and part-time employees that have completed probation will receive a wage increase of 3% effective January 1, 2014.
2. Seasonal employees will be allowed to move within their respective scales, however no increase in the scale amounts will take place.
3. The following job titles will receive an additional increase of \$0.20 per hour:
  - Library Circulation Clerk
  - Library Associate

Adopted by the City Council of the City of Saint Peter, Nicollet County, Minnesota, this 25th day of November, 2013.

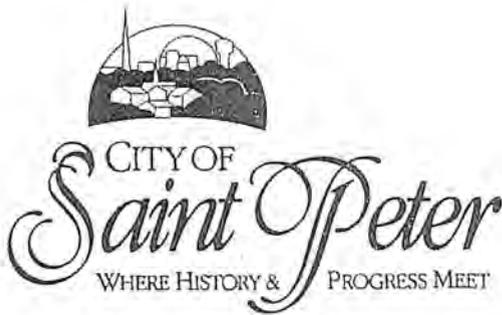
---

Timothy Strand  
Mayor

ATTEST:

---

Todd Prafke  
City Administrator



## Memorandum

TO: Honorable Mayor Strand  
Members of the City Council

DATE: 12/4/08

FROM: Todd Prafke  
City Administrator

RE: Step Pay Increases

### Action/Recommendation

Approve the attached resolution providing for a step pay allowance for all non-union, non-contract employees based on comparable worth points and market comparisons.

### Background

As you may recall, the Council has taken the initial steps in our two-part pay system. This movement has been a point of discussion on many occasions with the first portion being provided for at the November 24th Council meeting. That first portion was the provision of a cost-of-living adjustment of 2% for the 2009 pay year. The second phase of this process is the provision of a step pay allowance for the 2009 year.

In past years the Council has attempted to address apparent inequities created by straight percentage increases. The step pay allowance will continue that via a stratification of the percentages inverse of the comparable worth point system.

The basis for stratification is premised on the mathematical fact that a straight percentage pay increase for all classifications means that employees with higher point values and dollars receive substantially more money and the gap between higher pointed employees and lower pointed employees becomes greater. It is my hope that this process will provide for a more equal stratification of that pay and not provide for greater gaps between classifications of employees. Your current comparable worth system provides for point values ranging from 90 for a Meter Reader classification to 483 for City Administrator. All employees fall into ranges that can readily be broken down into four "natural" groupings within the following point ranges: (these groupings are the same as that accepted by the Council in 1998-2008):

Range 1	90 to 203
Range 2	204-238
Range 3	239-353
Range 4	354+

Please note that this stratification is based on placement of employees within the continuum and many more employee classifications fall within the range of 90-238 (approximately 30) than 239 and above (approximately 11).

The suggested percentage increase for each range is:

Range 1	1.4%
Range 2	1.3%

Range 3	1.2%
Range 4	1.0%

You should be aware that nine years ago you made this philosophical change in process and it means that your higher pointed employees receive less money relative to years past. This type of activity should not be construed to take the place of a pay system as we discussed at that time and is only providing for movement in that general direction. This type of change is not without its pitfalls. There are a number of very valid arguments that could be used to justify a different arrangement of the ranges. One could also argue that higher pointed employees have a greater ability to impact savings and operations and therefore, should see increases that are relative to that ability. This action does presume that the basis for higher base pay is related to that potential impact from higher pointed employees.

**Fiscal Impact:**

This type of step increase, coupled with the previous cost-of-living action, will fall within budget parameters for the 2009 budget year.

**Anomalies:**

You have some specific job classifications that, due in large part to relatively recent changes in organization, pay or other issues such as job description, market forces or hire pay levels, should be reviewed. Some of the modifications you have made in the past have helped to move pay into the mid-level however, I believe, based on the survey and statistical information, we lag behind. It is clear that should we have a change in staff we do not want to be in a position where we pay more for a new hire than the pay that was being made by your current employee. That concern drives much of my thought process on this topic. However I do believe the Council should discuss modification to some of the policies that surround Department Heads and middle manager (Superintendents) positions including the level of accrual for sick and vacation and other benefits.

**Probationary Employees:** Probationary employees will not be provided with the step increase until such time as they have successfully completed their probationary period. Under your past practice and Council action these employees do receive the cost-of-living increase.

You should note that this resolution does not include any step or market change in pay for the City Administrator and union members as it has been discussed. The cost-of-living adjustment you approved in November also does not impact the City Administrator or union positions as they are contract positions.

**Administrative Secretary. (2)** These positions lag market place based on the independent work, responsibility and newly assigned duties over the past 3 years based on changes in organizational structure. Again, my concerns about lag in the market place is a part of this evaluation but a significant driver is level of knowledge that is required. I am recommending an additional 1% to be added after the COLA and STEP increases have been applied.

You have a number of employees that have performed very well throughout the year. In general, you have a very high performing employee group. At some point I would like to move to a performance based system, however I think the process to get to that point is likely to be painful and at times counter productive.

**Alternatives and variations:**

No action: No action will be taken; only a cost-of-living adjustment will be provided to include employees as of January 1st. I will wait for additional direction from the Council.

Negative vote: No action will be taken; only a cost-of-living adjustment will be provided to included employees as of January 1st.

Modification of the resolution: This is always an option of the Council. Because of the calculations and long-range impact of any modification brought to the floor, it is my hope that should changes be needed or requested, adequate time be provided to analyze any impact.

CITY OF SAINT PETER, MINNESOTA

RESOLUTION NO. 2008 -

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

RESOLUTION AUTHORIZING STEP PAY INCREASE FOR CERTAIN EMPLOYEES

WHEREAS, each year the City Council provides modification to the pay received by non-union, non-contract employees; and

WHEREAS, the Council has already taken action to provide for cost-of-living adjustments for these employees; and

WHEREAS, the Council wishes to also provide step increases that do not widen the gaps in pay between higher and lower comparable worth pointed employee classifications; and

WHEREAS, this type of action has been planned for; and

WHEREAS, the Council wishes to address employment market issues in an organized fashion.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SAINT PETER, NICOLLET COUNTY, MINNESOTA, THAT:

1. The City Council hereby authorizes step increases effective January 1, 2009 for all non-union, non-contract, non-probationary, permanently classified<sup>1</sup> employees based on comparable worth points as follows:

Range 1	90 to 203	1.4%
Range 2	204 to 238	1.3%
Range 3	239 to 353	1.2%
Range 4	354+	1.0%

<sup>1</sup>For purposes of this resolution, "permanently classified" employees shall be those for whom pay-equity points have been assigned.

2. Police Reserves shall be provided with a step increase equal to that provided to Range 1.
3. The step increase and the cost-of-living increase shall be combined to determine the total increase to the base 2008 salary for these employees (e.g. cost-of-living increase of 2.0% and step increase of 1.4% = total increase of 3.4% over 2008 base salary.)
4. The following additional increases in wage shall be provided:

Administrative Secretary (both positions)	1%
---	----

Adopted by the City Council of the City of Saint Peter, Nicollet County, Minnesota, this 8th day of December, 2008.

\_\_\_\_\_  
Timothy Strand  
Mayor

ATTEST:

\_\_\_\_\_  
Todd Prafke  
City Administrator



# BOLTON & MENK, INC.

Consulting Engineers & Surveyors

1960 Premier Drive • Mankato, MN 56001-5900

Phone (507) 625-4171 • Fax (507) 625-4177

www.bolton-menk.com

## MEMORANDUM

**Date:** December 8, 2014

**To:** Todd Prafke, City Administrator

**From:** Timothy O. Loose, P.E.  
Jeffrey A. Domras, P.E.

**Subject:** 2014 Municipal State Aid Update

---

Each year, the State of Minnesota distributes State Aid funds to cities and counties for the construction and maintenance of roads that carry a relatively high volume of traffic or are classified as a collector. Cities are allowed to designate up to 20% of their total roadway mileage as Municipal State Aid (MSA) routes thus making them eligible for the special funding. Funding is provided by the Highway Users Tax Distribution Fund with the funds referred to as Municipal State Aid funds. To be eligible for this funding, a city must have a population greater than 5,000. Fifty percent of the annual amount received is based on city population while the remaining 50% is based on the city's reported "Needs". MSA roadway "Needs" are a prorated share of the total funding needed to bring, or maintain, the roadway to MSA standards.

In January 2014 the City received approximately \$570,000 as its 2014 MSA construction apportionment. This is a fraction of the estimated \$27,800,000 actually needed. MnDOT retains the MSA funding and reimburses the City as eligible expenses are incurred. Eligible expenses include: right-of-way (ROW) acquisition, construction costs for street, curb & gutter, sidewalk, turf, and a portion of storm sewer, and project development costs. City sanitary sewer and water utility costs are not eligible.

This brings the total number of MSA cities in Minnesota to 148. As noted in previous years, the Minnesota State Aid system is being upgraded to assist Cities in reporting their roadway "Needs". The updates include a new computer tracking system and procedure for calculating MSA roadway "Needs". During the updating, the Minnesota State Aid division gave all MSA cities the opportunity to review and update their roadway designations. It was found that a number of Cities had undesignated mileage and therefore, received less MSA funding. Since that time, these Cities have designated more mileage, therefore generating more construction "Needs". For cities like Saint Peter, who maximize their MSA mileage designations, it means no additional "Needs" have been generated. Also, this past year, an additional Minnesota City has exceeded a population of 5,000 therefore making it eligible for MSA funding. Therefore, when combining the new MSA city with more roadway "Needs", the result is the same amount of money being divided among more roads and recipients. This means less MSA funding for more than half of all MSA cities in 2015 including Saint Peter, who's estimated 2015 apportionment is approximately \$26,000 less than 2014.

In addition to construction funds, MSA maintenance funds of approximately \$22,000 are provided to the City for MSA roadway maintenance (sweeping, seal coating, crack sealing, striping, etc.). MSA maintenance funds are paid to the City each January and unlike MSA construction funds, can be used immediately. MSA construction funds not utilized by the City will remain in their account and

*DESIGNING FOR A BETTER TOMORROW*  
Bolton & Menk is an equal opportunity employer



accumulate for use at a later date.

In 2013, the City considered the construction of a roundabout at the intersection of Old Minnesota Avenue and St. Julien Street. The intent was to construct this in conjunction with MnDOT's 2014 TH 169 Flood Mitigation project to facilitate traffic flow to and from TH 169 and the developing areas nearby. To cover the cost of the roundabout improvements along with those associated with the TH 169 Flood Mitigation project and Washington Avenue Link improvements, the city chose to bond through MSA for \$4,720,000. Bond funds would be used for the MSA projects noted below.

MSA Project Number	Project	MSA Bond Funds to be Utilized
165-126-005	Washington Avenue Link Parts 1 & 2	\$2,744,700
165-109-004	St. Julien / Old Mn Avenue Roundabout	\$1,575,300
165-104-005	Old Mn / Union Surface Improvements	\$400,000

After roundabout design and right-of-way acquisition, approximately \$1,150,000 of the \$1,575,400 bond funds designated for the project remain for roundabout construction and administration. Since the bond funds are not project-specific, the City has the ability to use the funds for other MSA improvements if it chooses.

The MSA bond fund debt service will be paid utilizing the city's annual MSA apportionment. The MSA bond has a term of 15 years with approximately 80% of the city's annual apportionment is programmed for repayment. The remaining 20%, or approximately \$110,000, of the annual apportionment is available each year. As you recall, the goal was to have MSA funds available to offset the minimum 20% match required for projects funded with federal dollars. Beginning in 2015, the City will begin to accumulate 20% of their annual apportionment.

Some projects that the City of Saint Peter has considered constructing with MSA funds include:

Traverse Road Reconstruction (Sunrise Drive to Edgerton Street)	\$400,000
Traverse Road – Total Warren Basin ROW and Construction Cost	\$940,000
Traverse Road–Warren Basin–Amount Eligible for MSA Funding	?
Gardner Road Reconstruction (ROW Purchase)	\$128,000
Gardner Road Reconstruction Cost (MSA Standards)	\$1,500,000
Old Minnesota Avenue (St. Julien to Dodd)	\$1,500,000
Old Minnesota Avenue (North of Dodd to TH 169)	\$1,000,000
Washington Avenue (Washington Terrace to CSAH 20)	\$5,000,000

At this time, it is not proposed to fully reconstruct Gardner Road by the addition of curb & gutter, storm sewer, trail and bituminous surfacing. This is because properties on both the east and west sides of the road are undevelopable. Instead, it is proposed to only place a bituminous surface over the existing aggregate to improve the ride and minimize maintenance. Installing a bituminous surface is estimated to cost \$250,000.

With \$110,000 available each year, funding a future project entirely with MSA funds will prove challenging for the first few years. Other funding sources are available and the City is encouraged to consider these to help offset the use of MSA funds. Possible future funding sources include the Local



Road Improvement Program (LRIP) and federal roadway funding through the Area Transportation Partnership (ATP).

Other MSA projects that the City will likely be considering in the next 10 years include milling and overlaying the following sections of road. Cost estimates include minor curb & gutter repairs but do not include the cost of sidewalk construction. Milling and overlaying provides a smooth new surface when the underlying roadway aggregate and bituminous surfacing are in good condition. Since it is not a full reconstruct, a mill & overlay project is typically more economical.

Mill & Overlay – Union Street (Old Minnesota Ave to 5 <sup>th</sup> St)	\$250,000
Mill & Overlay – Broadway Ave (TH 169 to 7 <sup>th</sup> St)	\$190,000
Mill & Overlay – Washington Ave (Broadway to Jefferson)	\$400,000
Mill & Overlay – Nicollet Ave (TH 99 to Jefferson)	\$260,000
Mill & Overlay – Washington Ave (Broadway to Traverse)	\$300,000
Mill & Overlay – Jefferson Ave (TH 169 to 5 <sup>th</sup> St)	\$125,000
Mill & Overlay – Jefferson Ave (GAC Entrance to Nicollet Ave)	\$150,000
Mill & Overlay – College Ave (TH 169 to Washington)	\$160,000
Mill & Overlay – St. Julien St (Old MN Ave to Gault)	\$120,000
Mill & Overlay – Traverse Rd (Washington to Sunrise)	\$220,000

We will be happy to review with you other funding scenarios and project priorities.



# BOLTON & MENK, INC.

Consulting Engineers & Surveyors

12224 Nicollet Avenue • Burnsville, MN 55337

Phone (952) 890-0509 • Fax (952) 890-8065

www.bolton-menk.com

## MEMORANDUM

**Date:** March 5, 2013

**To:** City of Saint Peter, MN

**From:** Bryan Nemeth, P.E., PTOE

Ross Tillman, EIT

**Subject:** Traffic Analysis and Recommendations

Saint Julien Street at Old Minnesota Avenue and Highway 169

City of Saint Peter, Minnesota

BMI Project No.: M14.103109

---

### I. Introduction

The objective of this technical memorandum is to document and summarize the traffic operations for the intersection of Saint Julien Street at Old Minnesota Avenue. This study also looks into the relation this intersection has with the intersection at Highway 169. The Highway 169 intersection is important to the operations of the entire area as traffic backups on St. Julien that affect Highway 169 are not acceptable. The analysis does include the proposed two-way left turn lane between Old Minnesota Avenue and Highway 169 serving the Holiday station to the north and McDonald's to the south. The proposed changes to Highway 169, including the northbound acceleration lane and restricted crossing U-turn intersection, were modeled in the analyses. See Figure 1 in the Appendix for this layout. TWO GEOMETRIC OPTIONS ARE EVALUATED IN THIS MEMORANDUM for improving traffic operations at this location in the future, including a single lane roundabout and a traffic signal. This information will be used to identify which alternative will operate effectively in terms of traffic safety and operations.

The intersections included in this study were analyzed under existing conditions as well as projected volumes after the proposed development in the area is fully built.

### II. Existing Conditions

#### *Data Collection*

Data was previously collected in this study area for initial concept development and evaluation for the Highway 169 corridor and Union Street. Peak hour turning movement counts were collected at both Highway 169 at Saint Julien Street and Old Minnesota Avenue at Saint Julien Street to ascertain existing conditions. Traffic counts were obtained for the businesses (McDonalds and Holiday) along St. Julien Street during the peak hours. These numbers were used in combination with the turning movement counts to create a balanced model of existing 2012 conditions.

H:\STPE\M14103109\3\_Preliminary\_Design\A\_preliminary design\Documents\103109\_Traffic Tech Memo\_Roundabout-Signal\_121214.doc

DESIGNING FOR A BETTER TOMORROW

Bolton & Menk is an equal opportunity employer



*Traffic Operation Analysis*

Operations analysis of the PM peak hour was conducted at Old Minnesota Avenue and Saint Julien Street to determine how traffic currently operates throughout the study area. AM peak hour operations are anticipated to be acceptable and were not studied. A level of service (LOS) analysis was completed for turning movements at these intersections to determine how well they operate.

The LOS results are based on average delay per vehicle as calculated by the 2010 Highway Capacity Manual (HCM). Control delay is the delay experienced by vehicles slowing down as they are approaching the intersection, the wait time at the intersection, and the time for the vehicle to speed up through the intersection and enter into the traffic stream. The average intersection control delay is a volume weighted average of delay experienced by all motorists entering the intersection on all intersection approaches. Intersections and each intersection approach are evaluated and given a ranking from LOS A through LOS F. LOS A indicates the best traffic operation, with vehicles experiencing minimal delays. LOS A through D is generally perceived to be acceptable to drivers. LOS E indicates that an intersection is operating at, or very near, its capacity and that drivers experience considerable delays. LOS F indicates an intersection where demand exceeds capacity and drivers experience substantial delays.

The LOS and its associated intersection delay for signalized and unsignalized intersections are presented in Table 1. The delay threshold for unsignalized intersections is lower for each LOS compared to signalized intersections, which accounts for the fact that people expect a higher level of service when at a stop-controlled intersection. Unacceptable (i.e. LOS E and F) is indicative of elevated delay times compared to acceptable levels of service (i.e. LOS A, B, C and D).

**Table 1: Level of Service Criteria**

LOS	Signalized Intersection Control Delay per Vehicle (sec.)	Unsignalized Intersection (Roundabout) Control Delay per Vehicle (sec.)
A	≤ 10	≤ 10
B	>10 and ≤ 20	>10 and ≤ 15
C	>20 and ≤ 35	>15 and ≤ 25
D	>35 and ≤ 55	>25 and ≤ 35
E	>55 and ≤ 80	>35 and ≤ 50
F	>80	>50

Both a roundabout and signal alternative were analyzed as options to provide acceptable operations due to the future increases in traffic volumes from an assumed background growth and proposed future development. Analysis was done using VISSIM, a microscopic traffic simulation tool. Synchro was also used to develop signal timing. The roundabout results were checked against Rodel to ensure the model was sufficiently calibrated.

Table 2 shows LOS for each intersection leg as well as queuing/backups during the PM peak hour. The analysis only was done on the PM peak due to higher volumes compared to the AM peak and the lower volumes expected in commercial areas during the AM peak. With existing



traffic and geometric conditions, both alternatives are anticipated to operate effectively. The roundabout delay is forecasted to be slightly less than that of the signal.

**Table 2: Existing Traffic Operations**

Leg	Roundabout			Signal				
	LOS	Delay (sec)	95th Percentile Queue	LOS	Delay (sec)	Left 95th Percentile Queue	Thru 95th Percentile Queue	Right 95th Percentile Queue
EB	A	3	27	A	8	20	52	-
WB	A	7	43	A	7	26	67	-
NB	A	4	33	B	14	21	48	15
SB	A	4	20	B	14	24	35	-
Total	A	5	-	A	10	-	-	-

### III. Traffic Forecasting

It is estimated that the background growth through the area will be 1.2% per year. This is based on a 50% reduction of the Nicollet County 20 year traffic growth factor of 1.6, which equates to a growth rate of approximately 2.4% per year. Since additional growth is proposed within the City in this area, the background growth not due to development in this area is estimated to be one half of the overall growth rate. The growth to the envisioned commercial, industrial, and residential development area was then added to the background traffic to determine the full build traffic conditions. This assumes full build out of the development area.

Shopko provided average anticipated daily trips which were reported in the *Highway 169 Access Study*. As the City of Saint Peter continues to grow and develop following the opening of the Shopko store, it is anticipated that the number of trips visiting the store will increase and be higher than the estimate Shopko provided. Therefore, the higher traffic volumes present within the ITE Trip Generation Manual: 8<sup>th</sup> Edition were used to estimate the number of trips traveling to and from a comparable sized free-standing discount store.

The assumption was also made that the traffic to and from the fast food restaurant and gas station along St. Julien Street could double from existing values during the time it takes for full build out to occur, but the additional trips are trips that are already on the network, just diverted from Highway 169 or Old Minnesota Avenue. Therefore, these additional trips only affect volumes at the different access points to the properties.

Due to uncertain timeframes and developer plans, full build-out may take upwards of 20 years or more and would require extensive redevelopment in the area that may not be realized for some time. For those reasons, a shorter term volume projection was used to analyze the two alternatives. A factor of 0.75 of the full build-out volumes was used to emulate an approximate 15 year projection at 1.5% growth per year. This includes background growth plus development growth.

### IV. 75% Full Build Conditions

75% of the estimated future traffic volumes were applied to both the proposed roundabout and signal layouts. Slight variations in each layout were analyzed to determine impacts of keeping certain geometric features, possibly due to construction phasing, including the two-way-left-turn-lane (TWLTL) on Saint Julien Street between Old Minnesota Avenue and Highway 169 and a



full driveway access to McDonald’s immediately south of Saint Julien Street along Old Minnesota Avenue.

*Operation and Capacity Analysis with Existing McDonald’s Access and Two-Way Left Turn Lane on Saint Julien Street*

Table 3 shows LOS and queuing results for both the roundabout and signal alternatives with the full accesses provided on St. Julien and on Old MN. At 75% of full build volumes, the traffic signal operates with less delay and shorter queues. Roundabout delay is lower for eastbound and southbound traffic compared to the traffic signal since vehicles do not have to wait at a red light. Westbound and northbound delay is higher due to a large amount of conflicting vehicles traveling towards Highway 169. Signal phasing prevents these conflicts from occurring, therefore reducing delay. The signal has an overall intersection delay of 13 seconds compared to 20 seconds for the roundabout. Overall, the difference in delay is not expected to be noticeable to drivers.

Queuing is shorter with the signal option as well. However, both the roundabout and signal queues would prevent vehicles from using the two-way left turn lane either partially or completely during some times of the peak hour. Based on the modeling, the westbound left turn bay with a signal would need to extend into the TWLTL along St. Julien Street for proper storage. This will cause issues along St. Julien Street where the westbound left turn queue extends through the TWLTL. The roundabout does have long queues, but the queues fill up the through lane and not the TWLTL.

Additionally, vehicles on Old Minnesota Avenue turning left into the McDonald’s driveway immediately south of Saint Julien Street can queue back into the roundabout or signal and cause gridlock within the intersection area and to the entering roadways.

See Figures 2 and 3 in the appendix for screenshots of the roundabout and traffic signal simulations of this scenario. This scenario was modeled using the original concept layout since the focus of this model was to determine the impacts of the full access to the roadways.

**Table 3: 75% Full Build Operations with Existing McDonald’s Access and Two-Way Left Turn Lane on Saint Julien Street**

Leg	Roundabout			Signal				
	LOS	Delay (sec)	95th Percentile Queue	LOS	Delay (sec)	Left 95th Percentile Queue	Thru 95th Percentile Queue	Right 95th Percentile Queue
EB	A	8	58	B	15	27	27	-
WB	D	29	672	B	12	145	125	-
NB	C	21	247	A	10	27	132	46
SB	A	6	37	B	18	47	54	-
Total	C	20	-	B	13	-	-	-

*Operation and Capacity Analysis with Full Median along Old Minnesota Avenue and Two-Way Left Turn Lane on Saint Julien Street*

As determined above, vehicles attempting to turn left into McDonald’s from Old Minnesota Avenue immediately south of Saint Julien Street can cause unacceptable queuing into the



intersection and at times causing gridlock that extends to Highway 169. The alternatives were then modified and analyzed with the access converted to a right in/right out driveway.

With the northernmost access to McDonald’s along Old Minnesota Avenue converted to right in/right out only, LOS and queuing is improved, as shown in Table 4 for the traffic signal and proposed roundabout. At 75% full-build volume, both alternatives operate at acceptable service levels on all approaches with the median closure on Old Minnesota Avenue.

Queuing in the westbound direction is the longest; however the 95<sup>th</sup> percentile queuing only reaches 165 feet for the roundabout and 153 feet for the traffic signal. This queuing does not impact Highway 169 traffic directly. However, any queuing along Saint Julien will make it more difficult for vehicles to take advantage of the TWLTL. Again, the model shows that the westbound left turn storage for a traffic signal would need to be around 150 feet, which extends into the two-way left turn lane. Therefore, an analysis was done in Section V with a continuous median on Saint Julien Street.

See Figures 4 and 5 in the appendix for screenshots of the roundabout and traffic signal simulations of this scenario.

**Table 4: 75% Full Build Operations with Full Median along Old Minnesota and Two-Way Left Turn Lane on Saint Julien Street**

Leg	Roundabout			Signal				
	LOS	Delay (sec)	95th Percentile Queue	LOS	Delay (sec)	Left 95th Percentile Queue	Thru 95th Percentile Queue	Right 95th Percentile Queue
EB	A	5	44	B	15	26	75	-
WB	C	16	165	B	13	153	122	-
NB	B	15	161	B	11	32	135	46
SB	A	4	40	B	17	50	54	-
Total	B	12	-	B	13	-	-	-

**V. Full Median on Saint Julien Street**

With the increased traffic volumes in the area, keeping the TWLTL open after 75% of full build volumes are reached will decrease operational efficiency and could cause additional safety issues. Vehicles trying to make turns in and out of the Holiday and McDonald’s properties along Saint Julien Street have very few acceptable gaps in which to turn into traffic. Any spillback from the TWLTL can cause significant queuing in the area and within the intersection of Saint Julien Street and Old Minnesota Avenue, ultimately causing gridlock. For these reasons, analysis was completed with the median on Saint Julien Street fully closed.

The eventual closing of the TWLTL is an important consideration when determining the best intersection alternative, especially as both alternatives are essentially equal and acceptable up to 75% of full build. With the roundabout alternative, this is rather simple to accommodate due to the ease of U-turns at roundabouts. Vehicles needing to access Highway 169 coming from Holiday are able to U-turn at the roundabout. Vehicles previously turning left from McDonald’s along Saint Julien Street are routed to leave McDonald’s along Old Minnesota Avenue.

The traffic signal lacks the ability to safely and efficiently accommodate truck U-turns and even large truck u-turns without significantly impacting other traffic through the intersection. With the median closed, vehicles requiring access back onto Highway 169 from the Holiday station would



need to travel approximately 0.6 miles north along Old Minnesota Avenue to TH 22 (Dodd Avenue) or south to Union Street. Since both options provide acceptable operations and queues up to 75% of full build and the roundabout is the only option that facilitates all movements within the area, the roundabout is recommended over the signal.

*Operation and Capacity Analysis with 75% Full Build Conditions and Full Median*

With a full median built along Saint Julien Street between Old Minnesota Avenue and Highway 169 as well as the northernmost access to McDonald’s along Old Minnesota converted to right in/right out only, the roundabout is anticipated to operate within an acceptable range of delay. Table 5 shows LOS and queuing results for the proposed roundabout in this scenario. The roundabout not only provides LOS D or better for all approaches but also full access to and from Highway 169 for the adjacent properties due to its capability for safe U-turns. Vehicles traveling from the Holiday station to Highway 169 simply make a U-turn within the roundabout.

The simulation shows that closing off the TWLTL actually has a slight negative effect on the intersection as delay and queue lengths increase for most approaches. This can be attributed to slightly higher traffic volumes that now need to traverse through the intersection. Traffic opposing circulating traffic for the northbound and westbound approaches is expected to have more delay with the median closed but delay is anticipated to be acceptable.

See Figure 6 in the appendix for a screenshot of the roundabout simulation under this scenario.

**Table 5: 75% Full Build Operations with Full Median along Old Minnesota Avenue and Saint Julien Street**

Leg	Roundabout		
	LOS	Delay (sec)	95th Percentile Queue
EB	A	8	60
WB	C	22	177
NB	D	28	283
SB	A	7	47
Total	C	19	-

*Operation and Capacity Analysis with Full Build Conditions and Median Closed*

Under full build conditions, 100% of the projected traffic volumes for full redevelopment of the area were used in the simulation. These values represent an estimate of PM peak volumes assuming all development is completed as anticipated.

Table 6, shown below, displays the anticipated LOS for each of the intersection legs as well as anticipated queuing during the PM peak hour for the roundabout alternative. With the significant volume increase, queuing at this location is expected to be an issue. At over 700 feet for the westbound approach, the queue can spill back onto Highway 169 during the highest volume periods.

The main issues under this scenario, assuming full build traffic volumes, relate to the vehicles turning from and onto Highway 169. The increase in southbound traffic on Highway 169 makes it difficult for northbound left turns and eastbound right turns to make their movements. In the



simulation, a lack of acceptable gaps causes significant queuing. This in turn causes the eastbound movement at Highway 169 to back up to Old MN Ave and cause gridlock through the roundabout.

See Figure 7 in the appendix for an image of the roundabout simulation.

**Table 6: Full Build with Full Median Traffic Operations**

Leg	Roundabout		
	LOS	Delay (sec)	95th Percentile Queue
EB	F	292	1415
WB	E	39	713
NB	F	139	802
SB	F	130	299
Total	F	104	-

While the above shows that the roundabout fails at full build, this is due to external factors and not the actual roundabout itself. External factors include the eastbound right at 169 backing up to and through Old MN Ave to the south. This consequently backs up the southbound left into McDonalds, and then backs up traffic through the roundabout and westbound traffic on St. Julien. The single lane roundabout as proposed is not failing by itself.

A dual lane entry for westbound traffic into the roundabout would help prevent any spillback occurring back to Highway 169. In order to fit an effective multi-lane roundabout approach onto St. Julien Street, the Highway 169 southbound right turn and northbound left turns should both have a dedicated receiving lane on Saint Julien Street. Consequently, there are two westbound lanes and one eastbound lane along St. Julien Street. The additional westbound lane on Saint Julien would require little to no extra right of way given existing road width. Having a dual lane westbound entry would then justify a full multi-lane roundabout at this location. Although this is not required for operations when looking just at the intersection using Rodet, it would help flush westbound traffic to prevent backups on westbound Saint Julien Street to Highway 169.

## VI. Safety

A safety analysis was completed for the intersection of Old Minnesota Avenue at Saint Julien Street. Crash data from Minnesota’s Crash Mapping Analysis Tool (MnCMAT) indicates that four crashes occurred at the intersection of Old Minnesota Avenue at Saint Julien Street from 2007-2011. Of the four crashes recorded, two were right angle crashes, one was left turn into traffic, and one was a right angle collision. The rear end crashes occurred along both northbound and southbound Old Minnesota Avenue. The right angle collision happened between a vehicle traveling northbound and a vehicle traveling eastbound. Likewise the left turn into traffic crash happened between a vehicle traveling southbound and another traveling westbound. The angle crashes would in effect be eliminated with the installation of a roundabout due to the nonexistence of right angle conflict points. Overall crash rates may or may not be reduced, but overall severity of crashes will remain low, even as traffic volumes increase. Installing a traffic signal at this location may reduce the angle crashes as well, but signals are notorious for increasing rear end collisions.



As indicated in the introduction, a two-way left turn lane (TWLTL) was modeled to allow vehicles access from both the Holiday and McDonald's sites to Saint Julien Street. Traffic can become gridlocked in the full build scenario due to vehicles blocking the eastbound travel lane waiting to turn left/gain access to the TWLTL. This may cause additional crashes at this location. Closing this median when traffic volumes reach around 75% of full build volumes would increase safety by reducing conflict points in the study area.

## **VII. Additional Considerations**

A northbound acceleration lane was modeled in the scenarios as part of the proposed MnDOT layout. While the analysis showed significant queues, this is due to the westbound backups on St. Julien Street which are effectively caused by eastbound St. Julien Street traffic trying to enter onto Highway 169. This is only of concern at full build. The northbound left turn lane as designed appears to be long enough if westbound St. Julien Street is not backed up to Highway 169.

Due to long queues developing eastbound at Highway 169 as volumes increase in the future, a southbound acceleration lane was also modeled to determine impacts on the Old Minnesota Avenue and Saint Julien Street intersection. With full build volumes, eastbound traffic on St. Julien Street at Highway 169 does not queue with a right turn to a southbound acceleration lane on Highway 169. As this lane is dedicated for eastbound traffic to turn, vehicles are able to clear the intersection without having to wait for gaps in southbound traffic. This also helps vehicles using the restricted crossing U-turn because they no longer need to wait for suitable gaps in both southbound lanes to cross into the far turn lane.

Both of the acceleration lanes induce and/or add to weaving along Highway 169. MnDOT provided results of a weave analysis on both of these sections showing LOS A for the northbound weave section and LOS B for the southbound section. The analyses were done using full build volumes.

As mentioned earlier, a multi-lane roundabout would allow adding a second westbound entry lane, which would help prevent traffic backing up to Highway 169. Having the three lane section (two westbound, one eastbound) on Saint Julien Street between Old Minnesota Avenue and Highway 169 would require little to no additional right of way but should be accounted for in the design.

50



## VIII. Conclusions and Recommendations

Based on the analysis, the following conclusions and recommendations have been developed:

### Roundabout

- Effective operations through 75% of full build with no southbound 169 acceleration lane
- Effective operations through full build with a southbound 169 acceleration lane
- Median closure need on Saint Julien Street at 75% of full build
- Safely and efficiently able to accommodate U-turns if necessary
- Less severe crashes compared to current intersection control and traffic signals
- Can be expanded without extensive approach lane expansion

### Traffic Signal

- Effective operations through 75% of full build
- Median closure need on Saint Julien Street at 75% of full build
- Not able to accommodate needed u-turns when median needs to be closed along St. Julien
- Smaller immediate intersection footprint
- Would require expansion as traffic increases toward Full Build

It is important to distinguish the cause for the traffic backups simulated within the study area. Generally speaking, the roundabout itself will not prohibit northbound Highway 169 traffic from turning left onto Saint Julien Street. The queuing along this turn bay is usually a factor of high volumes traveling southbound on Highway 169 opposing the northbound left turn. Regardless of traffic control type, vehicles attempting to turn left into McDonald's from Old Minnesota Avenue immediately south of Saint Julien Street can cause queuing into the intersection which in turn prevents most vehicles from entering and exiting from and to Highway 169. It is recommended that the north access to McDonald's along Old Minnesota Avenue be converted to right in/right out by closing the median.

The two-way left turn lane on Saint Julien Street can be built and will not negatively impact operations in the area for some time. The 75% analysis shows adequate operations with the two-way left turn lane in place. At some point before Full Build, depending on development progress, the TWLTL should be closed by a full median due to potential negative operational and safety impacts.

Simulations were run at varying volume levels to identify approximately when certain queues become too long for the proposed geometry. The three critical queue lengths are northbound and eastbound at Highway 169, and westbound at the proposed roundabout location. Both eastbound traffic at Highway 169 and westbound traffic at the proposed roundabout require storage length longer than the distance between Old Minnesota Avenue and Highway 169 when traffic volumes reach between 75 to 80% of full build projections. With a southbound Highway 169 acceleration lane, storage length for the Highway 169 northbound left onto Saint Julien Street is sufficient under full build conditions. However, with no southbound acceleration lane, queues for



northbound left turns on Highway 169 extend past the proposed turn bay when traffic volumes reach 90 to 95% of the full build volume projections. This long queue is due to the roundabout becoming gridlocked at times due to the extensive eastbound queues backing up from Highway 169.

### Final Recommendation

Based on our findings, a single lane roundabout is recommended to be constructed at this location to best serve the future growth in traffic spurred by local development. The roundabout alternative provides better operations and will reduce the number of severe crashes. The roundabout should be designed to be expandable to some form of a dual lane configuration if required in the future. Preserving right of way for this expansion is recommended. If traffic reaches the 100% projections, constructing additional circulating and entrance/exit lanes is certainly worth consideration.

With the multi-lane roundabout, it may also be prudent to design St. Julien Street to be changed to a three lane section with a full median when needed. This includes two westbound lanes and one eastbound lane. This will likely be needed when approaching full build volumes and is anticipated to ensure that backups on St. Julien Street do not cause operational issues on Highway 169. See Figure 1 for an example of what could be designed at this location. The example shows dual entry for northbound and westbound traffic with two circulating lanes on the north side of the roundabout. Saint Julien Street from Old Minnesota Avenue to Highway 169 is shown as a three lane section, which would be required for the dual westbound entry. This design should be able to handle the projected traffic with no other modifications required. The green shaded areas show estimates of ROW to be acquired.



Figure 1: Draft Preliminary Roundabout Design

52



### **Recommended Implementation Phasing**

*Step 1:* Build single lane roundabout with two-way left turn lane on Saint Julien Street between Old Minnesota Avenue and Highway 169. Convert McDonald's access on Old Minnesota Avenue immediately south of Saint Julien Street into a right in/right out driveway. The McDonald's access on Saint Julien Street should be located as close to the center of the block as possible. This access should not be located west of the adjacent Holiday access for left turn alignment from the TWLTL.

*Step 2:* Convert two-way left turn lane on Saint Julien Street into a fully closed concrete median when operational and safety concerns dictate.

*Step 3:* Expand to a multi-lane roundabout as well as a three lane section on Saint Julien Street between Old Minnesota Avenue and Highway 169 with two westbound lanes and one eastbound lane when delay and safety concerns dictate. Westbound queuing along Saint Julien Street will also dictate when this expansion is necessary.



Appendix

**Figure 1: Proposed Highway 169 Layout**



MnDOT proposed layout for Highway 169 & Saint Julien Street showing Restricted Crossing U-Turn intersection (RCUT)

LEGEND	
	ROADWAY / DRIVEWAY (BITUMINOUS)
	SIDEWALK
	SHOULDERS (PAVED)
	CONCRETE (MEDIAN / WALK)

Legend for all figures

54



**Figure 2: Roundabout with 75% of Full Build Volumes and Two-Way Left Turn Lane and Two Full McDonald's Access Points from Old Minnesota**



Westbound queuing can reach over 600 feet which completely fills up storage along Saint Julien Street and causes additional queuing along Highway 169. With the McDonald's full access point on Old Minnesota Avenue so close to Saint Julien Street as it is today, the area can become gridlocked due to stopped vehicles turning into McDonald's. It is recommended that the median in this location be closed when the roundabout is built so the access is right-in right-out only.

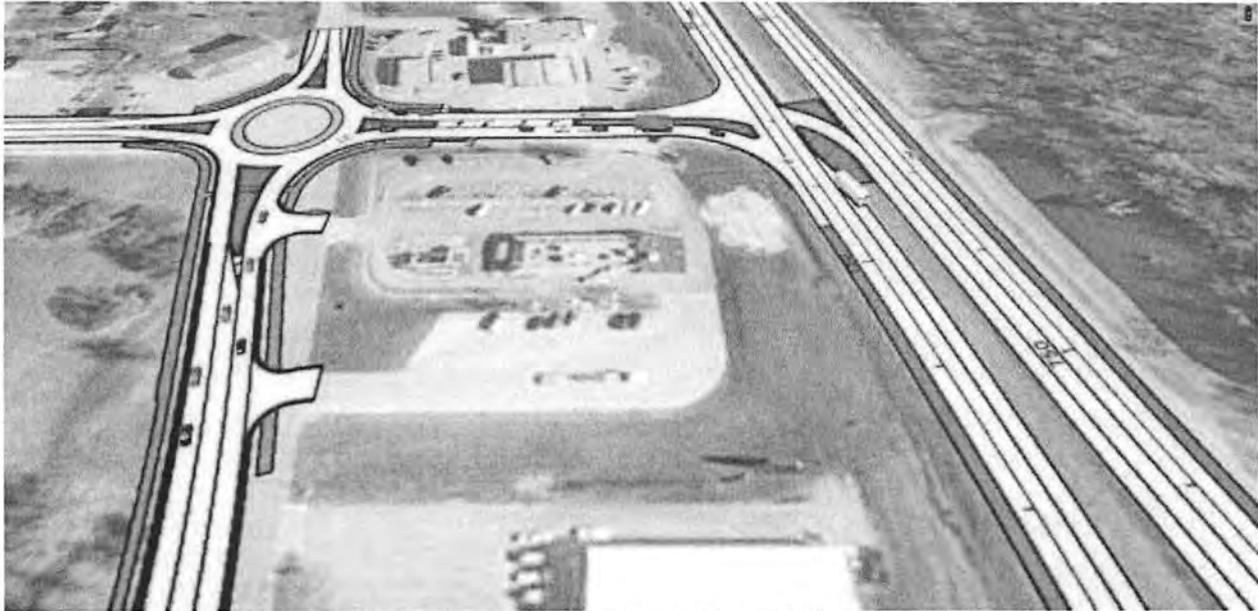
**Figure 3: Signal with 75% of Full Build Volumes and Two-Way Left Turn Lane and Two Full McDonald's Access Points from Old Minnesota**



No major delays or queuing typically occur with the traffic signal in this scenario. However, as stated in the caption to Figure 1, it is recommended that the median be closed on Old Minnesota Avenue at the same time as other intersection improvements. This will reduce conflict points and therefore should increase safety as well as reducing the probability of the intersection becoming gridlocked.



**Figure 4: Roundabout with 75% of Full Build Volumes and Two-Way Left Turn Lane**



Queuing is not an issue with the median along the northbound leg closed. Delay and LOS are at acceptable levels for each approach of the roundabout. Queuing for northbound left turning traffic on Highway 169 is minimal and is contained within the turn bay.

**Figure 5: Signal with 75% of Full Build Volumes and Two-Way Left Turn Lane**



Similar to what is shown in Figure 2, no major delays or queuing typically occur with the traffic signal in this scenario. The shortcoming of the traffic signal comes down to the failure to safely accommodate U-turns when the median on Saint Julien Street is closed.

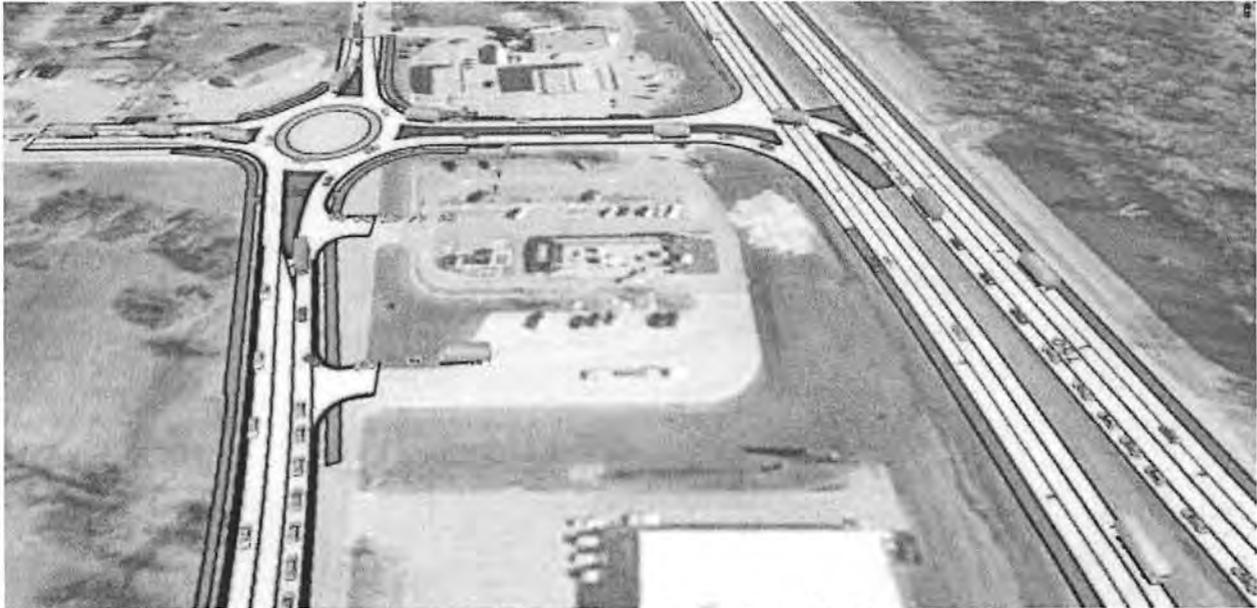


**Figure 6: Roundabout with 75% of Full Build Volumes and Full Median**



Queuing and delay are slightly higher than the scenario shown in Figure 2 due to more conflicting circulating traffic for vehicles entering the roundabout on both the northbound and westbound legs. However, westbound queuing is still contained along Saint Julien Street. Even though delay slightly increases, an advantage to closing the median on Saint Julien Street would be that reducing conflict points would help increase safety at this location.

**Figure 7: Roundabout with Full Build Volumes and Full Median**



With 100% of the projected traffic being simulated, the intersection and surround area fails. Queuing for northbound left turn traffic on Highway 169 can reach 1200 feet at times when the roundabout area becomes gridlocked. Gridlock occurs due to a lack of storage for southbound traffic on Old Minnesota Avenue turning left into McDonald's. A dual lane roundabout could potentially alleviate these issues.







# City of St. Peter

## City Hall/Police Facilities Assessment

61

February 5, 2013

Todd Prafke  
 City of St. Peter  
 227 South Front Street  
 St. Peter, MN 56082

RE: City of St. Peter City Hall/Police Department Facilities Assessment

Dear Todd,

It is with pleasure that Paulsen Architects submits our findings in regards to the City of St. Peter City Hall/Police Department facilities assessment.

In October 2012, Paulsen Architects was engaged to provide a space needs assessment, conceptual site/space "block" plans and an estimated construction cost for each option presented. We have met with all the departments within City Hall as well as the Police and Transit departments and have determined their required space needs for the next 15 years.

After this space analysis was completed, we then studied two site locations; the existing site at the current city hall, police and transit facility, and an alternative site currently owned by the City of St. Peter which is the Lot 5 site.

Through our analysis of these two sites, we developed 5 site/space "block" plan options:

- Site 1a: existing site-option 1a
- Site 1b: existing site-option 1b
- Site 2a: Lot 5 site-option 2a
- Site 2b: Lot 5 site-option 2b
- Site 2c: Lot 5 site-option 2c

As a conclusion to our report, we have provided a cost analysis for each option representing construction costs in the years 2013-2014.

Once again, thank you for the opportunity to assist the City of St. Peter in this analysis. If there are any questions or clarifications, please do not hesitate to give me a call.

Sincerely,



Bryan Paulsen, AIA, LEED AP  
 BJP/tla

**Table of Contents:**

62

Planning Data Summary	Page 3
Facility Space Needs Study	Pages 4-10
Existing Site	Page 11
Existing Plans	Pages 12-13
Option 1a Site	Page 14
Option 1a Plans	Pages 15-16
Option 1b Site	Page 17
Option 1b Plans	Pages 18-20
Option 2a Site	Page 21
Option 2b Site	Page 22
Option 2c Site	Page 23
Preliminary Cost Estimates	Page 24

**Planning Data Summary**

**Existing building space:**  
13,900 SF

**Projected future building space required:**  
24,000 SF

**By Department:**

*(By space program Numbers)*

1.0 Common Area	5,408 SF
2.0 Administration	957 SF
3.0 Finance	1,084 SF
4.0 Computer Services/Public Access	993 SF
5.0 Transit	2,408 SF
6.0 Community Development	364 SF
7.0 Building Development	702 SF
8.0 Police	8,271 SF
<b>Total:</b>	<b>20,187 SF</b>

<i>Circulation (Multiply by 12%)</i>	<i>2,422 SF</i>
<i>Mechanical (Multiple by 6%)</i>	<i>1,357 SF</i>
<b>Total Gross Square Feet:</b>	<b>23,966 SF</b>

**Parking required:**  
50 Spaces (Approximate)

## ST. PETER PUBLIC FACILITY SPACE NEEDS

Space #	Space Name	# of Areas	Space Standard	Net Sq. Ft.	Gross Factor	Gross Sq. Ft.	Remarks
<b>1.00</b>	<b>Common Area</b>						
1.01	Small Conference Room	1	200	200	1.30	260	seat 6, accessible from common hallway
1.02	Large Training/Conference Room	1	480	480	1.30	624	seat 20, 16 x 30, use for training, ceiling projector, white board, accessible from common hallway, access to breakroom
1.03	Conference Room	1	240	240	1.30	312	seat 10, 12 x 20, access to city administrator and assistant, projector, accessible from common hallway
1.04	Break Room	1	600	600	1.30	780	2 soda machines, 2 refrigerators, 1 microwave, 2 coffee pots, stove, oven, outlets for crock pots, 2 compartment sink, 15 seats at square tables, honor table for snacks
1.05	Copy/Work Room	1	500	500	1.30	650	large collating copy machine (3'x8'), envelope folding/stuffer machine, office supply storage, case paper storage, shelving for binders (3'-3' units) work surface, adjacent to file room countertop
1.06	Public Lobby	1	150	150	1.30	195	4-6 waiting chairs, access to departments and conference rooms
1.07	Reception Secretarial Work Area	1	100	100	1.30	130	10x10, controls access to building, printer, POS
1.08	Public Restrooms	2	200	400	1.30	520	mens and womens, 3 fixtures, 3 lavs in each
1.09	Application Carrols	2	20	40	1.30	52	privacy panels, computer and monitor in each
1.10	Supply Room	1	350	350	1.30	455	bulk office supplies, bulk paper storage

63

## ST. PETER PUBLIC FACILITY SPACE NEEDS

Space #	Space Name	# of Areas	Space Standard	Net Sq. Ft.	Gross Factor	Gross Sq. Ft.	Remarks
1.11	Long Term Storage/Archived	1	1,100	1,100	1.30	1,430	
	<i>Common Area Subtotal</i>			4,160		5,408	
<b>2.00</b>	<b>Administration</b>						
2.01	City Administrator	1	216	216	1.30	281	office 12 x 18, small conference table for 3-4. Access to 10 seat conference room
2.02	City Administrator Assistant	1	120	120	1.30	156	office 10 x 12, lockable storage cabinet, 2 visitor chairs, close to copy room
2.03	Secured Storage for Election Material	1	120	120	1.30	156	
2.04	Telephone Room	1	80	80	1.30	104	
2.05	Fire Proof Vault	1	120	120	1.30	156	needs a small table and chair
2.06	Personnel Files	1	80	80	1.30	104	3-4d lateral files
	<i>Administration Subtotal</i>			736		957	
<b>3.00</b>	<b>Finance</b>						
3.01	Finance Director	1	180	180	1.30	234	office 10 x 16, one (1) 4 d lateral file, 2 visitors chairs, U shaped work surface, seating for 4 at table. Need visual and audio connectivity with accountant
3.02	Accountant	1	140	140	1.30	182	10 x 14, hanging files 16" x 48", three (3) 4 d file cabinet, one (1) 2 d file cabinet, desk and computer table

h4

## ST. PETER PUBLIC FACILITY SPACE NEEDS

Space #	Space Name	# of Areas	Space Standard	Net Sq. Ft.	Gross Factor	Gross Sq. Ft.	Remarks
3.03	Accounts Receivable Clerk	1	50	50	1.30	65	located at customer counter, 2 POS registers, utility pay box on counter
3.04	Future Office	1	140	140	1.30	182	10 x 14, interns, work study, meter readers, serve as small conference room for Finance
3.05	Utility Biller	1	64	64	1.30	83	8 x 8, semi-private work space, backup to front counter
3.06	Fireproof Vault	1	80	80	1.30	104	checks, cash, data CD storage, misc. supplies
3.07	Storage/Utility Billing	1	80	80	1.30	104	
3.08	Work Counter/Copy Area	1	100	100	1.30	130	need small work counter, copy machine, fax machine
	<i>Finance Subtotal</i>			834		1,084	
<b>4.00</b>	<b>Computer Services/Public Access</b>						
4.01	Computer Services Server Room	1	200	200	1.30	260	printer, hub in closet, server, UPS system, work station w/ pc and printer, storage for systems manuals, software, vinyl flooring
4.02	Computer Services Computer Tech	2	80	160	1.30	208	8 x 10, modular furniture, near server room, counter top for monitoring 3 networks, computer troubleshooting
4.03	Computer Services Storage	1	100	100	1.30	130	
4.04	Computer Services Parts Room	1	50	50	1.30	65	
4.05	Public Access Computer Racks	2	15	30	1.30	39	2 computer racks

65

## ST. PETER PUBLIC FACILITY SPACE NEEDS

Space #	Space Name	# of Areas	Space Standard	Net Sq. Ft.	Gross Factor	Gross Sq. Ft.	Remarks
4.06	Public Access Editing Station	1	64	64	1.30	83	8 x 8
4.07	Public Access Work Station	1	80	80	1.30	104	8 x 10
4.08	Public Access Storage	1	80	80	1.30	104	3 storage racks, 2-3' wide tall cabinets
	<i>Computer Services/Public Access Subtotal</i>			764		993	
<b>5.00</b>	<b>Transit</b>						
5.01	Coordinators Office	1	160	160	1.30	208	10 x 16, driver work station, small floor safe, storage/shelving for manuals, radio charging counter
5.02	Transit Bus Garage	1	2,000	2,000	1.10	2,200	4 stalls, work bench, cleaning supplies
	<i>Transit Subtotal</i>			2,160		2,408	
<b>6.00</b>	<b>Community Development</b>						
6.01	Director	1	180	180	1.30	234	10'x18', table for 4, 5-2d files, 3' w. bookshelf
6.02	Admin Assist.	1	64	64	1.30	83	8'x8' U shaped w.s., printer on stand, 1-4d lat file, 1-2d file, 3'w bookshelf, backs up Bldg. development assist.
6.03	Vault w/ 2-4 d Fire Proof Cabinets	1	0	0	1.30	0	See 2.05 Admin. Fireproof vault
6.04	Intern Space	1	36	36	1.30	47	6'x6' w.s.
	<i>Community Development Subtotal</i>			280		364	

901

## ST. PETER PUBLIC FACILITY SPACE NEEDS

Space #	Space Name	# of Areas	Space Standard	Net Sq. Ft.	Gross Factor	Gross Sq. Ft.	Remarks
<b>7.00</b>	<b>Building Development</b>						
7.01	Director	1	180	180	1.30	234	10 x 18, seating for 4, U shaped work area for plan review (7' long to rollout drawings), 3'w book shelf
7.02	Inspector	1	80	80	1.30	104	8 x 10 U shaped w.s., close to Director
7.03	Admin. Assist.	1	80	80	1.30	104	8 x 8 w.s., printer stand, greeter for dept.
7.04	Central files, work area	1	200	200	1.30	260	30"x42"map drawer, 2-30"x36" hanging plan racks, 4-3d lat. Files, 13-4d files, 36" w x 30" d rolled plan storage, misc. office supply shelving 24" d x 36" H x 12' L, central to Community Development
	<i>Building Development Subtotal</i>			540		702	
<b>8.00</b>	<b>Police</b>						
8.01	Waiting/Lobby Area	1	160	160	1.30	208	seating for 6
8.02	Public Restrooms	2	60	120	1.30	156	1 fixture and 1 lav
8.03	Communications Work Stations	3	48	144	1.30	187	6 x 8, radio console, access to records, near restrooms, communications technicians as receptionist as well as dispatcher
8.04	Records	1	120	120	1.30	156	near communications, Kardex record system(4'd x 8' l)
8.05	Work/Copy Room	1	120	120	1.30	156	copy machine, fax machine, office supplies
8.06	Chief of Police	1	216	216	1.30	281	12 x 18, seating for 4

67

## ST. PETER PUBLIC FACILITY SPACE NEEDS

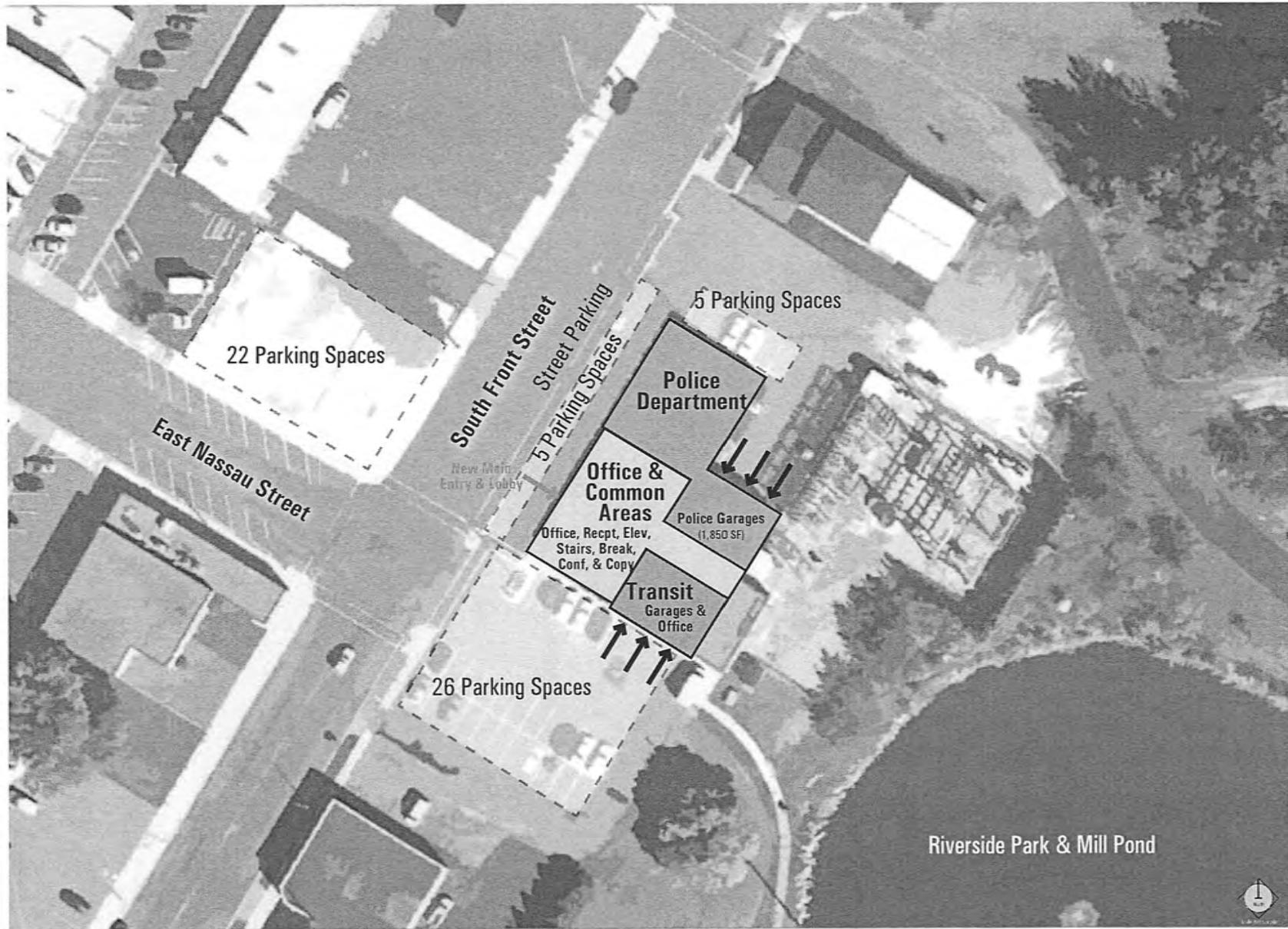
Space #	Space Name	# of Areas	Space Standard	Net Sq. Ft.	Gross Factor	Gross Sq. Ft.	Remarks
8.07	Office Manager	1	120	120	1.30	156	10 x 12, supervises communications
8.08	Patrol Sargent	1	160	160	1.30	208	10 x 16, small table
8.09	Investigative Sargent	1	160	160	1.30	208	10 x 16, small table
8.10	Investigators Office	1	240	240	1.30	312	12 x 20, two (2) 8 x 10 work stations
8.11	Investigations Work Area	1	200	200	1.30	260	meeting table, wall space, interview room monitoring
8.12	Police Reserve Office	1	240	240	1.30	312	12 x 20, two (2) 8 x 10 work stations
8.13	CSO Work Room	1	160	160	1.30	208	10 x 16 room with 5' w.s. on the perimeter
8.14	Conference Room	1	192	192	1.30	250	12 x 16, seating for 6
8.15	Meeting/Training/Reserve Area	0	0	0	0.00	0	This room shared with Training Room in common area
8.16	Squad Room/Patrol	1	360	360	1.30	468	10 small work areas, future expansion for 4
8.17	Patrol Gear Lockers	15	10	150	1.30	195	near squad room
8.18	Patrol Storage	1	100	100	1.30	130	reports, supplies
8.19	Evidence Room	1	400	400	1.30	520	easily accessed from garage, 16 individual secured "lockers", refrigerator, drugs, guns and money room inside
8.20	Evidence Processing/Forensic Lab	1	200	200	1.30	260	16 evidence lockers, refrigerator, work surface
8.21	Gun Cleaning	1	80	80	1.30	104	

88

## ST. PETER PUBLIC FACILITY SPACE NEEDS

Space #	Space Name	# of Areas	Space Standard	Net Sq. Ft.	Gross Factor	Gross Sq. Ft.	Remarks
8.22	Police Equipment	1	120	120	1.30	156	tactical equipment, misc.
8.23	Reserve Uniforms and Equipment	1	120	120	1.30	156	
8.24	File Storage	0	0	0	0.00	0	included in archive storage
8.25	Large Evidence Storage	1	80	80	1.30	104	8 x 10
8.26	Interview Room - "soft" room	1	80	80	1.30	104	8 x 10
8.27	Interview Room - "hard" rooms	2	80	160	1.30	208	8 x 10, small table, 2 chairs
8.28	Locker Room/Shower/Restroom						
	Men	1	350	350	1.30	455	14 lockers
	Women	1	250	250	1.30	325	9 lockers
8.29	Parking Garage - 4 stalls	1	1,248	1,248	1.30	1,622	12 x 26, work bench, small tools
8.30	Parking Garage - 1 secure stall	1	312	312	1.30	406	12 x 26
	<i>Police Subtotal</i>			6,362		8,271	
	<b>Sub-Total St. Peter Public Facility</b>			<b>15,836</b>		<b>20,187</b>	
	Circulation/Wall Factor (12%)					2,422	
	Mechanical Factor (6%)					1,357	
	<b>Total Gross Square Feet</b>					<b>23,966</b>	

69



## Existing Site

- Police Department
- Transit
- Common Areas, Administration, Finance, Computer Services/ Public Access, Community Development & Building
- Parking area

## City of St. Peter — Existing Site

#1225.2

February 5, 2013

Sheet

11

-  Police Department
-  Transit
-  Common Areas
-  Administration
-  Finance, Computer Services/  
Public Access, Community  
Development & Building  
Development
-  Unfinished or filled area



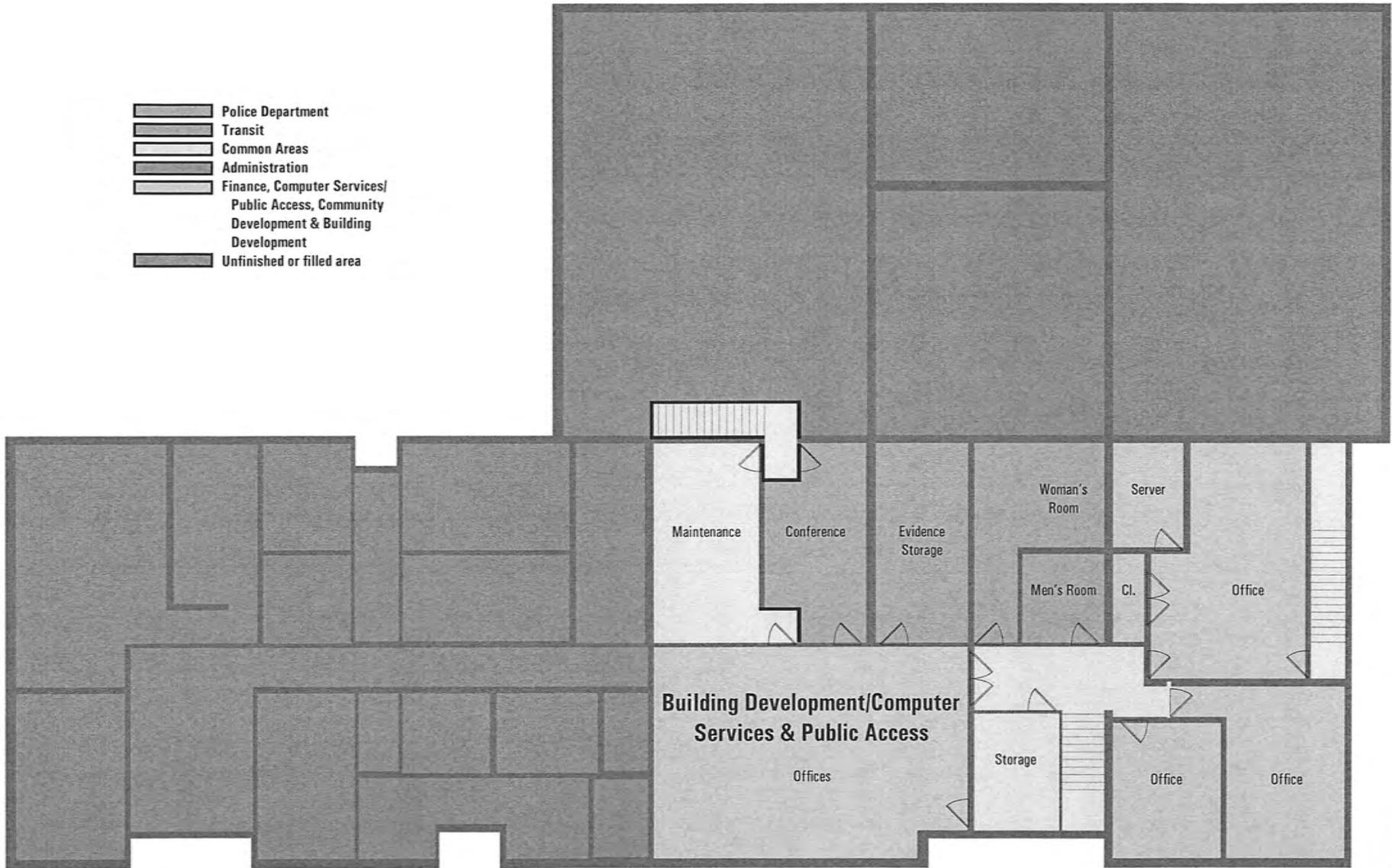
City of St. Peter — Existing First Floor Plan

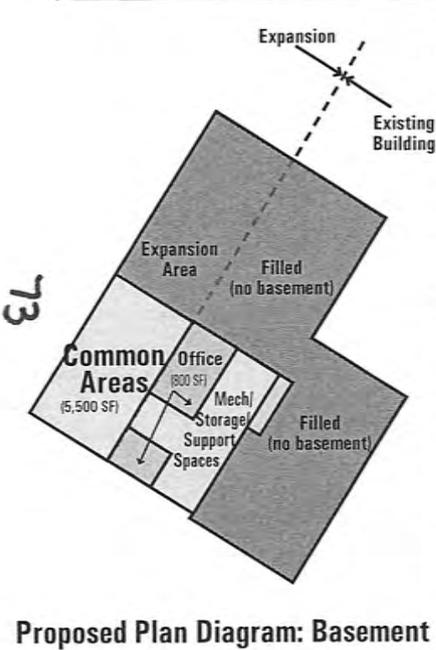
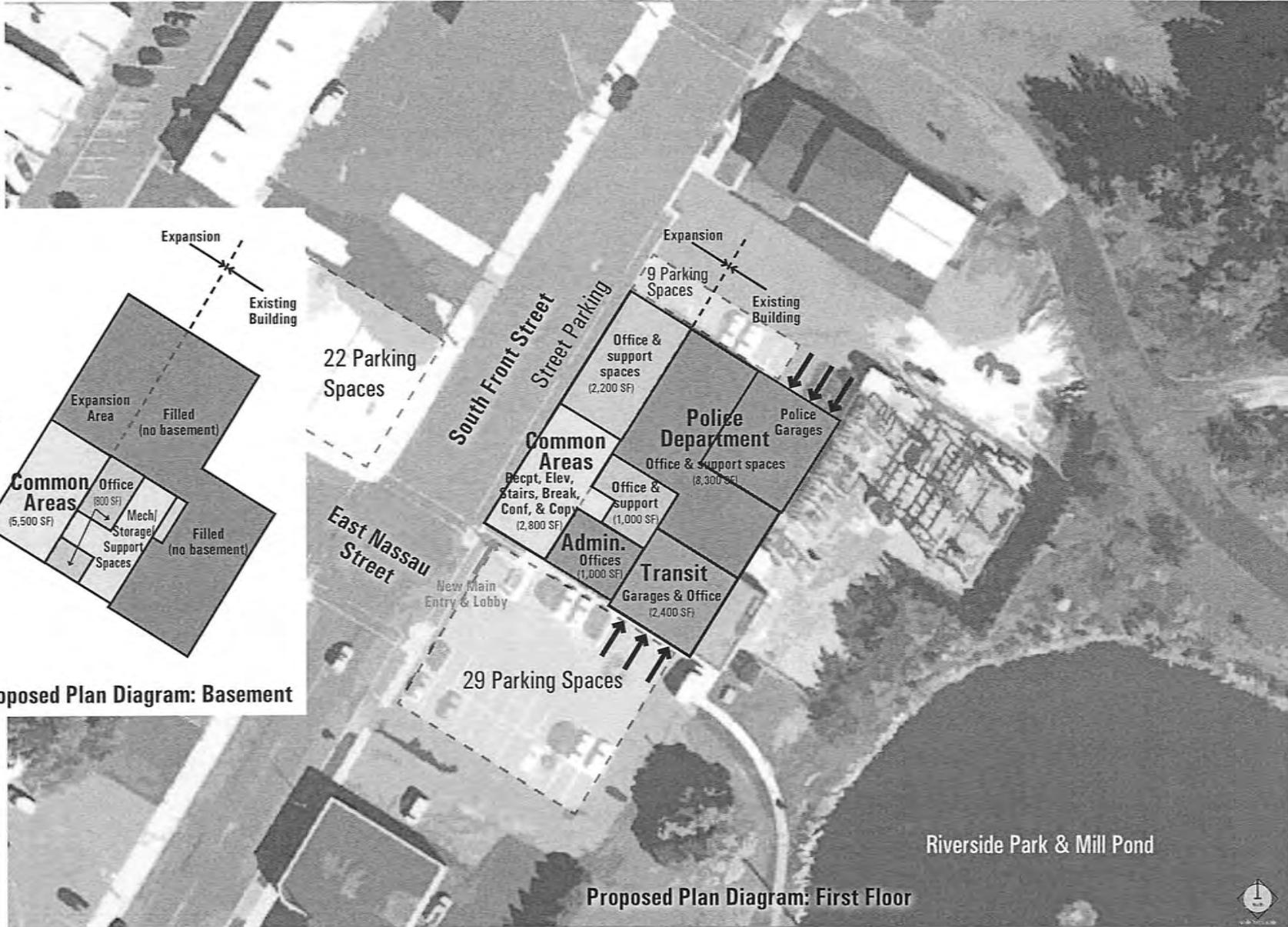
#1225.2

February 5, 2013

-  Police Department
-  Transit
-  Common Areas
-  Administration
-  Finance, Computer Services/  
Public Access, Community  
Development & Building  
Development
-  Unfinished or filled area

EL





Proposed Plan Diagram: Basement

### Option 1a

Redevelop Existing Site

- Police Department
- Transit
- Common Areas
- Administration
- Finance, Computer Services/  
Public Access, Community  
Development & Building  
Development
- Unfinished or filled area
- Parking Area

**Site Summary:**

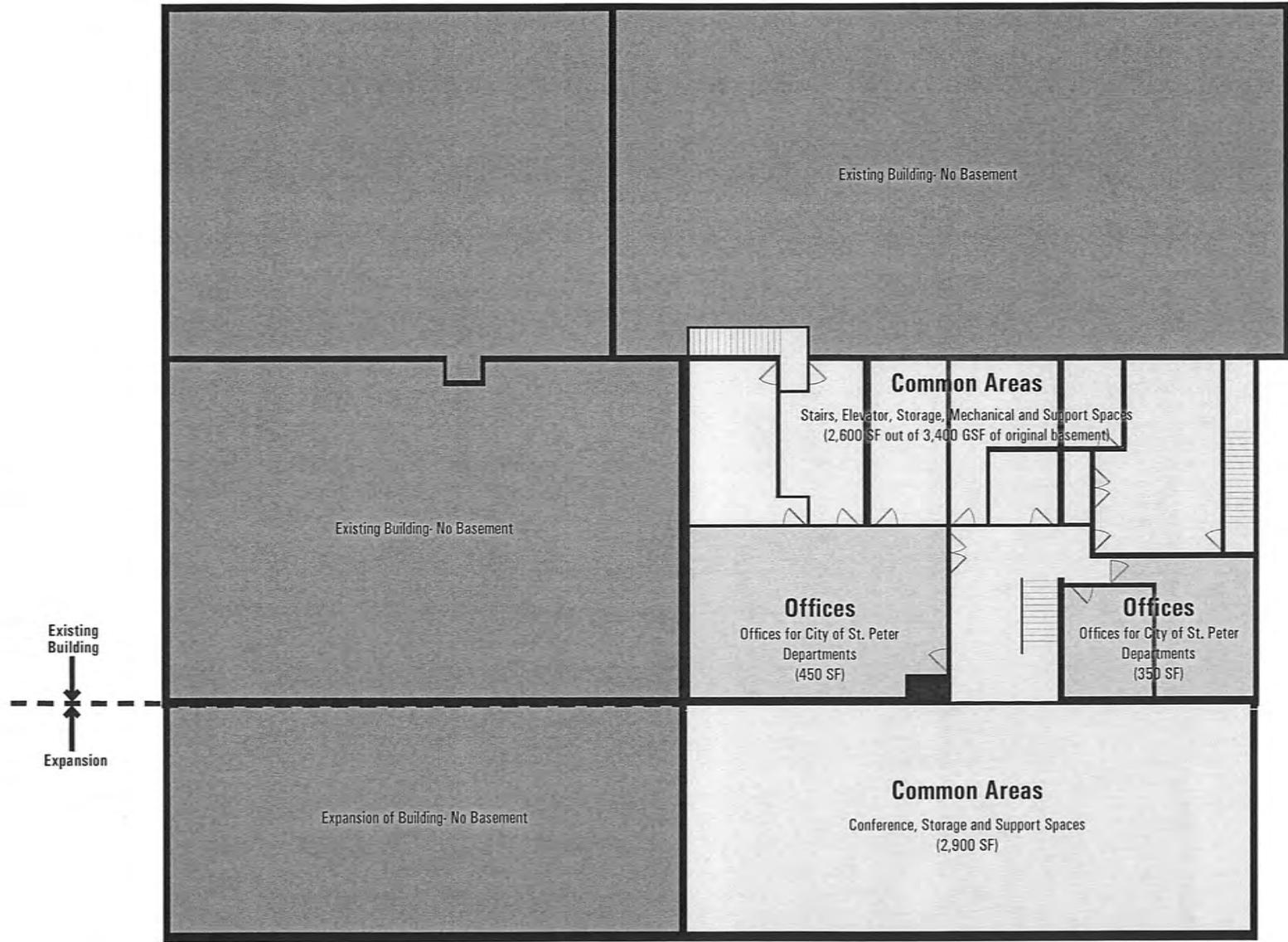
Police Department	8,300 SF
Transit	2,400 SF
Common Areas	4,000 SF
Administration	1,000 SF
Finance, Computer Services/ Public Access, Community Development & Building Development	8,300 SF
<b>Total:</b>	<b>24,000 SF</b>

Parking Requested	40 Spaces
Parking on Site:	60 Spaces
<b>Total:</b>	<b>+ 20 Spaces</b>

## City of St. Peter — Proposed Expansion on Existing Site

#1225.2  
February 5, 2013

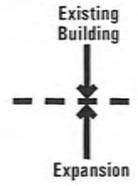
hL



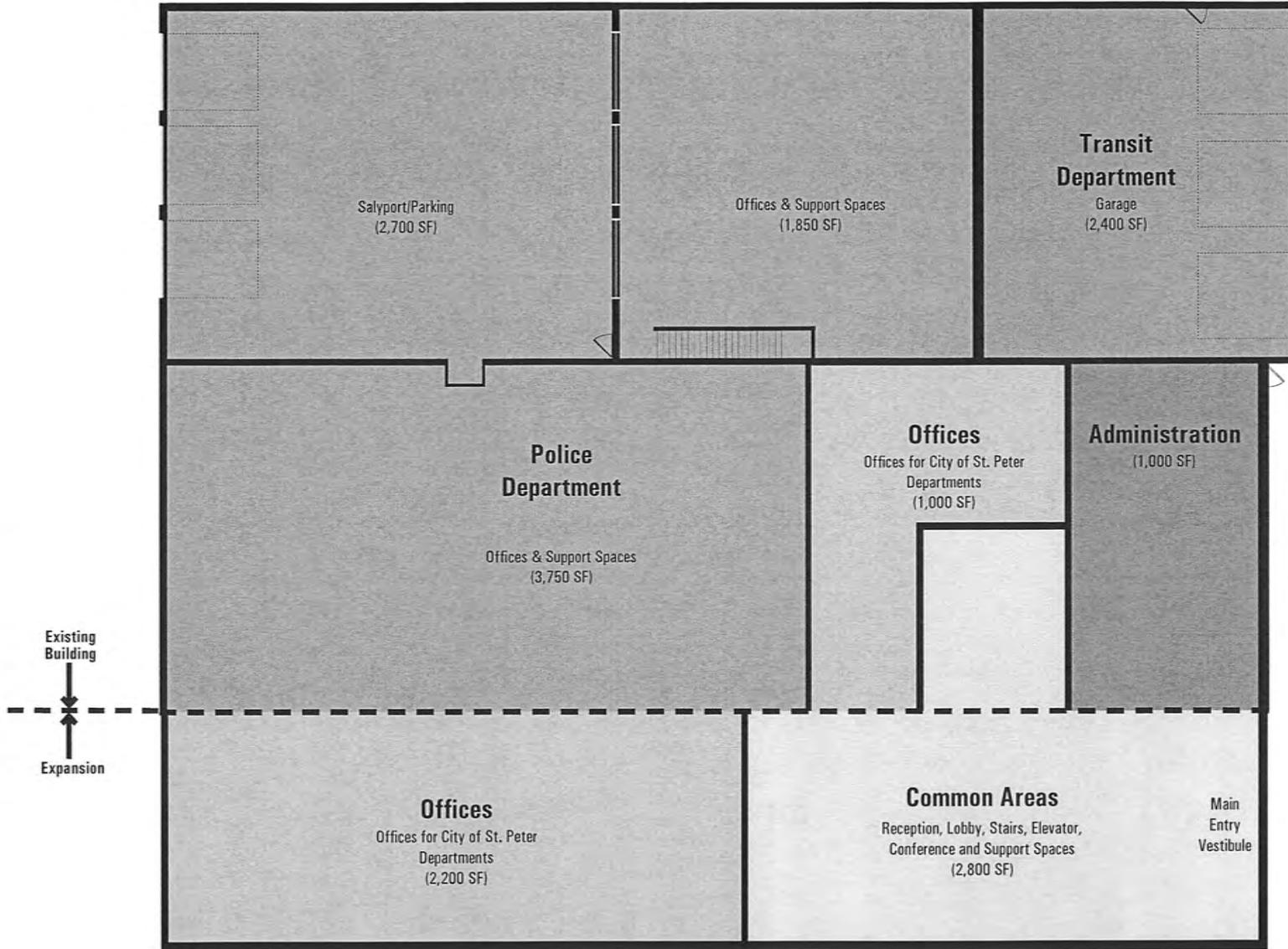
### Option 1a

Redevelop Existing Site

- Police Department
- Transit
- Common Areas
- Administration
- Finance, Computer Services/  
Public Access, Community  
Development & Building  
Development
- Unfinished or filled area
- Parking Area



75

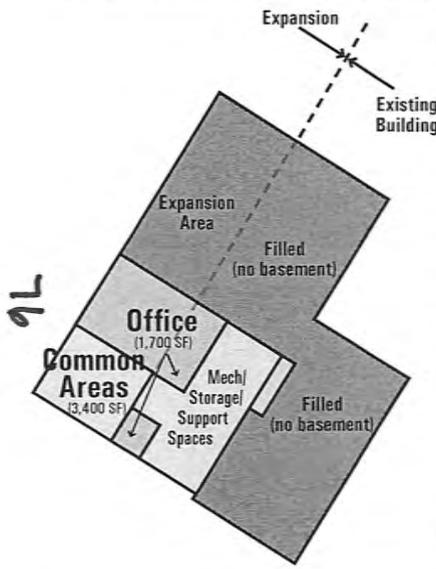


### Option 1a

Redevelop Existing Site

- Police Department
- Transit
- Common Areas
- Administration
- Finance, Computer Services/  
Public Access, Community  
Development & Building  
Development
- Unfinished or filled area
- Parking Area





Proposed Plan Diagram: Basement



Proposed Plan Diagram: First Floor



Proposed Plan Diagram: Second Floor

**Option 1b**

Redevelop Existing Site

- Police Department
- Transit
- Common Areas
- Administration
- Finance, Computer Services/  
Public Access, Community  
Development & Building  
Development
- Unfinished or filled area
- Parking Area

**Site Summary:**

Police Department	8,300 SF
Transit	3,200 SF
Common Areas	8,100 SF
Administration	1,000 SF
Finance, Computer Services/ Public Access, Community Development & Building Development	4,000 SF
<b>Total:</b>	<b>24,600 SF</b>

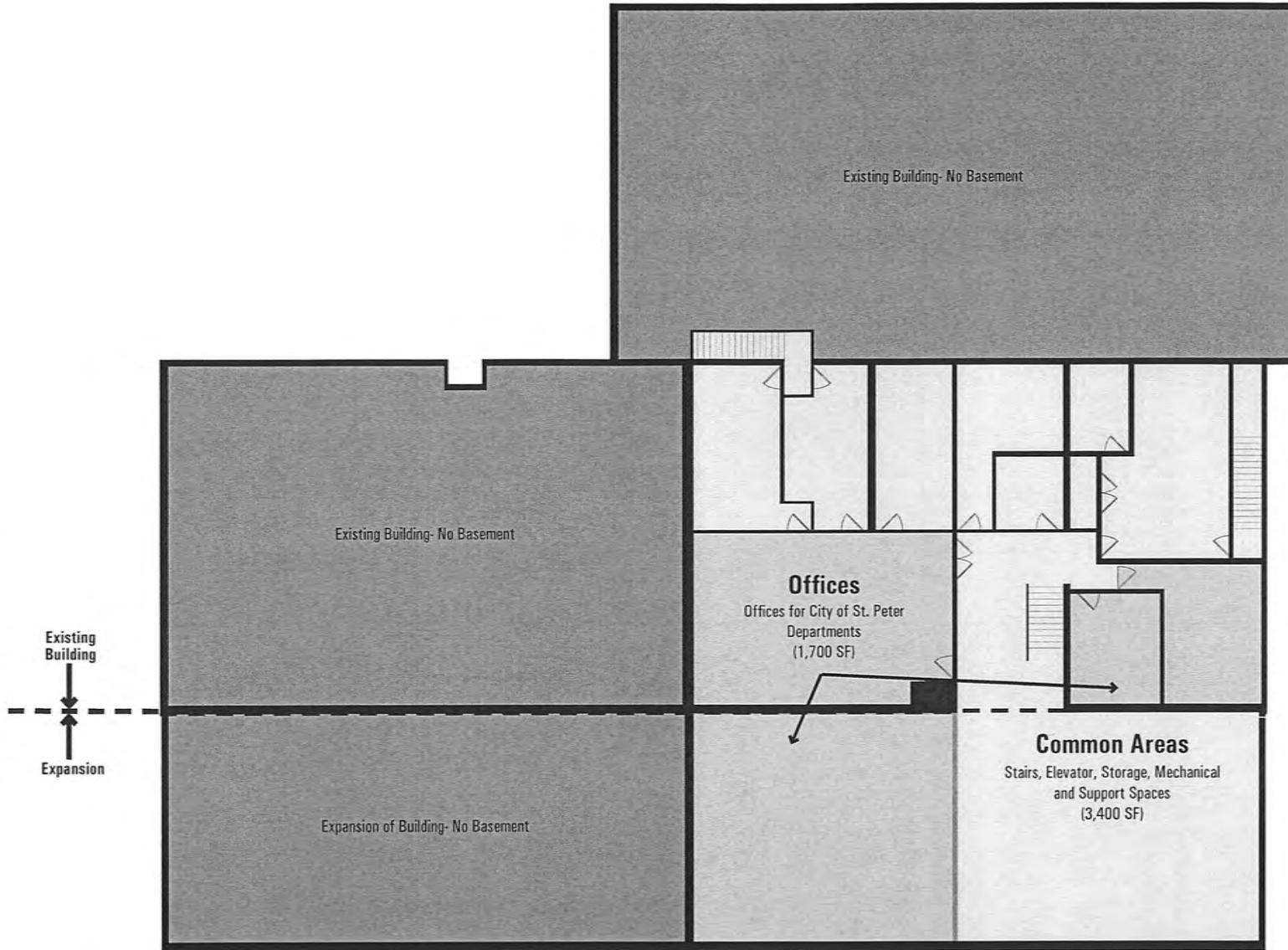
Parking Required	50 Spaces
Parking on Site:	56 Spaces
<b>Total:</b>	<b>+ 6 Spaces</b>

**City of St. Peter — Proposed Expansion on Existing Site**

#1225.2

February 5, 2013

LL



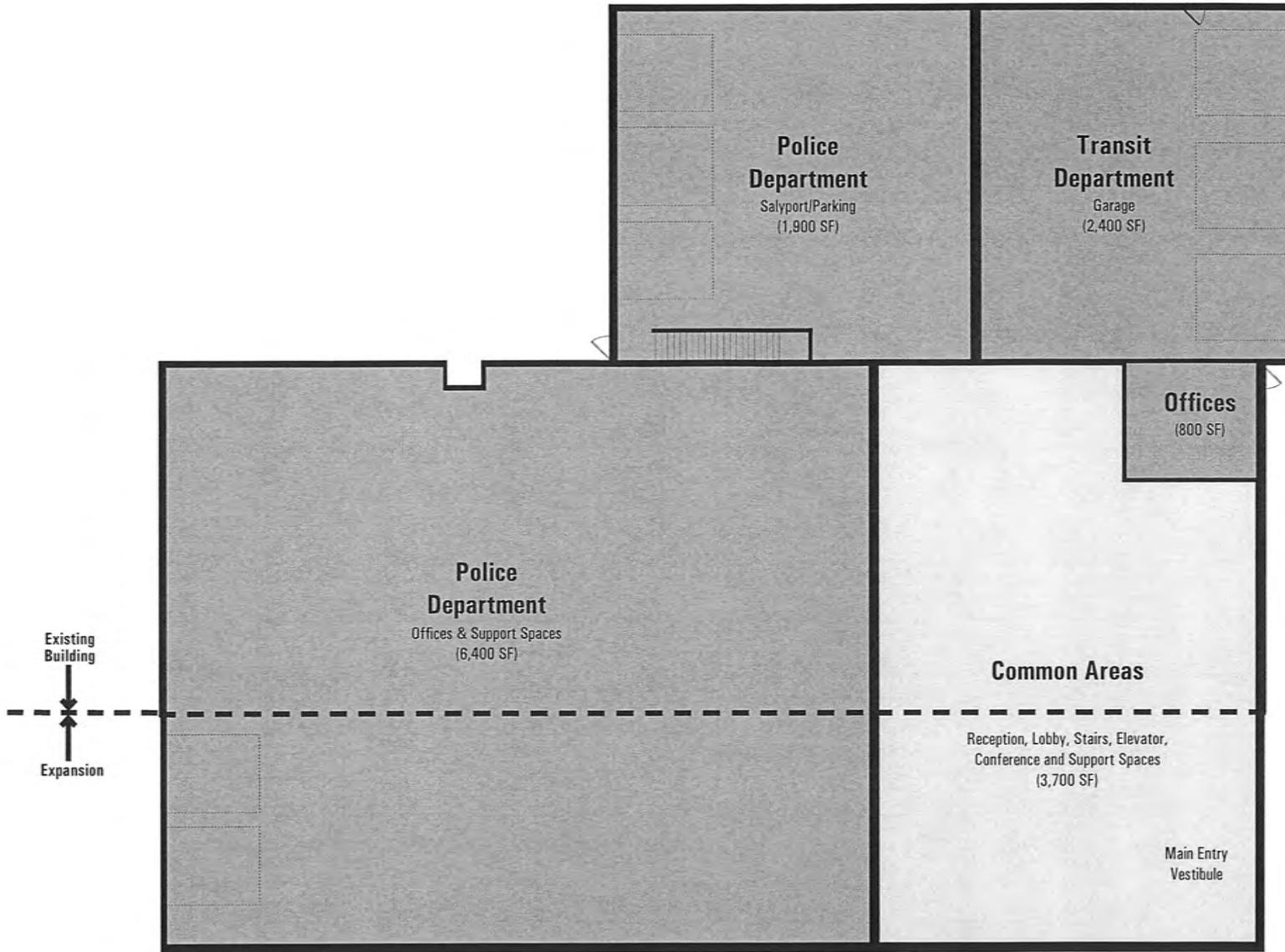
### Option 1b

Redevelop Existing Site

- Police Department
- Transit
- Common Areas
- Administration
- Finance, Computer Services/  
Public Access, Community  
Development & Building  
Development
- Unfinished or filled area
- Parking Area



8L



### Option 1b

Redevelop Existing Site

- Police Department
- Transit
- Common Areas
- Administration
- Finance, Computer Services/  
Public Access, Community  
Development & Building  
Development
- Unfinished or filled area
- Parking Area



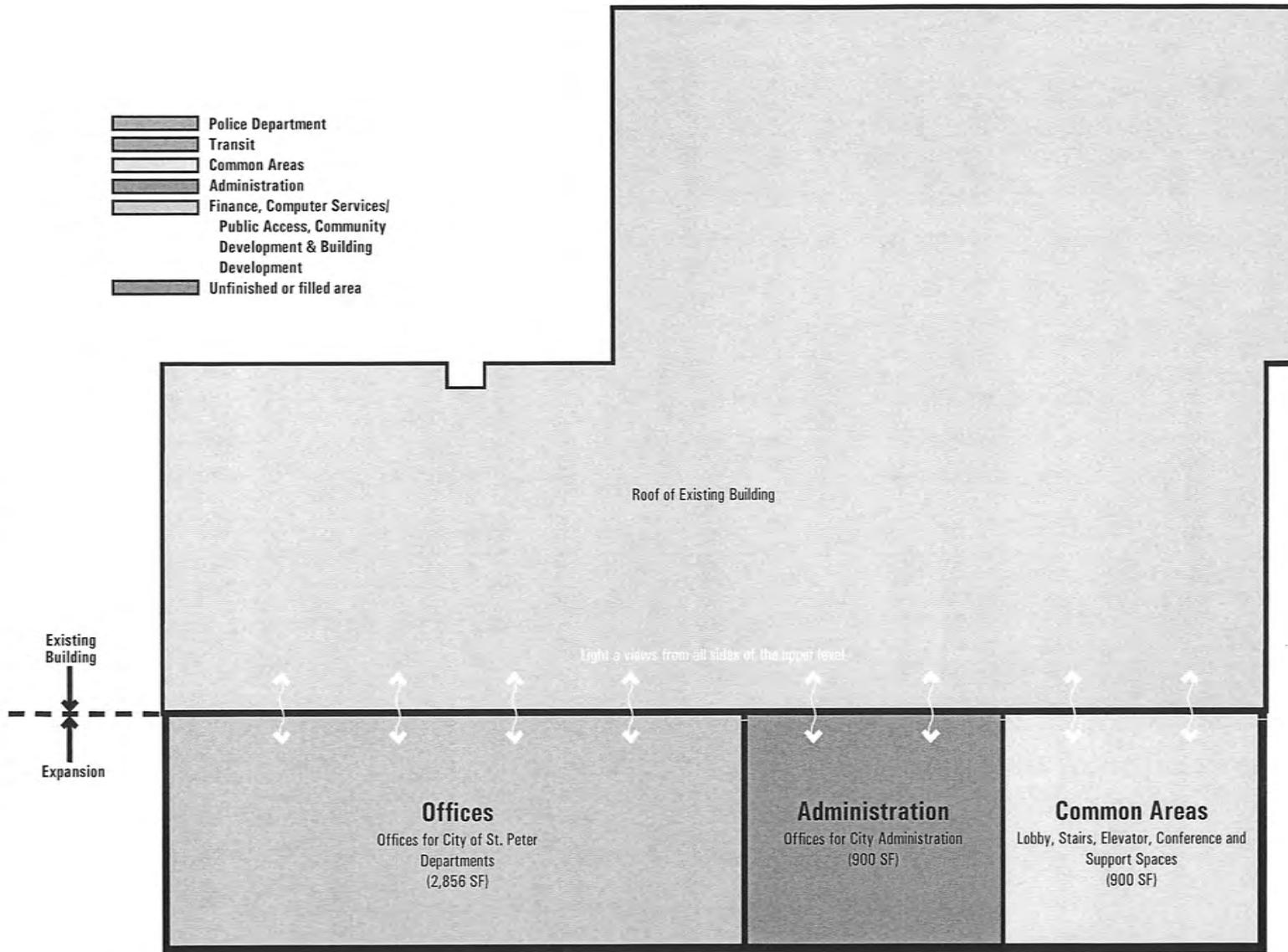
-  Police Department
-  Transit
-  Common Areas
-  Administration
-  Finance, Computer Services/  
Public Access, Community  
Development & Building  
Development
-  Unfinished or filled area

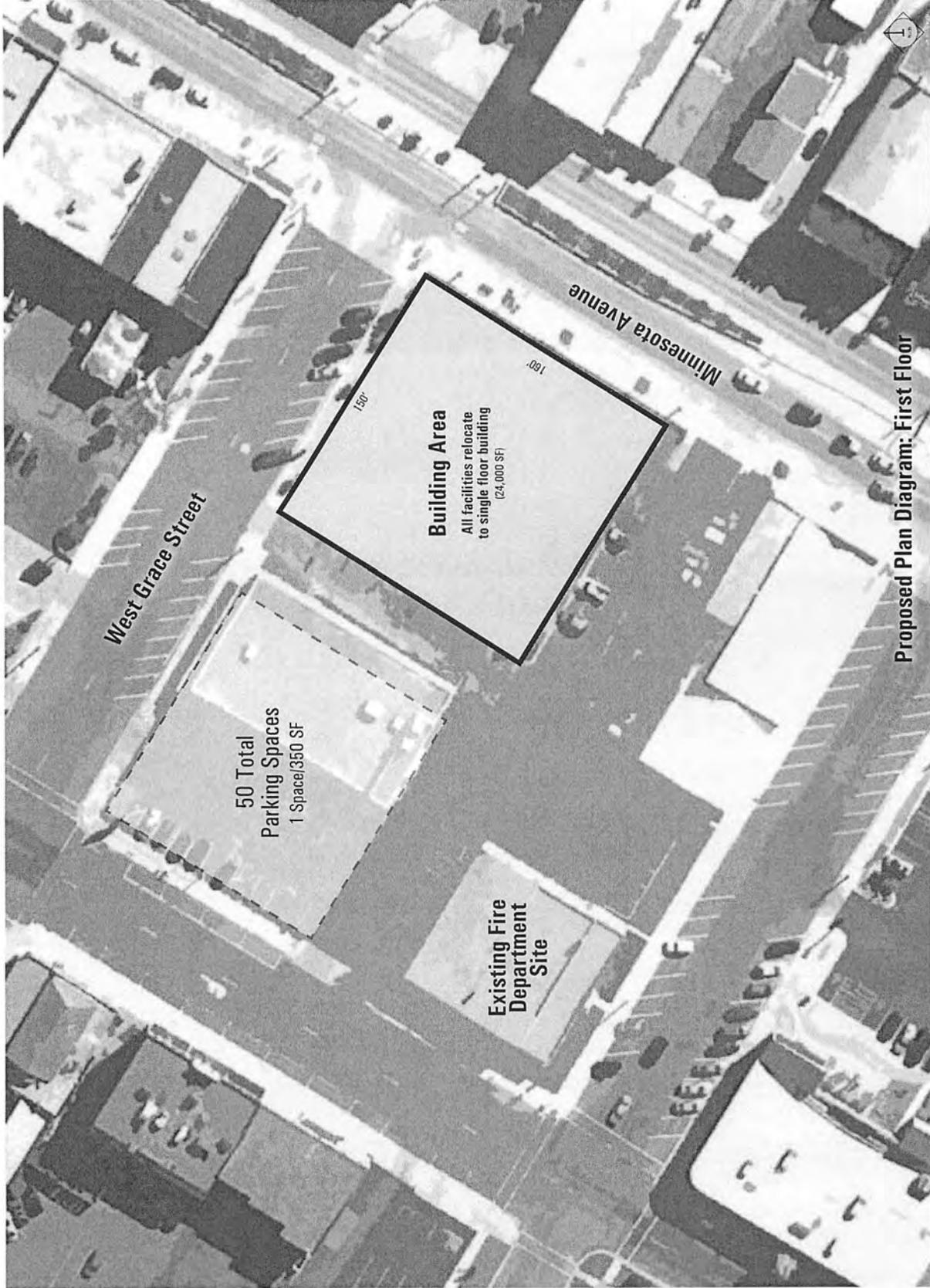
### Option 1b

Redevelop Existing Site

-  Police Department
-  Transit
-  Common Areas
-  Administration
-  Finance, Computer Services/  
Public Access, Community  
Development & Building  
Development
-  Unfinished or filled area
-  Parking Area

6L



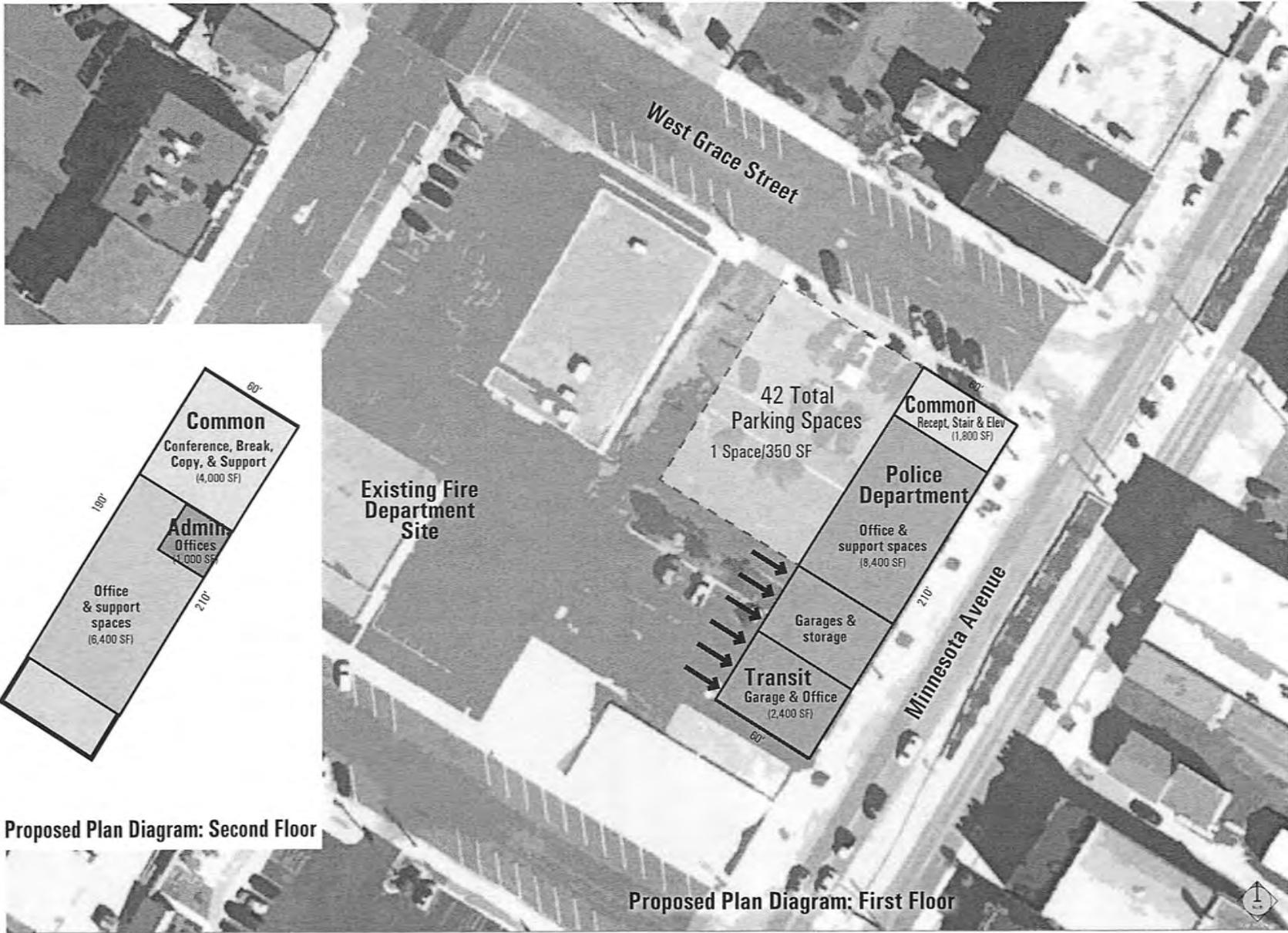


**Option 2a**  
One Story New Site

- Building Area
- ▤ Parking Area

**Site Summary:**  
All Departments Total: 24,000 SF  
Parking Required: 50 Spaces

Proposed Plan Diagram: First Floor



### Option 2b

Two Story New Site

- Police Department
- Transit
- Common Areas
- Administration
- Finance, Computer Services/ Public Access, Community Development & Building Development
- Unfinished or filled area
- Parking Area

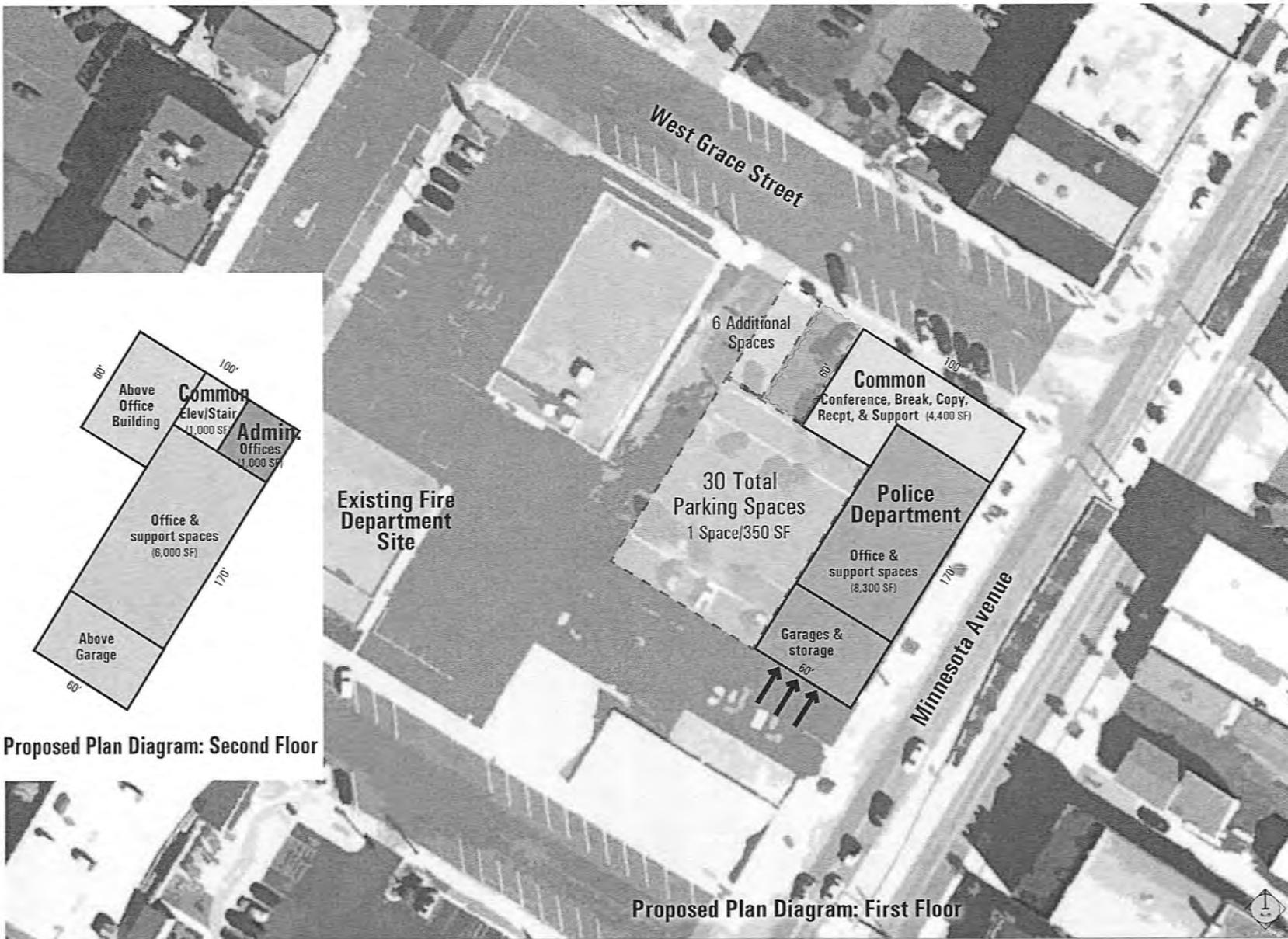
**Site Summary:**

Police Department	8,400 SF
Transit	2,400 SF
Common Areas	5,800 SF
Administration	1,000 SF
Finance, Computer Services/ Public Access, Community Development & Building Development	6,400 SF
<b>Total:</b>	<b>24,000 SF</b>

Parking Requested	40 Spaces
Parking on Site:	42 Spaces
<b>Total:</b>	<b>+2 Spaces</b>

Proposed Plan Diagram: Second Floor

Proposed Plan Diagram: First Floor



### Option 2c

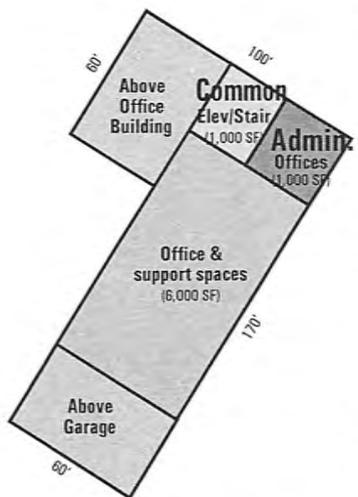
Two Story New Site

- Police Department
- Common Areas
- Administration
- Finance, Computer Services/  
Public Access, Community  
Development & Building  
Development
- Unfinished or filled area
- Parking Area

**Site Summary:**

Police Department	8,300 SF
Common Areas	5,400 SF
Administration	1,000 SF
Finance, Computer Services/ Public Access, Community Development & Building Development	6,000 SF
<b>Total:</b>	<b>20,700 SF</b>

Parking Requested	40 Spaces
Parking on Site:	36 Spaces
<b>Total:</b>	<b>- 4 Spaces</b>



Proposed Plan Diagram: Second Floor

Proposed Plan Diagram: First Floor

**Cost Estimates for Site Options:**  
(2014-2015 Construction)

<u>Option #:</u>	<u>Description:</u>	<u>Low Estimate:</u>	<u>High Estimate:</u>
1a	Existing Site (Pages 15-16)	\$3,397,000	\$3,827,000
	Renovate 13,900 SF x \$110 to \$130/SF	\$1,529,000	\$1,807,000
	New construction 10,100 SF x \$185 to \$200/SF	\$1,868,500	\$2,020,000
1b	Existing Site (Pages 17-20)	\$3,397,000	\$3,827,000
	Renovate 13,900 SF x \$110 to \$130/SF	\$1,529,000	\$1,807,000
	New construction 10,100 SF x \$185 to \$200/SF	\$1,868,500	\$2,020,000
2a	New site* (Page 21)	\$4,320,000	\$4,680,000
	New construction 24,000 SF x \$180 to \$195/SF		
2b	New site* (Page 22)	\$4,320,000	\$4,680,000
	New construction 24,000 SF x \$180 to \$195/SF		
2c	New site* without Transit (Page 23)	\$3,726,000	\$4,036,500
	New construction 20,700 SF x \$180 to \$195/SF		

\*Does not include land acquisition

23



## Memorandum

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

**DATE:** 12/3/14

**FROM:** Todd Prafke  
City Administrator

Paula O'Connell  
Finance Director

**RE:** 2015 Budgets for General, Special Revenue, Debt Service, Capital Funds, and Agency Funds.

### ACTION/RECOMMENDATION

Approve the 2015 budgets for the General Fund, Special Revenue Funds, Debt Service Funds, Capital Funds, and the Agency Funds.

### BACKGROUND

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.

#### Goals for this discussion are:

- Provide an update on the 2014 projections and budget modifications
- Provide information on the 2015 budget progress
- 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 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 2015 budget is based on the ideas expressed below.

The changes within the budget, as compared to 2014, are very small with a few specific exceptions:

- Street maintenance for 2015 is planned for a \$108,500 increase over your 2014 budget. This is a response to what we believe are increasing material costs and the improvements to Union Street and sidewalks in that area at an estimated cost of \$85,000. Your ongoing

street program provides maintenance on one of your biggest investments that is very expensive to replace.

- Police capital expenses include voice logger, dictation machine, and interview room video in the amount of \$21,600.
- Parks will see a \$20,000 increase for repair and maintenance and a few, very small, facility improvements.
- The Fire Department budget includes \$43,995 which: establishes a replacement fund of \$7,500 per year for equipment items that have certification expiration needs; \$16,500 of floor coating to the fire station floor for ease of cleaning and to prevent slipping; \$4,000 to replace two computers; \$8,700 to replace the thermo imaging camera; \$5,000 to replace five MSA cylinders due to expiration; and \$2,295 to replace an outdated gas fan.
- The 2015 budget includes an allocation of \$2,500 for the youth center. This was previously paid for by a special fund the resources of which have now been exhausted.
- The Building Department has included a purchase of building code books for \$8,882.
- The newly created part-time Payroll Clerk position is the only change to personnel.
- General Fund reserves will maintain a projected 53.3% of expenditures. This includes the use of \$15,242 to fund the 2015 operations. The percentage of reserves is slightly higher than your policy of 35% to 50% of the 2015 year expenditures.
- The 2014 expenditures reflect the use of \$200,000 in reserves to cover the expense of improving North Third Street that isn't covered by tax increment generated by that district.
- Local Government Aid has increased \$37,473.
- There are a number of building permits that will generate approximately \$535,000 in additional revenues between 2014 and 2015. This revenue income has been split between the two years to coincide with inspection work that will also be done in 2015.

For 2015, 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.

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. It may be important to note that once the legislative session starts in 2015 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 that deviation from budget at the end of each year has been 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, Local Government Aid (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 2013 year with revenues over expenditures by \$32,920 and reserves increasing to \$3,515,994. The projected change to fund balance in 2014 is an anticipated increase of \$7,812. (This is \$74,254 better than the budgeted change.) Building permit revenue and the use of reserves for North Third Street improvements contribute to this change.

**Working Plan Thus far** - The 2015 budget is not balanced. Revenues will be lower 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% for the following years budgeted expenditures", we believe a \$15,242 use of fund balance is reasonable.

Based on the proposed budget we will have a projected fund balance of \$3,508,564 at the end of budget year 2015. Based on our current projections, the reserve percentage for the end of 2014 will likely be approximately 53.5%, and in 2015 at 53.3%.

General fund expenditures are planned for an increase of \$264,739 driven by personnel costs, street maintenance, capital, and repairs. 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 relatively confident that the State will provide the levy of LGA promised for the 2015 year. 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 2015 budget year include:

- Enterprise funds transfers have been estimated based on projected sales for the 2014 year, assuming rate increases and lower use possibilities in 2015. 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 were budgeted with a 9% increase.
- Wage modifications for all union and non-union are about 2%.
- New minimum wage laws effective August 1, 2014 thru August 1, 2016 are also reflected in the budgeted and projected values.
- The creation of a part-time Payroll Clerk has added .5 FTE to the personnel costs. This position is funded by General and Enterprise Funds. The Streets Division still operates with an Equipment Operator position going unfilled.
- Nash Finch was paid \$25,000 for site improvements which the City was to receive back in property taxes due to the increase in their parcel valuation. The actual valuation of the improved parcel exceeded the minimum assessment by \$207,000 and the retained tax increase would be \$5,200 per year. This amount isn't identified as an additional levy as the fund reserves are just above our fund balance policy at this time.
- We will continue to make operational changes that we hope will reduce overtime and may mean changes when and how some activities are undertaken. We budgeted hours of overtime at the levels we have seen for 2011-2013.
- Budget modifications, and in particular cuts articulated for the 2010 year, are also cut as a part of the 2015 budget.

43  
820

- Fire Relief Association levy of \$8,000 for the 2015 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 2014 fund balance will be approximately \$300,000.
- 2014 Local Government Aid is not planned to be reduced from the certified amount. We have an additional \$37,473 for 2015.
- Additional debt related to the purchase of a fire truck. We have a seven year levy necessary for the debt service.

**Projects in 2015 that are being planned include:**

- Equipment Certificate for \$271,400. These items will be discussed before the purchase is made. The document software cost is still unknown as we are investigating the process to convert paper documents into an electronic document management program. The \$14,400 allocated for a transit bus has been included, but can be removed if funding is available in the Transit fund. The bus will not be a levy issue as it will be paid from the transit fund each year of the debt obligation. The budget will be held at \$271,400 but the items may be adjusted.
  - \$72,000 – 2 Squad cars (\$64,000) with Equipment set up (\$8,000)
  - \$175,000 – Asphalt paver
  - \$10,000 – pool chemical controllers
  - ??? – Document management program software
  - \$14,400 – Transit bus

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

- Seal coating and patching work increase by \$23,500. (Compared to budget 2014)
- Union Street will have \$60,000 of improvements to the street
- \$25,000 is allocated for sidewalks on North Third Street from Ramsey Street to Union Street.
- Additional parks repairs of \$20,000 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 peoples money (OPM) once a scope is determined.
- Lambert Farm development - no costs are included for the 2015 budget. There will be \$10,000 contributed to the School District to cooperate on a design plan. Greater improvements will be more likely in 2016 and 2017.
- 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) and Third Floor.
- You have also discussed other long term projects for the future that are not funded as a part of this budget. Cooperative effort with the School District on the Lambert Farm, (your park development), Minnesota Square Pavilion, Fire Hall, City Hall, and other sidewalk and street improvements.

**Special Revenue Funds:**

The Library fund is allocated the same tax levy as it has for the last two years. The fund balance is at 63.5% and is continuing the same programming as in 2014. 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 2015 is \$235,561 and we will be in compliance when in-kind costs are figured. With 2013-2015 having 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 the 2016 to 2018 years.

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 will end May 2017. This decline in revenue along with the decline in leases, will present a negative fund balance at the end of 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 the 2017 year.

**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 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 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 assessable to be paid by the City.

- When to take savings from Insurance Fund.
  - Additional enterprise funds contributing to the General Fund.
  - Targeted utility increases.
  - Franchise fees (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, but there are still areas of volatility that could substantially influence the final 2015 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.
    - Budget modification from 2010 still influences us today. There is a long list of items that the Council has reviewed and Staff has moved forward with. These changes have led to modifications in the way we provide services including eliminating positions and reducing expenditures in many ways. We continue to be on target to maintain those savings, but if we don't meet the targets, the reserve outlook for ending 2014 would be reduced. Again, we are on track in this area, but it is important to be vigilant.
    - 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.

**Fiscal Impact:**

We have proposed operation budgets for the General Fund of \$6,581,025, Special Revenue Funds of \$2,553,716, Debt Service Funds of \$1,702,542, Capital Funds of \$431,355 and Agency Funds of \$37,500. The City staff and Council have reviewed the budgets and understand that all purchases and projects must again be approved by the City Council if they exceed the amounts in the purchase policy. By approving the budget, the City Council provides a tool for staff to work with.

Another important consideration is reserves. Our General Fund reserves have increased from 37.4% to 53.5% since the end of 2008 to the projected 2014 year, or in real dollars by about \$1,473,154. 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.

**Other thoughts**

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.

- Additional cuts. This would mean changes in service levels compared to the 2014 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.
- 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 2014 then in 2015 we discontinue it and then in 2016 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 Council meeting on Monday. We will have the usual graphs, charts and other visuals that you have seen in previous years.

**ALTERNATIVES AND VARIATIONS:**

Vote in favor: Staff will use the budget as a guide to operate in 2015.

Negative vote: Staff will wait for further direction from the City Council. The Council will need to have a special meeting to take action prior to the statutory required completion date at the end of the year.

Modification of the resolution: This is always an option of the Council.

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

TP/PO



## Memorandum

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

**DATE:** December 3, 2014

**FROM:** Todd Prafke                      Paula O'Connell                      Lewis Giesking  
City Administrator                      Director of Finance                      Director of Public Works

**RE:** 2015 Electric Enterprise Fund Budget and Rate information

### ACTION/RECOMMENDATION

Approve the 2015 Electric Fund budget.

### BACKGROUND

Please find below the issues Council and staff have discussed and used for the planning and implementation of the Electric Fund budget. We use the budget as a planning and measurement tool in the management of this fund and the operations that are supported by this enterprise or business type fund.

There is no rate change suggested in the proposed 2015 budget. The last rate change increase took place in June 2014 for large commercial and industrial customers and prior to that in January 2011 for all customers. As directed by the City Council, the 2014 rate increase of \$.0024 per kilowatt hour (kWh) to all large commercial and industrial rate classes was put in place to generate an additional \$75,000 in 2014. In 2011, the change was a 4% increase to all energy sales and coincided with a 4% rate increase from our purchased power supplier.

Below is a history of the last six rate changes.

<u>Electric rate history</u>		<u>Residential Rate</u>
June 2014	large commercial and Industrial (\$.0024)	.1123
January 2011	4%	.1123
August 2010	4%	.1079
2008	6.5%	.1038
2006	22% and base increase \$1.45	.0956
2005	base charge increased \$1.75	
1995		.0783

*Current residential rates are \$9.95 base charge, \$3.00 transmission charge and \$.1123 per kilowatt hour charge. All changes prior to June 2014 were made across all rate or user classifications.*

The 2015 proposed Electric Fund budget includes the same operational services as we have provided in previous years. The Utility provides and maintains services to homes and

businesses; maintains the generation plant; provides for street light installation and maintenance; provides for connection and disconnection of meters and location of City service lines; maintains appropriate load on transformers; installs new services in developed subdivisions; and installs distribution lines.

The 2015 proposed operating expenditures are \$17,283 below the 2014 budgeted costs, which helps in the estimated operation income results of \$2,155. As you may recall, operational deficit was a major driver in the need for rate changes a year ago.

Capital purchases of \$862,008 are funded from reserves. Approval of the budget does not allow for the purchase of large items without additional City Council approval. Budgeted items over \$7,500 will be presented to the Council for final approval of purchase, as per your purchase policy. Streetlight replacement is anticipated to be evaluated again in the spring of 2015 to determine if changes can take place in a future year.

\$ 50,000.00	Planning for Front Street Substation transformer replacement (depends on failure)
\$ 20,000.00	Professional services for system/mapping updates
\$ 8,000.00	Roof replacement (Front Street)
\$ 29,000.00	Parapet repairs on the Front Street substation equipment room
\$ 36,000.00	Sunrise Substation
\$ 32,000.00	Distribution line - Traverse Road to the Sunrise Substation (Nicollet Avenue)
\$278,808.00	5 new sealed underground switch boxes - Nicollet Avenue (2015 delivery)
\$ 200,000.00	New construction at Regional Treatment Center
\$ 20,000.00	New construction at Nicollet County Courthouse
\$ 40,000.00	Replace 1970's underground distribution wire
\$ 15,000.00	Subdivision development
\$ 6,000.00	Line monitor to detect change in power being supplied
\$ 15,000.00	10 Traditionaire streetlights replacement program
\$ 56,000.00	22 Black Commercial Streetlights on North Third Street and Old Minnesota Avenue –Union Street to St. Julien Street
\$ 26,000.00	32 LED Traditionaire lights on Washington Avenue Link Project (re-use 21 poles)
\$ 7,700.00	3 Black Commercial LED Lights at Old Minnesota and Union Street
\$ 4,500.00	Washington Ave Link Trail Lights
\$ 18,000.00	Generation Plant computer software for SMMPA, building, and generator monitoring

**Additional information:**

- The load control rebate is proposed to remain at \$4.00/month credit. This credit is given to our load control customers for five months of the year. Load control helps reduce peak demand by cycling air conditioning units. In the past, we have discussed the removal of this credit due to changes in eligibility for the Conservation Incentive Program (CIP). Currently our load control credit is 100% eligible towards the CIP. We pay out about \$38,000 for this program. Remember that this is part of our CIP requirement, so eliminating the program means you will need to spend it on

conservation efforts elsewhere. Therefore, a change in this does not help our current situation.

- The current Conservation Improvement Program (CIP) requirements are part of the Next Generation Energy Act that was passed into law in 2007. The energy **savings** requirement is 1.5% of the utility's 3-year average kWh sales from four years previous. The **spending** requirement is 1.5% of the utility's gross operating revenue (GOR) from two years previous. The **low-income spending** requirement is 0.2% of the residential gross operating revenue from two years previous.

The 2015 requirements will be based on:

- 20011-13 average sales for the 1.5% energy savings goal
- 2013 total GOR for the 1.5% spending requirement
- 2013 residential GOR to calculate the % Low Income spending

The penalties are applied if a utility cannot or chooses not to try to achieve their savings and spending requirements. If a utility fails to meet the requirements, the State can come in and implement CIP programs for the utility. The State can also delay or not approve utility requests for new generation resources until the CIP requirements are met. SMMPA works with fifteen SMMPA members to jointly conduct the CIP programs to meet the State requirements.

- It should be noted that fuel for the Broadway Generation Plant (power production) is reimbursed by SMMPA. City staff exercises the generation plant monthly and, in addition, SMMPA calls on the City to operate the plant as necessary during peak electrical usage on the transmission system. It is an "in and out", meaning it has no net impact to the overall budget. Once the agreement with SMMPA to operate the generation plant expires, the City will have the ability to operate it as necessary.
- 6.5% of sales will be transferred to the General Fund.
- Purchased power equates to 84% of your total operating expenses.

**Current Debt issues: \$1,111,535 Principal and Interest (P & I)**

- ✓ Electric Revenue Bond – 2004D  
2015 Debt Service \$175,270; remaining P & I debt \$173,485;  
Final payment 2016
- ✓ Electric Revenue Refunding Bond – 2006B (Generation Plant)  
2015 Debt Service \$359,098; remaining P & I debt \$4,361,226;  
Final payment 2027
- ✓ Electric Revenue Refunding Bond – 2006C  
2015 Debt Service \$184,200; remaining P & I debt \$556,900;  
Final payment 2018
- ✓ Taxable Revenue Bond – 2010C (Substation and Transmission)

2015 Debt Service \$392,968; remaining P & I debt \$5,904,696;  
Final payment 2031

**Other considerations:**

One of our goals is to moderate our overall negative financial trend line including our net income before capital expenses. As you review the budget spreadsheet information, you will see we have had a downward trend in that line until the projected 2014 year. We also believe that generally speaking, smaller incremental rate increases are preferred over fewer but larger increases. While capital improvements come and go and our level of debt remains relatively steady, it is not prudent to allow an operational negative trend line to continue.

We will continue to have capital improvements which can be thought of in a number of different ways. Changing the timing of those can impact our cash position, but they do not impact operational cost which is currently the concern. Capital improvements could be considered a cost to system, but they also become an asset to system. While one could argue improvements can make our system too good or "a Cadillac System" as was mentioned in the past, we see them falling into three primary categories:

- Those that are repairs exemplified by changing our 1970's wire that has had a recent and increasing history of faults leading to outages; and
- Expansion of system to new areas which usually supports additional tax base and new utility customers; and
- Lastly, those that improve redundancy and therefore improve service levels. Your system does have very low outage numbers compared to any utility in our area. You could make choices to not improve redundancy therefore lowering your service levels. The challenge here is that once you do that, it is very difficult and potentially expensive to regain that reliability and service standard. The drop from current standard happens pretty quickly and the push back up is likely to take a longer period of time and more resources.

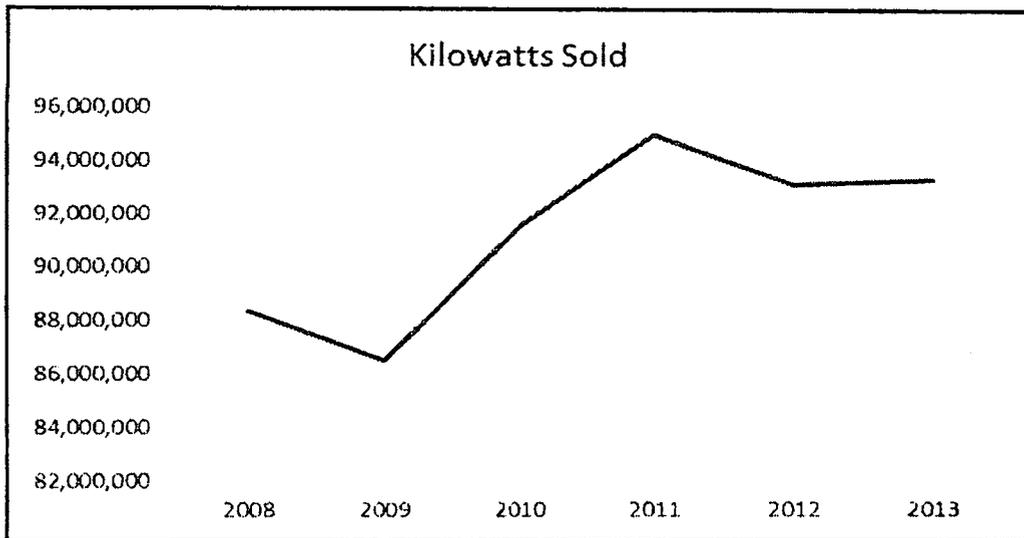
We continue to hover in a rate range that is higher than average in Minnesota, but we have seen increases in rates for other utilities including Investor Owned Utilities (IOUs) and Coop models.

You have continued to invest in improved redundancy, dramatically reducing outages and meeting mandates. Those investments have had an impact on our overall budget and rate needs.

Discussion from SMMPA has indicated a possible 4% cost increase in purchased power in 2016, which may come as 4% once or a lesser percent twice; therefore, rate changes will likely need to be addressed in the 2016 budget to cover changes in wholesale power costs which have been flat for the last few years.

The chart below illustrates our use trend line. Use can have a dramatic impact on our bottom line, in this case focusing on operational profit or loss. While we have not done a customer by customer analysis, the jump in use from 2009 to 2011 is driven by a few major changes in the community. Those changes include Water plant being on-line, the new GAC building, and

some multi-family residential development. Again, conservation is having an impact on our operational deficit.



To help the Council explore other ideas we have come up with a list of opportunities that you might wish to review. These are meant to spur your thinking and while not all are viable, anything is possible. They are:

- Push a number of projects back. That would help your cash position, but does not work to solve your operational deficit which we believe to be the major reason a rate change may be needed in 2016.
- Implement a rate increase. To give you a range of magnitude, if there was a 2% increase on the base rate, an additional \$13,000 would be generated. The monthly customer increase would be \$.20 - \$.25.
- Change your overall rate structure. This could be done in a number of ways. Some ideas for this could be seasonal rates, changes in specific classification rates in any way you want or relative to class consumption; or change in base vs. energy rates. As you can see there are almost any numbers of ways to do it. This is good to think about, but it is generally a shifting of costs from one group to another and overall does not solve the current issue which is not related directly to debt, but rather operational income.
- More resources from other funds or cost to other funds. There are many different and logical ways to do this. Consideration of smaller transfers to the General Fund may likewise mean an increase to our annual tax levy. A decrease in the transfer of \$100,000 and a corresponding increase of \$100,000 to our tax levy would mean that a \$250,000 valued home would pay an additional \$62.89 in taxes, based on the 2014 valuation. This issue is not just a numbers or money issue; rather it is a philosophical issue related to how we derive revenues from both property tax payers and the large number of non-property tax payers within our community. Some of these changes will impact who pays for what. Without an increase to the tax levy there would have to be

cuts made to services. If you want an additional exploration of this we would be happy to outline impacts. Just let us know.

- An outside the box idea may be to sell your system or cede decisions to someone else like a utility commission appointed by the Council. Selling would take a lot of thinking. Selling gets you away from the need to make any decisions about rates, service or use. We don't know that this gets you a better rate nor does the cash you develop likely cover the value generated to other funds. We don't know if there is even a buyer. It certainly solves your operational deficit issue as it would no longer be your operation. Many communities have utility commissions, but managing your system through another group or a board has a ton of implications and organizational reconfiguration issues that, frankly, don't seem to be an overall benefit. Again, these are pretty far outside the box and we could do some work on these ideas, but likely you would need hire a consultant to do a full evaluation to really figure this one out.

#### **FISCAL IMPACT:**

Based on the proposed budget, we anticipate that our cash position will decrease from a projected \$867,249 at the end of 2014, to an estimate of \$137,395 at the end of 2015. The expenditures (without capital) for 2015 are \$10,795,519; which puts the reserve at 1.3% of the current year budget. As discussed, our reserve target is about \$1.2 million.

This budget anticipates using \$862,008 of reserves to fund capital purchases. This budget includes place holders for Front Street Substation improvements (\$50,000 in 2015) and for the replacement of a major transformer (\$450,000 in 2016). This allows us to plan ahead, but frankly, we do not yet know when or exactly to what extent activity will take place.

The approval of the Electric budget (including capital) in the amount of \$11,657,527 will give Staff a working plan. The actual purchase or initiation of large projects and funding sources for any large projects or purchases over \$7,500 will be presented individually to the City Council for authorization.

The 2015 projected unrestricted reserve of \$137,395 does not meet our targeted amount of \$1,200,000. The reserve target has been set based on a risk analysis and projections in an effort to cover emergency repairs and to make capital purchases as you see planned via use of cash when possible. Due to the use of reserves for the 2015 capital purchases, it will take a number of years to attain our targeted balance of reserves.

#### **ALTERNATIVES AND VARIATIONS:**

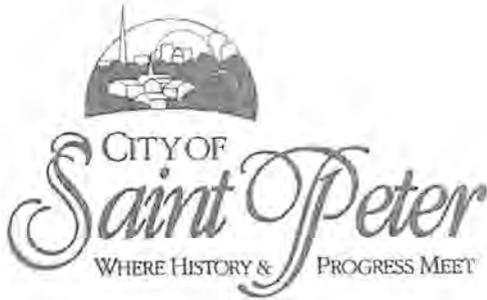
Do not act. Staff will wait for additional direction. There is no law that requires an approved budget. However, it is important to planning and measurements of operation to have the discussion and understanding of the costs and revenues. A budget represents that effort to your auditors.

Negative vote. Staff will wait for additional direction from the Council.

Modification of the resolution. This is always an option of the Council.

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

TP/PO/LGG



## Memorandum

TO: Todd Prafke  
City Administrator

DATE: October 22, 2014

FROM: Paula O'Connell  
Director of Finance

RE: 2015 Wastewater Budget

### ACTION/RECOMMENDATION

Approve the 2015 Wastewater Fund Budget.

### BACKGROUND

The Wastewater Fund provides for the operation of a wastewater collection system, lift stations, treatment facility, laboratory testing, disposal of biosolids and reporting to the MPCA, discharge of the treated wastewater to the Minnesota River.

The 2015 budget includes the following:

- Wastewater gallons sold (excluding reverse osmosis #3):

2012	264,601,675	
2013	265,967,399	an increase of 1,365,724
- 2013 sales revenue increased \$149,652 from 2012. This increase is driven by the rate increases approved in 2013.
- Previously approved rate increase of \$1.00 per thousand in January 1, 2015 is included in the 2015 budget. Again, this was previously approved by the City Council.
- Our grant/loans to construct the wastewater treatment plant require us to reserve \$0.10 per thousand gallons treated each year. This is reserved for meeting future capital needs and is identified as the Restricted Reserve in the budget documents
- Capital projects that are planned include \$582,500 and are funded from reserves as follows:
  - North Interceptor Phase 3 \$57,000
  - St. Julien line improvements \$107,000
  - Backhoe replacement (40% of \$50,000)
  - Jack hammer replacement (50% of \$11,000)
  - Replace Vactor truck (75% of \$340,000)

- Replace mainline camera \$120,000
- The Wastewater Fund transfers 6.5% of gross sales to the General Fund (\$250,966 for 2015). The 2015 budget includes sales of \$3,861,016.

**Current Debt issues:**

- ✓ \$870,000 Taxable GO utility revenue and TIF Bonds, Series 2010B  
(Fine Screener/Improvements)  
2015 Debt Service \$89,988; remaining debt \$199,020; Final payment 2020
- ✓ Public Facilities Authority G.O. Sewer Revenue Note 2001 (WWTF)  
2015 Debt Service \$734,900; remaining debt \$4,112,000; Final payment 2021
- ✓ Public Facilities Authority G.O. Sewer Revenue Note 2002 (WWTF)  
2015 Debt Service \$341,959; remaining debt \$2,207,000; Final payment 2022
- ✓ Public Facilities Authority G.O. Sewer Revenue Note 2004 (WWTF)  
2015 Debt Service \$170,890; remaining debt \$1,045,000; Final payment 2022
- ✓ G.O. Sewer Revenue Refunding Bonds 2012A (WWTF)  
2015 Debt Service \$98,108; remaining debt \$1,750,000; Final payment 2043

**Other Budget information:**

- Wages and benefits are recorded in the areas of work actually performed. For budget purposes, the wage and benefits are allocated based on a percentage. There may be a change in operational cost due to the difference of time spent in water, wastewater or stormwater.
- Approval of the budget does not allow for the purchase of items over \$7,500 without additional City Council approval.
- There are no personnel additions planned, nor do we have new programs or substantial changes in operations. The development of a service line insurance program is pending.
- We have not targeted a reserve amount for this fund. The Wastewater Fund had an unrestricted cash balance (without the restricted funds for plant improvements) of \$14,860 at the end of 2013. Even with the changes approved in rates, this fund is projected to move into the red (negative cash balance) starting in 2014. Including sales revenue from the rate increases, the unrestricted cash balance is projected to return to the black in 2015. As this Fund trend line is positive, and our 2016 projections seem positive, we are not recommending a rate increase at this time. We do however continue to be concerned about the very low cash flow position. We believe that today, this is a reasonable, stepped approach to managing your resources and increasing costs related to plant maintenance and delivery of services.

**FISCAL IMPACT:**

Approval of this budget will give Staff an approved plan. Again, the actual purchase or initiation

of purchases over \$7,500 will be presented individually to the City Council for authorization along with the funding mechanism.

The Wastewater Fund will have a projected ending fund balance of \$733,444 (unrestricted and reserved) at the end of 2015, with a budget of \$3,692,147. The unrestricted amount of cash on hand for this fund (\$135,781) is less than desired for the risk of failures and replacements of operational equipment. We will continue to analyze our cash position, sales, and expenditures to provide an understanding of risk in the future.

Rates are currently at \$10.23/thousand gallons and a \$14.65 base charge. Recent rate changes and the corresponding changes are as follows:

August 1, 2013	Increase of \$0.79
November 1, 2013	Increase of \$0.50
January 1, 2014	Increase of \$1.00
January 1, 2015	Increase of \$1.00

No additional rate change during the 2015 budget cycle is being recommended.

**ALTERNATIVES AND VARIATIONS:**

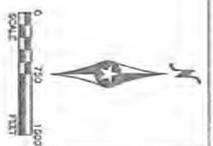
Do not act. Staff will wait for additional direction. There is no law that requires an approved budget. However, it is important to planning and measurements of operation to have the discussion and understanding of the costs and revenues. A budget represents that effort to our auditors.

Negative vote: Staff will await recommendation from the City Council.

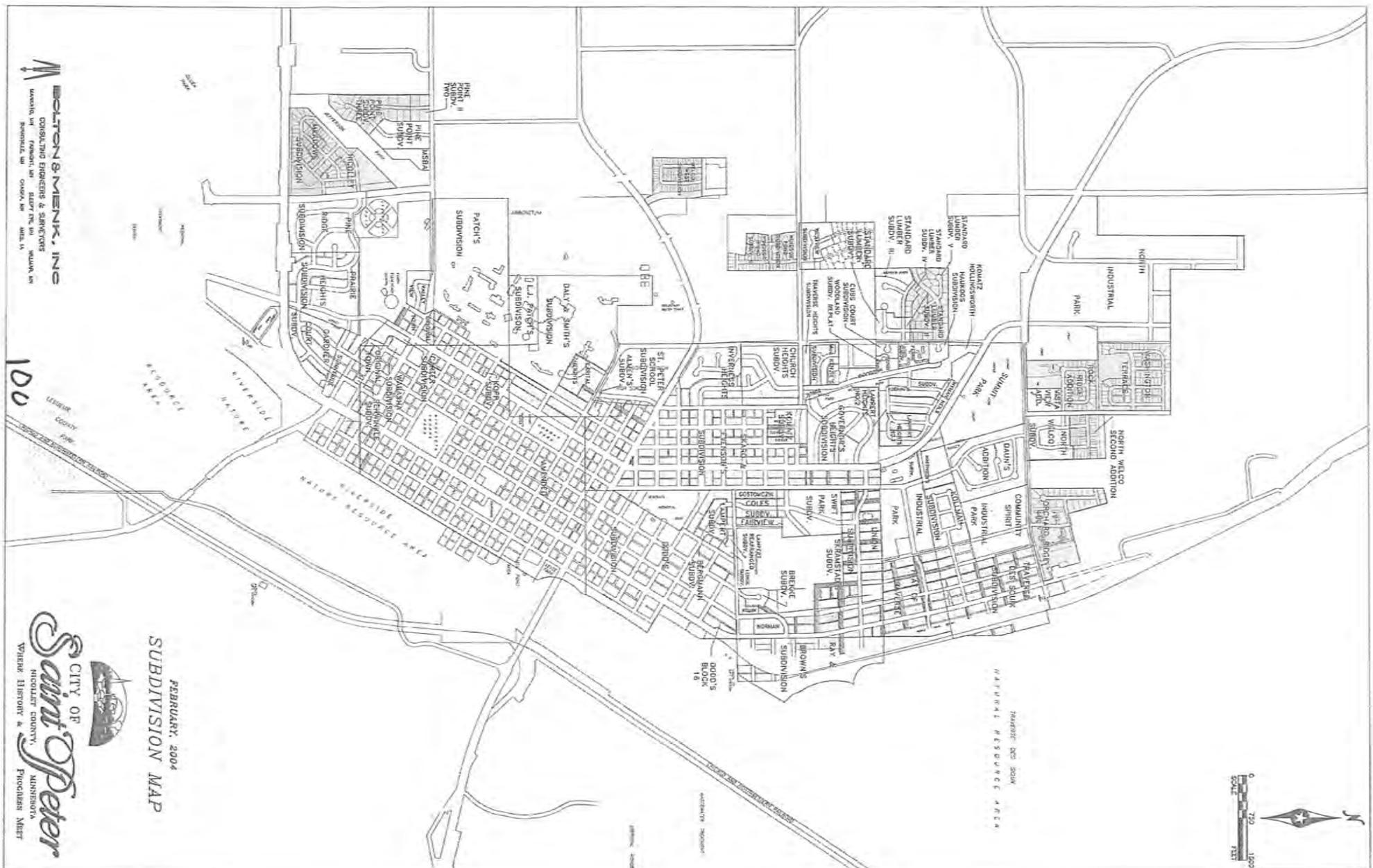
Modification of the resolution: This is always an option of the Council.

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

PO/



Mapset: 005 304X  
 NATURAL RESOURCE AREA



FEBRUARY, 2004  
 SUBDIVISION MAP



MINNESOTA  
 NICOLLLET COUNTY  
 WHERE HISTORY & FRIENDSHIP MEET

**BELTON & MENK, INC.**  
 CONSULTING ENGINEERS & SURVEYORS  
 1000 W. FARMER, SUITE 200, SAINT PETER, MN 56082  
 507.338.1111

## St. Peter taxidermist wants a shot at displaying his work in a public place

By Pat Beck pbeck@stpeterherald.com | Posted: Thursday, August 7, 2014 4:30 pm

With one of the most valuable collections of trophy animals and butterflies in the area, Thomas Merkley wants it to be publicly displayed after he is gone.

In that effort, he's seeking a building or a room to house the 175 mounts, 1,200 butterflies and artifacts he's gathered in his home. He's offering to donate the collection to anyone who can house it.

Merkley and his fiancée, Anna Rybus, live along Hwy. 169 between St. Peter and Le Sueur in a house set in the woods. He has six rooms full of trophy animals that he shot and mounted and butterflies that he collected and stored in 54 cases.

It's where he operated his business, North American Taxidermy, until his retirement in two years ago.

"Every year for the first five or six years, the business doubled," Merkley said. "It gave me an opportunity to exercise my hobby of hunting to the maximum extent because a lot of my hunts I took clients and then the hunts became a tax-deductible business expense."

Merkley, 70, started his business in 1970 in downtown St. Peter along Nassau Street, where Ryan Plumbing and Heating now operates.

In 1997, he added on to his house and moved the business there.

"It was a good move because it reduced the overhead, made it more profitable and more convenient," Merkley said. "I just shuffled off to work. I didn't have to start my truck. I kept bedroom slippers on all day while I was working. Life was good. You betcha."

### Hunting around the world

Over the years, he's gone on numerous hunting trips, including six to Africa and to every province of Canada except for two, and all of the western states and Mexico.



### Taxidermist Deer

Thomas Merkley has an extensive collection of white tail deer, including the first trophy animal that he killed in 1960. "I don't think there's anybody within 20 counties of me that could come close to this many trophies of white-tail deer." (Pat Beck/St. Peter Herald)

Along the way he's shot 24 of the 27 shootable game in North America, plus 25 species in Africa. He hasn't shot a polar bear, a desert big horn sheep or a Pacific walrus.

In addition to mounting his own trophies, he's done thousands for clients in 45 years in the business. Some of his creations can be seen at Cabela's stores.

He values his collection at \$500,000, which includes the price of the hunt and the price of the taxidermy.

"It's a vast collection, and that's why it's worth probably making a significant effort to save it for purposes of a community," Merkley said. "It's going to get real hard for somebody to duplicate this.

"The average guy that's making a house payment and a car payment and has got a couple of kids isn't going to be able to do this now. It's gotten to be too expensive."

He would prefer it be housed in St. Peter, where he grew up and went to high school. He presented his proposal to the St. Peter Rotary Club on July 28 after a invitation from St. Peter Chamber of Commerce Executive Director Ed Lee to speak to the group.

"I'm hoping that somebody within the community, either the City Council or the Chamber of Commerce would get together and take advantage of this opportunity," Merkley said. "The community would have to make an investment of \$40,000 to \$50,000."

Merkley hasn't got an offer from St. Peter yet, but he has received interest from Henderson. A group toured his home and told him that they want to promote tourism in Henderson and have a possible building to display the collection.

"Henderson has a building that they're negotiating on with the owner," Merkley said. "But I want to get this resolved with a community by the end of September."

Merkley also would consider offers from other area cities including Le Sueur and Le Center.

He thinks the collection would be a good educational tool for students, and they could charge admission as a way to keep the museum in operation.

"I would think that the collection would be large enough and good enough where you could ask all of the school systems fifth-grade kids at 4 or 5 bucks a head," Merkley said. "That would be a way to offset all your utilities and maintenance on the building.

"This could be a building block for possible other collections added, not necessarily animals but other things. Maybe St. Peter could have a museum that's open to the public where they charge admission that would be substantial."

### **Trophies rare**

102

Merkley hunted in Africa six times starting in 1999. He hunted in the southern part of the continent in South Africa, Zimbabwe, Zambia and Botswana.

The cost of getting trophy animals has gone up since Merkley started hunting. Trophies also are harder to find.

"I'm real fortunate to have collected a lot of trophy deer over my lifetime," Merkley said.

"They're getting a lot harder to come by now. There's a lot less habitat, and there seems to be more pressure on existing habitat, so we don't let them grow up enough. We have the genetics and the food to produce these deer, but we just don't let them grow up enough."

For example, the minimum hunt price on a stole sheep is \$35,000.

"That's like buying a new car and never driving it," Merkley said.

Giving another example, Merkley said the asking price was \$9,000 for him to take a leopard in 2006. He didn't take the offer.

"Now you can't kill one for less than 20 grand," Merkley said.

His fiancée also is a hunter.

In 2004, she went hunting with him to Africa. She got a chance to shoot three different species, and after shooting a wart hog, Merkley had a surprise for her.

"She was my girlfriend then," Merkley said. "I bought a diamond engagement ring, and I had this in my pocket. The professional hunter took a video of her doing her war dance around this dead wart hog. I pulled this little box out of my pocket and opened it up on one knee and groveled and she said 'yes.' So it all happened over that one pig.

"I'm pretty fortunate to have this young lady in my life. She's a wonderful person. She thinks I am, too, so I really got her buffaloed."

Although he doesn't plan to go back to Africa, he's not done hunting. He's focusing on hunting close to home. He hunts deer, turkey and ducks on his land on his 40 acres on both sides of Highway 169. The Minnesota River side has a pond where he hunts ducks.

"I hope there will be some more trophies before I check out," Merkley said. "Annie and I and our labrador hunt ducks."

They also feed the wildlife (deer and turkey), a huge variety of song birds and have flowers for humming birds and butterflies.

"Both Annie and I get a lot of enjoyment out of this," Merkley said. "I keep it all wildlife habitat."

“We feed about 80 turkeys,” Rybus said. “Two years ago we were feeding a gallon and a quart a day of sugar water to hummingbirds.”

Merkley had a massive heart attack at 58 years old where he lost 40 percent of his heart, but he said he’s in good health now.

“I take good care of myself, but you never know,” Merkley said. “I’m 70 years old. Life expectancy is 76. Let’s get this in order now, and then we can shelf it, and then we don’t have to talk about it anymore.

“This is just a gift. I’m not offended if they say they’re not interested. But I think I’m doing a good thing. I think the community would have an interest. I don’t think too many other communities have this to offer.”

Merkley can be reached at 931-2124 or 38630 U.S. Highway 169, St. Peter, MN 56082-4388.

**CITY OF SAINT PETER, MINNESOTA**

**PUBLIC HEARING PROCESS AND PROCEDURES**

Public hearings conducted at City Council meetings will include an opportunity for the general public and interested parties to hear and see all information and to ask questions, provide additional information, express support or opposition, and/or suggest modifications to the proposal.

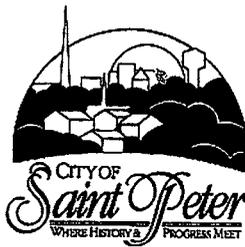
The Mayor will conduct the public hearing. He/she will explain the procedure to be followed before the hearing begins. The public will be allowed to participate and must follow the rules of conduct. Hearings are formal proceedings and will be conducted as such. While everyone will be given an opportunity to participate, comments should be germane to the topic at hand and concise. If many people share the same viewpoint, the City Council encourages the appointment of a spokesperson to avoid repetitive testimony.

The public hearing will be conducted in the following manner:

1. Staff Presentation - City staff, or consultants employed by the City, will identify the issue of the hearing, explain any pertinent laws or regulations associated with the issue; and the steps being taken by the City.
2. Applicant's Presentation - In this portion of the hearing, the applicant (if applicable) has the opportunity to present his or her case. However, no statement either for or against the proposal should be accepted at this point.
3. Public Comment – Once staff and the applicant have completed their background information, the public will be allowed to speak.

All speakers in the public comment portion of the hearing will be limited to five (5) minutes. The Mayor may allow extended time at his/her discretion. All speakers will be encouraged to present factual evidence for public consideration and to refrain from broad statements without any basis of fact. Speakers may provide written materials to the Council. The Council will listen to testimony, but will refrain from engaging in discussion with the speakers.

After all evidence and testimony has been received and everyone has been given an opportunity to be heard, the public hearing will be closed by the Mayor. Action on the hearing issue may or may not be scheduled for later in the meeting. If action is to be taken, the City Council will discuss the issue in open session. During the Council discussion portion of the meeting, citizens will no longer be allowed to participate.



CITY OF SAINT PETER, MINNESOTA

POSITION OPENING

## **DIRECTOR OF PUBLIC WORKS**

The City of Saint Peter is currently accepting applications for the position of **DIRECTOR OF PUBLIC WORKS**. **MINIMUM QUALIFICATIONS:** Bachelor's degree in engineering, public administration or related fields from an accredited college or university, **OR** fifteen (15) years demonstrated experience as a public works manager or director in a similarly sized (over \$10 million budget and over thirty employees) municipal operation; three (3) or more years' experience managing five (5) or more employees in a supervisory capacity; three (3) or more years' experience managing projects and budgets in a supervisory capacity; possession of a valid Class D driver's license and ability to obtain a valid Class D Minnesota driver's license within one (1) month of the date of employment with the City; possession of an American Heart Association Certification as a Basic Rescuer for cardiopulmonary resuscitation and emergency cardiac care or ability to obtain within six (6) months of the date of employment with the City.

**DESIRED QUALIFICATIONS:** Bachelor's degree in engineering, public administration or related fields from an accredited college or university; six (6) years of progressively responsible experience in municipal public works or utility operations, or at least six years' experience in a supervisory or engineering role in the private sector; knowledge and experience in the construction, maintenance, and operation aspects of electrical distribution systems, water treatment and distribution systems, wastewater collection and treatment systems, stormwater collection and treatment systems, streets, parks, and forestry; knowledge of approved methods, materials, and equipment used in all the operations supervised; knowledge of applicable regulatory codes; ability to read, interpret, and develop engineering plans and specifications; knowledge of the principles and procedures of municipal public works and/or utility department administration; ability to plan, coordinate, direct, and monitor the activities of a municipal public works department; demonstrated use of office computer systems and demonstrated understanding of SCADA, AMI, and GIS processes; personnel supervisory experience managing more than five (5) employees; demonstrated ability to manage budgets; demonstrated previous experience in use of value engineering process; demonstrated knowledge of OSHA regulations and safety precautions;

Starting salary \$79,750 to \$84,225. Applicants are required to complete City application form available in the City Administrator's office at 227 South Front Street, Saint Peter, Minnesota 56082 or by calling (507)934-0663. Completed applications must be received by the City Administrator's office by 5:00 p.m. on December 29, 2014. Interviews for this position will take place January 21-22, 2015. Faxed and/or late applications will not be accepted.

AA/EEO

Application period	November 17 - December 29
Review scores (points only) with City Council	January 5th
Provide summary info on finalists to Department Directors and certain Public Works staff	January 8th
Interviews	January 21-22
Background checks- site visits to current employer	January 23-February 6
Council action to appoint	February 9 or 23rd
Start date of new Public Works Director	??????

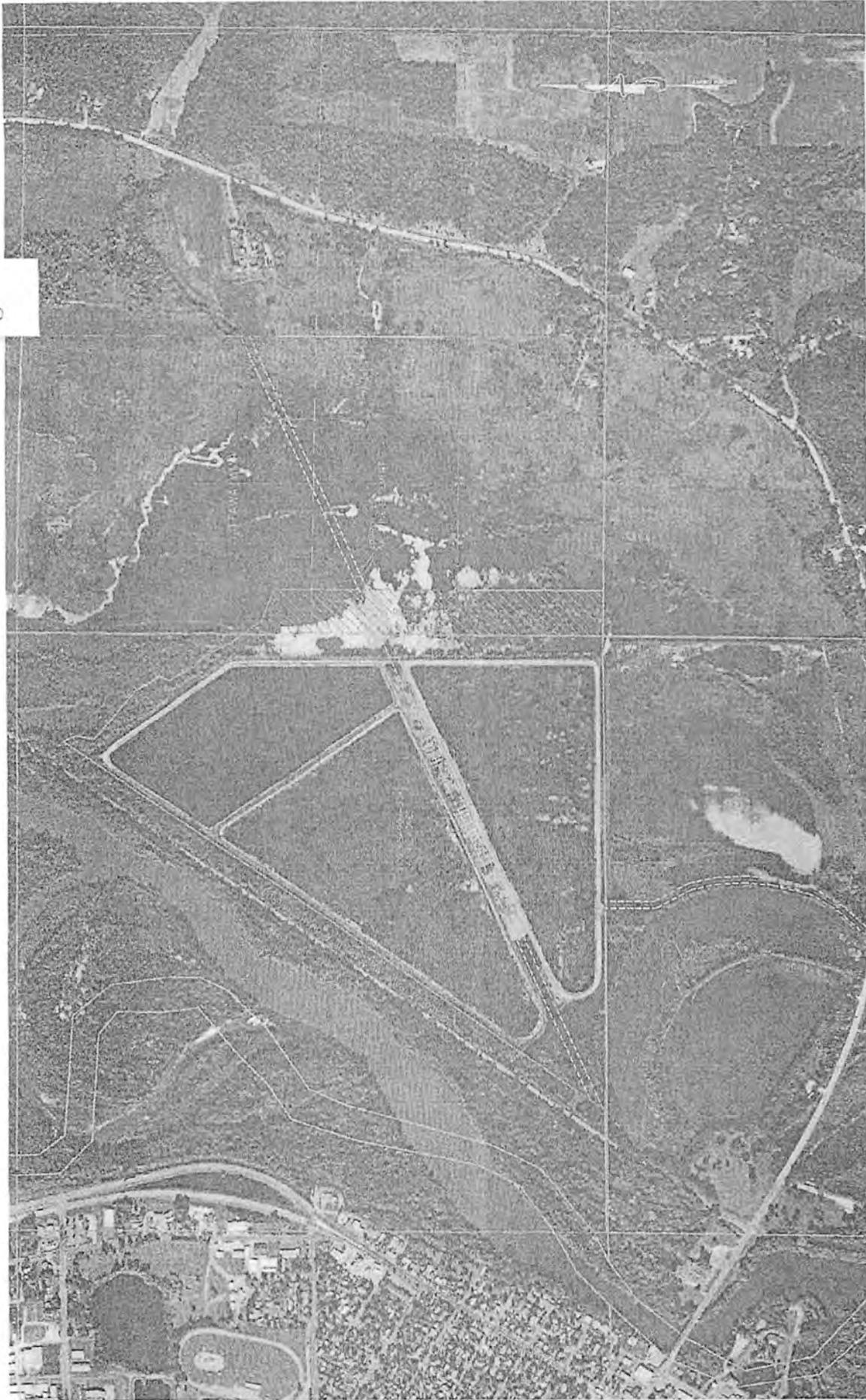
# DOWNTOWN PRIORITIES

- *Promote projects that improve or are sympathetic to the historic scale and nature of the downtown.*
- *Business development that promotes a mix of niche retail, food/beverage and entertainment. Promotion of office uses in upper floors is valuable to retail trade in the downtown.*
- *Building enhancements that are not only historically sympathetic. This should be done while promoting upper floor housing or living in the downtown. This will enhance use of businesses by creating density. This should be done while striving to maintain retail or service businesses on the lower floors of buildings.*
- *Promote uses, events, activities that set the downtown as a place of destination.*
- *Use arts and cultural activities to promote the use of downtown as a destination.*
- *Continue to provide EDA dollars to build and upgrade buildings in the downtown.*

# North Commercial District (NCD)

- Provide efficient vehicular access to future commercial developments from Highway #169.
- Improve the pedestrian and multi-modal circulation within the North Commercial District.(NCD)
- Enhance the aesthetics of the Highway #169 corridor through design and landscaping.
- Segregate commercial activity including lighting, noise and vehicular traffic from the residentially developed neighborhoods.
- Reduce vehicular conflicts and improve the safety of the public.
- Support the goals and policies within the Highway #169 Inter-Regional Corridor Study as to access and crossings.
- Promote the provision of meeting or large group activities (City Council).
- Diverse and sustainable building design and standards emphasizing enhanced accessibility. (City Council).
- Enhanced enjoyment and utilization of Hallett's Pond site (City Council).
- Modified April 2013

Gas Easement



28 AC +/- (INCLUDED IN DEED)  
 26 1/4 AC +/- (TOTAL DEED: 295.4 AC +/-)

AC00150036 WILDLIFE MANAGEMENT AREA 534 CTTAWA

Prepared by M.A. Lokachuk, Staff, Division of Lands & Minerals 03/26/2004

110

Recorded at Le Sueur County  
Map showing location under railroad tracks



# MINNESOTA MOIST SOIL MANAGEMENT GUIDE

## PREFACE

Waterfowl are an important part of Minnesota's natural and cultural heritage. Despite substantial losses in the quantity and quality of waterfowl habitat, Minnesota remains one of the most important production and harvest states in the Mississippi Flyway. Waterfowling traditions reach back to the 19<sup>th</sup> Century and continue to be an important feature of Minnesota's outdoor heritage. Trip and equipment expenditures by Minnesota waterfowl hunters and watchers in 2001 totaled more than \$224 million and generated more than \$20 million in state tax receipts.

While the Minnesota Department of Natural Resources (DNR) and our conservation partners have continued to make progress in acquiring and developing wildlife areas, managing shallow lakes, and acquiring permanent easements, recent declines in breeding duck populations and reduced hunter participation and harvest have frustrated both hunters and managers. Based on the most recent available data it is clear that the basic issues of habitat degradation and loss are still major barriers to success.

A key wetland type in this habitat picture is seasonal wetlands. Critical for attracting and providing food for breeding ducks, seasonal wetlands flooded in fall also provide attractive habitat for migrating dabbling ducks. In addition, seasonal wetlands in the upper reaches of watersheds are among the most effective landscape features to reduce flooding and improve water quality.

A technique called moist soil management creates seasonal wetland habitat through intensive water level management. Much of the science and information behind moist-soil management was developed by waterfowl managers and research biologists in Missouri. On January 9, 2010, DNR Commissioner Mark Holsten committed the Minnesota DNR to expanding the application of moist soil management in Minnesota.

The primary purpose of this guide is to introduce wetland managers, conservation partners, policy developers, and funding decision makers to the concepts of moist soil management and provide guidance on the location, development, and management of opportunities for moist soil management in Minnesota. This guide is a work in progress. As managers and other moist soil management practitioners gain experience in Minnesota, they are encouraged to share their successes and failures in an effort to constantly update and improve this document.

**CONTENTS**

Preface.....1

Executive Summary .....6

Introduction.....7

Moist Soil Targets .....9

Background.....10

    What is Moist Soil Management? .....10

    How is Moist Soil Management Typically Conducted?.....11

Moist Soil Management in Minnesota .....13

    Siting Criteria for Moist Soil Management in Minnesota .....15

    Ownership .....15

    Location .....15

    Topography .....16

    Soils .....17

    Water Source .....17

    Applicable Regulations .....18

    Cost.....19

Design Considerations .....20

    Dikes and Basin Contouring .....20

    Blinds and Hunter Density .....21

    Invasive species .....21

    Managing Water.....21

Special Management Considerations .....23

Natural seasonal wetlands .....23

Natural permanent wetlands and shallow lakes .....23

Mississippi River Pools.....23

Drained lake or wetland basins .....24

Farmed wetland basins .....24

Appendix A. Case Studies .....26

    Natural seasonal wetlands .....26

        Teal Lake WMA (Contributed by Randy Markl) .....26

        Eldorado WMA (Contributed by Kevin Kotts).....26

    Drained lake or wetland basins .....27

        Lines WMA.....27

    Farmed wetland basins .....27

        Working Lands Initiative (Completed by Ray Norrgard) .....27

Appendix B. Overview of Baiting Regulations .....29

    Waterfowl Hunting and Baiting.....29

    What Is Baiting?.....29

    The 10-Day Rule.....29

    Waterfowl Hunting on Agricultural Lands .....29

    Planting.....30

    Harvesting & Post-Harvest Manipulation .....30

    Manipulation of Agricultural Crops .....31

    Wildlife Food Plots.....31

    Other Agricultural Concerns .....31

    Hunting Over Natural Vegetation.....31

    Problem Areas .....32

Feeding Waterfowl and Other Wildlife.....32

Distance .....32

What is Legal?.....32

What is Illegal? .....33

The Hunter’s Responsibility .....33

Other Responsibilities.....34

Overview of Other Regulations .....34

    Excerpts from Title 50, Code of Federal Regulations, Part 20.21(i) .....35

For More Information.....36

    IL, IN, IA, MI, MN, MO, OH, WI .....36

Appendix C. Rest Area Options .....37

    Summary of Options for Increasing Waterfowl Rest Areas .....37

    Restricting Motorized Watercraft .....37

        Local Water Surface Use Management .....37

        Waterfowl Feeding and Resting Areas .....38

        Wildlife Management Lake (Designated Wildlife Lake).....38

    Restricting Hunting .....38

        State Game Refuge .....38

    Restricting Trespass .....39

        Migratory Waterfowl Sanctuary .....39

        State Duck Sanctuary .....40

        State Wildlife Sanctuary .....40

    What about voluntary restrictions? .....40

    Applicable Statutes .....40

Appendix D. Board of Water and Soil Resources Policy for Site Management of Conservation Easement Lands .....50

Appendix E. Regulations affecting moist soil management .....53

Appendix F. Additional Information .....57

    SELECTED MOIST SOIL MANAGEMENT & RELATED REFERENCES.....57

**EXECUTIVE SUMMARY**

The greatest wetland losses in Minnesota occur in seasonal and temporary wetlands. Their small size and shallow depth made them an easy target for conversion to agriculture as early as the mid 19<sup>th</sup> Century. Losses in both quantity and quality have continued in Minnesota to the detriment of waterfowl, shorebirds, and other wetland wildlife that depend on these wetlands for survival.

Protection through acquisition and restoration has been the primary strategy to increase seasonal wetland habitat. Moist soil management is another tool to help address the losses in quantity and quality of seasonal wetlands. Areas managed with moist soil management techniques are typically created, restored, or enhanced wetlands that are intensively managed as shallow water seasonally flooded basins 1-12 inches deep. This management is intended to provide high energy food resources such as annual plant seeds and invertebrates and optimal feeding conditions for dabbling ducks and shorebirds when flooded during spring and fall. Reducing disturbance through sanctuaries will increase duck and shorebird use of these wetlands.

Moist soil management is not totally new to Minnesota. Minnesota currently has a small amount of moist soil management incorporated into the overall management of a few major wildlife management areas (less than 300 acres in total). In addition, the nearly completed North Ottawa Project in Grant County has opened the door to the potential of combining moist soil management with flood reduction efforts.

Our shorter growing season, earlier freeze-up date, and greater mix of duck species in our fall harvest present challenges to optimizing the benefits of moist soil management in Minnesota. However, the habitat complexes provided by our large number of wildlife management areas, waterfowl production areas, and shallow lakes can provide a synergy with moist soil management that will benefit both duck production and hunting opportunities. In addition, the concepts of moist soil management can be used to help enhance the quality of more permanent wetlands including shallow lakes and Mississippi River pools.

If adequate resources are available the Minnesota Department of Natural Resources intends to work with our conservation partners to add 10,000 acres of publicly owned wetlands managed as seasonal wetlands using moist soil management techniques by 2025. In addition, we will apply moist soil management to 20,000 acres of wetlands within our current wildlife management area system and encourage the development of 5,000 acres of moist soil management sites on private land through permanent easements and technical assistance.

Establishment criteria will include ownership, location, topography, soils, water source, applicable regulations, and cost.

## INTRODUCTION

The greatest wetland losses in Minnesota occur in seasonal and temporary wetlands. Their small size and shallow depth made them an easy target for conversion to agriculture as early as the mid 19<sup>th</sup> Century. Losses in both quantity and quality have continued in Minnesota to the detriment of waterfowl, shorebirds, and other wetland wildlife that depend on these wetlands for survival.

In the spring seasonal wetlands are critically important for attracting and supporting breeding wetland birds, including ducks, by providing abundant food. Although typically without surface water during the summer, they can provide abundant food resources again in the fall if flooded by autumn rains. Protection through acquisition and restoration has been the primary strategy to increase seasonal wetland habitat.

Moist soil management is another tool to help address the losses in quantity and quality of seasonal wetlands. Areas managed with moist soil management techniques are typically created, restored or enhanced wetlands that are intensively managed as shallow water seasonally flooded basins 1-12 inches deep. This management is intended to provide high energy food resources and optimal feeding conditions for dabbling ducks and shorebirds when flooded during spring and fall. The annual plants typically growing during the summer dry period can also provide excellent brood habitat for pheasants and attractive food for doves and songbirds.

Moist soil management has been used effectively in many mid-latitude states such as Missouri to increase duck use during spring and fall migration, as well as provide hunting opportunities during the fall. Potential benefits in Minnesota are somewhat different than those seen in these mid-latitude states due to our shorter growing season, earlier freeze-up date, and greater mix of duck species in our fall harvest.

However, the habitat provided by our large number of wildlife management areas, waterfowl production areas, and shallow lakes can provide a synergy with moist soil management that will benefit both duck production and hunting opportunities. In addition, the concepts of moist soil management can be used to help enhance the quality of more permanent wetlands including shallow lakes and the pools on the Mississippi River between locks and dams. Planning for future moist soil management should include these opportunities.

Moist soil management is not totally new to Minnesota. One of the key strategies in the 2001 plan *Restoring Minnesota's Wetland and Waterfowl Hunting Heritage* was the development of moist soil management sites to improve fall migration habitat. The DNR, U.S. Fish and Wildlife Service and Minnesota Waterfowl Association co-sponsored a professional seminar in 2003 to introduce Minnesota conservation professionals to moist soil management techniques.

The need for improved fall migration habitat was echoed in the *2006 Duck Recovery Plan* as concern mounted about fall duck use and hunter satisfaction. The 2006 plan also highlighted the important role of seasonal wetlands in waterfowl production. The plan called for an additional 600,000 acres of wetlands configured in wetland habitat complexes of at least 4 square miles. Each complex would be targeted for a minimum of 20% wetlands and 40% grassland. One-half of these additional wetland acres were recommended to be temporary and seasonal wetlands.

Minnesota currently has a small amount of moist soil management incorporated into the overall management of a few major wildlife management areas (less than 300 acres in total). In addition, the nearly completed North Ottawa Project in Grant County has opened the door to the potential of combining moist soil management with flood reduction efforts. Although we still have much to learn these areas have provided valuable insights into the possibilities and the potential limitations of this management in Minnesota.

## MOIST SOIL TARGETS

Our preliminary moist soil management targets are based on the experiences of both the Missouri Department of Conservation and the Minnesota Department of Natural Resources, as well as wetland habitat objectives from the 2006 Duck Recovery Plan. If adequate resources are available the Minnesota Department of Natural Resources intends to work with our conservation partners to add 10,000 acres of publicly owned wetlands managed as seasonal wetlands using moist soil management techniques by 2025. In addition, we will apply moist soil management to 20,000 acres of wetlands within our current wildlife management area system and encourage the development of 5,000 acres of moist soil management sites on private land through permanent easements and technical assistance. These targets should be revisited as our collective experience continues and new information becomes available.

## BACKGROUND

### WHAT IS MOIST SOIL MANAGEMENT?

Moist-soil management simulates seasonal wetland hydrology by adding and removing water, most often artificially, in a systematic way to maximize food production for waterfowl and shorebirds. An area managed for "moist soil" is gradually dewatered (drawn down) after spring, slowly dried during the summer to encourage seed-producing annual wetland plants, and re-flooded in late summer or early fall. These annual seed producing plants can also provide valuable summer brood habitat for pheasants and attractive food sources for doves and songbirds.

When flooded in early fall, the seeds are readily available for migrating birds. Decomposing plants provide ideal habitat for aquatic invertebrates, especially in the spring when waterfowl and shorebirds require this important source of nutrition. Ideally, basins can be dried enough during some growing seasons to periodically till all or portions of the site. Soil disturbance helps to maintain productivity of annual plants, controls undesirable perennial vegetation including invasive species, and can be used in conjunction with cropping in lieu of natural seed production.

Factor	Ideal Condition
Soil	Hydric
Topography	Flat to very gently rolling. Individual pools or basins should have less than 1 foot of fall. Uneven bottoms provide an ideal mix of depths for plant production and foraging.
Plant Succession	Early succession native annual plants adapted to seasonal flooding. Examples include smartweeds, wild millets and beggartick. A mix of species is ideal. Planted crops include millet and corn.
Water Levels	Depths ranging from saturated soil to 12 inches deep. Flooding and dewatering should occur very gradually, approximately 1" a day. Dewatering should begin during the first third of the growing season.
Adaptive Management	Use annual assessments of vegetative response and bird use to adjust water level management and soil disturbance.

TABLE A. CRITICAL FACTORS FOR SUCCESSFUL MOIST SOIL MANAGEMENT.

The success of moist-soil management is dependent on soil type, topography, maintaining early successional annual plants, the timing of water level manipulations, and annual monitoring to assess management effectiveness (Table A. Critical factors for successful moist soil management). Although naturally occurring precipitation and seasonal flooding can produce results, more intensive management is often required in altered landscapes. In these instances, the most consistent success is achieved when water levels can be precisely controlled to encourage moist-soil plants and subsequently provide the depths most attractive to feeding waterfowl and shorebirds. The response of moist soil sites to water management change over time. Annual monitoring and adjustments (adaptive management) are critical to success.

## HOW IS MOIST SOIL MANAGEMENT TYPICALLY CONDUCTED?

Traditional moist soil management sites in mid-latitude states are typically located in the broad floodplains of major rivers. Large pumps and extensive dikes or levees are integral parts of the design. Dikes follow the topographic contours to maximize the amount of shallow water. Open ditches adjacent to dikes are avoided when at all possible due to maintenance issues caused by muskrats and beaver. Publicly owned areas are often quite large, many in the thousands of acres.

Unless there is a special management need such as cropping, moist soil management sites are flooded in the spring or retain water from the previous fall. Water is held until late spring, generally May through early June. This helps prevent some undesirable plants that need dry conditions to germinate. For northern states like Minnesota, drawdowns (dewatering) during the first third of the growing season tend to favor smartweeds. Drawdowns mid to late in the growing season benefit beggartick, panic grasses and crabgrass. Drawdowns in between these times often produce wild millets. The seeds of all of these plants are valuable to waterfowl and none of them typically require planting.

Water levels should be lowered at a slow rate, gradually exposing bottom soils over a few weeks. This general rule, however, depends on soil type, temperature, precipitation patterns, and management capabilities. Slow drawdowns prevent soils from drying too quickly and produce a greater variety of desirable plants over the site. More rapid drawdowns (over a few days) tend to produce extensive stands of similar vegetation. Rapid drawdowns are particularly troublesome in mid-summer. The soil tends to dry too quickly, resulting in cocklebur, cottonwood seedlings and other undesirable species. Care should be taken to avoid a regimented "cookbook recipe" for moist-soil management. Each basin is unique and the wetland managers' experience and evaluation of vegetative response are important.

Water levels need to be drawn down earlier in the spring, and the sites maintained drier, if crops such as corn are planted. Small grains with a shorter growing season are not as demanding although soils need to be dry enough for tillage. Installing a controlled drainage system with pattern tiling could provide additional flexibility for drawdowns since soil moisture can be more precisely controlled. However, the additional investment must be balanced with the expected benefits. The more elaborate the infrastructure the greater the long-term cost for development, operation, and maintenance.

Long dry periods during summer favor undesirable plant species. Shallow flooding (irrigation) will stimulate desirable moist-soil plants and can set back or even kill undesirable species. Moist-soil plants are not adversely affected by summer flooding as long as one-third of the growing plant is out of the water. Summer flooding is not beneficial when crops such as corn are planted.

Plant species composition will also be affected by the general state of annual plant succession. Perennial plants like rice cutgrass, reed canary grass, cattail, and willow tend to increase after three or more years without tillage or other soil disturbance. Many of the prolific seed producing plants like wild millet and large seeded smartweed occur in the first few years of management or following soil disturbance.

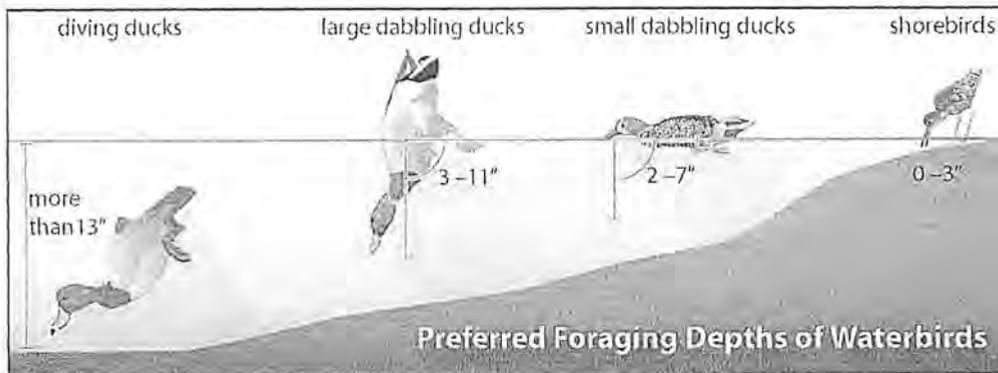
Often the most effective approach is to annually rotate the disturbance treatment over individual cells in the management site so that the entire site receives treatment over three to five years. It may be possible to target the production of crops such as corn during years when disturbance is desired.

Invading woody plants and many other undesirable species can also be temporarily controlled by mowing. Mowing is especially effective when desirable moist-soil plants occur under rank cocklebur. The mowing will remove shade and competition, and moist-soil plants will begin growing rapidly, especially if irrigated.

Mowing can also be used to improve desirable moist-soil stands when the plants become too dense or reach heights that will reduce their availability to many wildlife species. Midsummer mowing to a height of 18 inches will make these areas more attractive, but mowing should be timed to ensure maximum seed production. Contrary to mowing or manipulating cultivated crops, the mowing of native plants, even those that have already produced viable seed, is not considered baiting for waterfowl (see Appendix B. Baiting Regulations for Waterfowl Hunting).

Moist soil management sites in northern states are flooded from late August to late September depending on management objectives. Row crops such as corn should not be flooded until after maturation of the crop. A slow, continuous flooding of the unit will provide optimum feeding conditions for many wetland species by gradually flooding new margins of the basin. Flooding depths are critical to success.

Many species of wildlife, including most dabbling ducks, prefer water depths of less than six inches and as little as two to three inches (Figure 1. Preferred foraging depths of water birds). Any depths over 12 inches are undesirable unless there is a special management need such as targeting diving duck use. Generally, providing diving duck habitat is more appropriate with management of semipermanent and permanent wetlands and shallow lakes.



Fredrickson, L.J., & Dugger, B.D. 1993. Management of Wetlands at high altitudes in the Southwest, U.S. Department of Agriculture, Forest Service, Southwest Region, Washington, D.C.

FIGURE 1. PREFERRED FORAGING DEPTHS OF WATERBIRDS.

## MOIST SOIL MANAGEMENT IN MINNESOTA

Most mid-latitude moist soil management opportunities are focused on the floodplains of large rivers like the Missouri and Mississippi. With nearly 20% of Minnesota covered with surface water our state has a much broader distribution of wetland habitat. It clear, however, that Minnesota's remaining wetland habitat lacks adequate food resources for waterfowl, shorebirds and other wetland wildlife. The shallow wetland habitat provided by seasonal wetlands and the margins of permanent wetlands has been largely lost to conversion to other land uses or taken over by invasive species such as hybrid cattail that provide few food resources. A December, 2009 report to the U. S. Environmental Protection Agency suggests that more than half of our remaining prairie wetlands are of poor quality as measured by plant and invertebrate indices.

Our remaining wetland and shallow lake resources, however, do provide potentially greater geographic flexibility in conducting moist soil management and greater opportunities within existing wetland habitat complexes to maximize benefits. While the potential sites identified for moist soil management in Minnesota will typically be much smaller in size than those in the broad floodplains of the large rivers further south, we do have opportunities for larger projects in the Red River Valley and to a lesser extent along the Minnesota River.

The concepts of moist soil management have a potentially wide range of applications in Minnesota. On one end of the scale are relatively low cost projects enhancing existing small wetland basins or restoring drained wetlands with the ability to flood or dewater depending on the situation. At the other end of the scale are large wetland restorations or impoundments complete with extensive dike and pumping systems. In between are natural semi-permanent or permanent wetlands subjected to intensive water level management to reduce undesirable fish and encourage annual plant and invertebrate production.

The basic concepts of moist soil management can also be applied to shallow lakes and Mississippi River pools when drawdowns are being conducted to improve aquatic habitat. Although these are not moist soil management sites per say, there may be opportunities to achieve some of the same benefits when the management objectives and moist soil concepts are compatible.

All of these systems have the same basic objective of providing rich food sources through the production of invertebrates and aquatic plants. Moist soil management focuses on a summer drawdown period to promote the growth of desirable annual plants and shallow water flooding in fall and spring to increase the availability of seeds and invertebrates to dabbling ducks and shorebirds. In some cases proper management of water levels to promote aquatic food sources will negatively impact traditional hunter access. For example, water depths suitable for motorized watercraft are not compatible with maximizing waterfowl food availability through moist soil management techniques.

Another key element in moist soil management is periodic disturbance to set back plant succession to favor annual rather than perennial plants. This may be particularly important when faced with infestations by invasive species such as hybrid cattail, reed canary grass, and the invasive form of phragmites.

The moist soil areas that are the most attractive to waterfowl are located within or near wetland habitat complexes associated with some type of sanctuary from disturbance (Figure 2. Existing refuge areas in Minnesota). Reduced disturbance can be accomplished through a range of restrictions including no motorized use, no hunting, or no trespassing (Appendix C. Rest Area Options). The most effective at reducing disturbance are no trespassing regulations through designated sanctuary on areas approaching 600 acres in size. Smaller sanctuaries can be effective if there are other barriers such as water, topography or land use that reduce distance to disturbance. Sensitivity to disturbance is greatest during open hunting seasons, especially by migrating birds that have not established local feeding patterns.

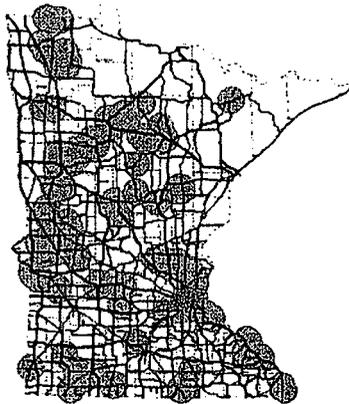


FIGURE 2. EXISTING REFUGES WITH CALCULATED ZONES OF INFLUENCE.

Large moist soil management projects (1000+ acres) can provide both sanctuary and hunting opportunities. Opportunities to provide sanctuary are not absolutely necessary for viable application of moist soil management techniques; however, the attractiveness of these areas to migrating waterfowl is much greater when they are protected from disturbance.

Smaller moist soil projects can contribute significantly to attracting and holding migratory waterfowl when they are part of a larger habitat complex. Adjacent or nearby managed public or private wildlife areas and shallow lakes provide supporting habitat and the opportunity to establish effective sanctuary areas as well as hunting opportunities. While waterfowl hunter surveys have documented that creating refuges is one of the most popular management strategies, experience shows that establishing new refuges or sanctuaries is much easier where there is no established public hunting tradition. For example, designation of newly acquired lands as sanctuary face far less resistance than areas previously open to public hunting.

Moist soil management is very compatible with desires to reduce downstream flooding and improve water quality. Flood reduction benefits are particularly noteworthy if management sites are allowed to dewater in late fall and early winter to maximize retention of spring runoff. However, water levels should not mimic deeper more permanent wetlands in late summer or fall because of the attractiveness to turtles seeking overwintering areas. Turtles subjected to dropping water levels during hibernation can experience high mortality. Both flood reduction and water quality benefit when early summer dewatering can be accomplished with evaporation rather than creating runoff.

## SITING CRITERIA FOR MOIST SOIL MANAGEMENT IN MINNESOTA

There are clearly opportunities to expand the application of moist soil management in Minnesota. These opportunities include upgrading current moist soil management sites on major wildlife management areas (WMAs), developing additional management sites on major WMAs, taking advantage of potential opportunities on smaller WMAs, acquiring new WMAs for the purpose of developing moist soil management, acquiring or developing management agreements with existing wild rice paddy operations, working with watershed management organizations to combine moist soil management with flood control and water quality benefits, working with municipalities and others to transform decommissioned water treatment lagoons into moist soil sites, and working with landowners to develop moist soil management on private land.

Existing ownership, location, topography, soils, water source, applicable regulations, and cost should all play a role in prioritizing development opportunities. Careful thought should be given to how each of these criteria apply to potential projects.

## OWNERSHIP

Existing and planned ownership are important determinants of project cost and benefits. Sites currently in federal, state, or local public ownership present the fewest legal obstacles to management and help insure a long-term return on investments. Areas planned for fee acquisition must undergo the acquisition process before management can proceed; however, these sites presumably offer better opportunities for dramatic management changes, including sanctuary status, since they begin with a "clean slate".

Lands under other public ownership such as watershed districts and water management organizations may provide opportunities as well. The seasonal flooding provided through moist soil management can benefit other water management objectives such as flood water reduction and improving water quality.

Private lands may also offer opportunities through easements, cost sharing, or management agreements. These efforts will most often involve the U.S. Natural Resource Conservation Service, Minnesota Board of Water and Soil Resources, and local Soil and Water Conservation Districts. Opportunities include wetland restoration and management, share cropping, managed sanctuaries, or some combination of these. Established management guidelines for sites under Board of Water and Soil Resources agreements do provide opportunities for moist soil management although a specific site management plan would need to be developed (Appendix E). Other regulations and agreements need to be reviewed to identify additional opportunities and barriers to moist soil management on private land.

## LOCATION

Location will determine the potential overall project benefits to wildlife. Growing seasons become shorter and freeze up dates earlier as project locations move north (Figure 3. Typical freeze up dates in

Minnesota). On a landscape level, sites within the Prairie Parklands Province are important because of the greater loss of temporary and seasonal wetlands in that portion of the state and the proximity to traditional migration routes (Figure 4. ECS Province of Minnesota). Project sites within portions of the Tallgrass Aspen Parkland and Eastern Broadleaf Forest Provinces are more likely to occur within existing habitat complexes that attract waterfowl given that less habitat loss has occurred. Project sites in the Laurentian Mixed Forest may fit well in relation to waterfowl use of wild rice lakes or commercial wild rice paddies.

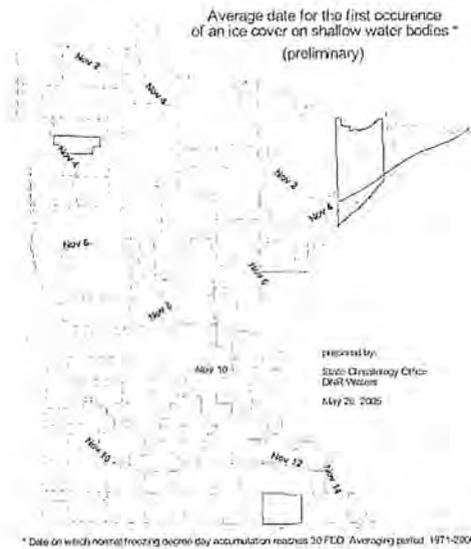


FIGURE 3. TYPICAL FREEZE UP DATES IN MINNESOTA



FIGURE 4. ECS PROVINCES OF MINNESOTA

In any case, sites located within or near existing habitat complexes and shallow lakes are more likely to provide benefits to the hunting public as well as benefits to migrating and breeding birds. Habitat complexes in the prairie and transitional forest zones are defined as a minimum of 4 mi<sup>2</sup> with 20% wetlands and 40% grasslands by area. Complexes falling short of these minimums typically contribute little to waterfowl production objectives and in some cases serve as population sinks.

In addition, distance to local staff centers can be critical for management. Travel times of more than 60 minutes roundtrip are problematic for intensively managed projects that require daily attention during flooding or dewatering. Smaller projects relying on more passive management such as evaporation require less attention. However, overall this is a significant concern given current staffing levels and moves towards office consolidation.

### TOPOGRAPHY

Site topography plays a critical role in developing moist soil management opportunities. The best sites have less than a foot of fall across the area to be flooded. When evaluating these sites it is best to

visualize needed dike construction along topographical contours rather than straight line boundaries. Although following contours may increase the length of potential dikes, it maximizes the effective pool and in the long run may provide the best cost benefit.

Statewide LIDAR mapping technology will soon be available on-line. The one foot contours that LIDAR provides will be a tremendous asset for initial scoping of sites. However, on-site surveys are still a necessity for evaluation of potential sites given the very shallow nature of desired pools.

The majority of Minnesota's existing federal and state wildlife areas have been established in areas of rolling to hilly terrain. Although opportunities to apply moist soil management techniques exist on these units the sites may be limited in size. On the other hand, these smaller projects typically require minimal infrastructure to become operational. The benefits of many smaller projects are cumulative and can be particularly valuable when they occur within existing wetland habitat complexes.

There are many areas along the Minnesota River, smaller prairie rivers, and the Red River Valley that have topography suitable for larger moist soil management project sites. In addition, previously drained shallow lake basins typically have very flat former lake bottoms. These areas provide the greatest opportunity to combine wildlife objectives with flood reduction and water quality benefits.

## SOILS

The most appropriate soils for moist soil management are hydric soils or soils that have low permeability or a restrictive under-lying layer. Soils with silt, clay, or loam will hold water and are well suited for impoundment construction, while soils composed of coarse sand or gravel are too porous to retain water and poorly suited for impoundments. These soil textures can erode or allow water seepage that may result in levee deterioration, high turbidity levels, and increased costs for maintaining water levels. Sites that have soils that are hydric due only to high water tables may not be appropriate if the soils are porous and well drained. Soil surveys are critical to evaluating a site for potential moist soil management. Fortunately, Minnesota has all of its county soil maps available on-line. These maps are great resources for initial soil determinations. On-site sampling is a prerequisite for sound project planning.

## WATER SOURCE

A dependable source of surface water to allow for spring and fall flooding is required to meet the intensive management demands of moist soil management. For example, the 110 acre Killen Moist Soil Unit at the Lac qui Parle Wildlife Management Area requires approximately 120 million gallons of water to reach full pool. Calculations for needed water supplies should be done in consultation with a hydrologist while taking into account soil type and expected losses to evaporation and transpiration.

Gravity fed systems are clearly the most desirable from a cost standpoint, however, the opportunities for such systems are limited. Perched wetlands and shallow lakes are obvious potential sources of water. Again, calculations of potential water volumes from these types of sources need to take into account the effects of summer evaporation and soil wetting loss. It will not be uncommon for sites to require the use of pumps to achieve fall flooding objectives.

The use of portable pumps rather than permanent installations may be entirely appropriate, particularly when managing a number of smaller sites within reasonable travel distance. Diesel powered pumps with attached intake and discharge units are obviously the most portable although the possibility of portable pumps that can be connected to permanently installed infrastructure should also be considered. The cost benefit in terms of installation, longevity, operation, and results of these alternatives need to be carefully weighed in project design. The lowest initial cost, for example, may be outweighed by the long-term operating costs in fleet and staff.

Many identified opportunities will be on sites with active drainage systems. While moist soil management may benefit rather than detract from a functioning drainage system it will be important to work with adjacent landowners and the legal ditch authority, if applicable, to insure there are no legal or political impediments to future management. The use of ground water for flooding moist soil sites will not be permitted by the Department of Natural Resources.

## APPLICABLE REGULATIONS

A number of regulations may apply to developing and managing moist soil projects. Developing moist soil management opportunities typically involves the removal and placement of fill for construction of dikes and water control structures, the grading or discing of bottom soils, appropriating water for flooding, and the discharge of water during drawdowns. Any one or all of these activities may require a local, state, or federal permit depending on the circumstances involved (Appendix E. Regulations affecting moist soil management). One of the most important drivers for development permits will be whether or not the management site is considered to be a jurisdictional wetland under local, state or federal law.

It is not expected that there will be significant water quality concerns with moist soil management since the management mimics natural seasonal wetland dynamics. Any concerns will likely focus on potential changes to nutrient loading and the accumulation of methyl mercury from flooded soils. Relying as much as possible on evaporation to dewater management sites will maximize water quality benefits.

Managers of moist soil management sites will also need to keep in mind the federal regulations concerning baiting of waterfowl during the hunting season. In general, the manipulation of natural vegetation and the simple act of flooding standing crops does not constitute baiting. However, crop sharing agreements or other efforts to harvest some of the crops prior to flooding may raise baiting issues. Baiting regulations may apply to waterfowl taken outside of the baited area if their behavior has been influenced by a baited field (A summary of baiting regulations and enforcement is included in Appendix B). Any questions or concerns that baiting regulations may affect the proposed management should be resolved through discussions with the Division of Enforcement.

The key to minimizing and resolving regulatory issues is to consult with local agency representatives early in the project planning process. Determination of exemptions from potentially applicable regulations should be clearly documented and filed within the project proposal.

**COST**

Based on the development and management costs associated with existing moist soil management in Minnesota, we can expect that the initial cost for development (not including land acquisition) of traditional moist soil management designs may be as high as \$3,000/surface acre or more depending on site characteristics and the amount of infrastructure required to achieve the desired benefits. Developing smaller projects with gravity flow systems will substantially reduce costs while incorporating flood reduction benefits into the design will likely increase costs.

For example, the Bois de Sioux Watershed District currently estimates flood reduction costs at approximately \$1,000 per acre foot. On the other hand, the timed release of water from an existing upstream water control structure on a shallow lake or wildlife area may not incur any additional initial investment.

Annual operating costs and long-term maintenance will also be highly variable, but are expected to be near \$300/acre for traditional management sites incorporating a pumping system. Additional costs will be incurred when moist soil sites are planted with crops. Minnesota will likely do well to heed Missouri's experience with planting crops on moist soil areas. Over time Missouri has reduced the planting of crops to only about 10% of their flooded acreage. Management refinements over the years have proven the attractiveness and nutritional benefits of natural annual plants (Table B).

**TABLE B. NUTRITIONAL VALUE OF MOIST SOIL PLANTS**

	<b>Moist Soil Seeds</b>	<b>Inverts</b>	<b>Acorns</b>	<b>Row Crops</b>
<b>Protein</b>	+	+++		
<b>Lipid</b>	++		+++	+++
<b>Minerals</b>	++	++		
<b>Vitamins</b>	++	++		

This emphasis on natural plants provides diverse habitat that benefits a variety of species. Minnesota's combination of earlier freeze up and greater mix of species in the harvest suggests that natural annual plants will provide broader benefits while still attracting key species. That said, the need for periodic disturbance to set back natural succession every 3 to five years provides the opportunity, if desired, to plant crops for that year on disturbed sites.

## DESIGN CONSIDERATIONS

### DIKES AND BASIN CONTOURING

The emphasis on shallow water during both spring and fall is critical to successful application of moist soil management. While dike and structure design must meet safety and longevity standards, there will be many cases where sufficient freeboard can be provided and still be relatively modest structures. The maximum water depths should be calculated with recognition of spring runoff, the watershed to basin ratio, and the target elevations for management. Sites providing flood reduction benefits should be designed with those stressors in mind. Dike designs that are equal to or greater than 6 feet in height have to be reviewed by DNR Dam Safety staff and will likely require a safety permit even when the dike will not affect public waters.

Moist soil units in the floodplain of large rivers need to be designed to handle extended flood events. Special design considerations such as orientation, wave protection berms, armoring, floodways, and emergency spillways should be incorporated into the initial construction to avoid remedial repairs after the project is in operation. Wind and wave erosion within the basins are also important considerations for design. When at full pool during spring and fall, open water areas will develop due to heavy waterfowl grazing and plant senescence. White caps can be common on basins, especially in November.

Larger moist soil management projects should ideally have several impoundments or cells that can be independently manipulated to promote the production of different foods to attract different groups of wildlife. Multiple basins also allow the manager to stagger the timing and rate of draw downs between individual cells to promote the greatest diversity of plants. A similar pattern should be repeated when the individual cells are flooded in the fall.

The location of dikes should ideally follow topographic contours to maximize pool size while maintaining the target depths of 1 foot or less. These contours will often provide the additional benefit of presenting a more natural appearing basin with additional edge. Although following contours may increase the length of potential dikes, it maximizes the effective pool and in the long run may provide the best cost benefit. The selected design should be driven by the project objectives.

Construction design must avoid removing material adjacent to the proposed dike locations for building material if that removal will create open water that will attract muskrats or beaver. The integrity of dikes can be undermined by tunneling and bank denning activities. These deeper areas can also become problem source areas for hybrid cattail encroachment and invasive fish survival.

The topography of the proposed basin may be so flat that contouring is necessary to provide a diversity of water depths. This work should be done after the dikes are constructed but before any flooding takes place. Carefully consider the need for this given that the maximum target flooding depth is approximately 12 inches. Tillage may be all that is needed to create the desired variability.

### BLINDS AND HUNTER DENSITY

Developing specific hunting or observation blind locations can facilitate the management of both user numbers and location. During bottom contouring, consider the establishment of dry land corridors from high ground to the blind location to allow for easier access by physically challenged users.

The density of established blinds will vary somewhat with the size and configuration of the basin. In general blinds should be spaced no closer than 200 yards apart. The Missouri Department of Conservation avoids hunter densities greater than one party per 40 acres on their managed units.

### INVASIVE SPECIES

Invasive species such as hybrid cattail, reed canary grass, purple loosestrife, and the invasive form of phragmites will be management challenges on moist soil management sites. Initial treatment should take place before the management pools are operational. In some cases control measures may be necessary for several years prior to activation of the water level management. In other cases control measures can be incorporated into ongoing management plans. Avoid any design specifications that will create deeper areas that cannot be dewatered and dried sufficiently to allow cultivation when necessary.

### MANAGING WATER

There must be a system in place to efficiently remove water to facilitate the summer drawdown. In most situations the natural slope of the pool and a properly located outlet structure of adequate size will be all that is needed. However, there will be cases where something more elaborate will be required in order to dry the pool sufficiently to allow physical disturbance of the soil or the planting of crops. In these cases, open ditches within the management pool should be viewed with caution. A better approach might be to install a controlled drainage system with pattern tiling and an in-line water level control structure. An added benefit of such a system is more precise control of soil moisture horizons. In some rare cases a pumping system to remove water will be required.

In many cases the biggest design hurdle to overcome will be the infrastructure and water source to facilitate fall flooding. Based on experience it is fair to say precipitation will rarely arrive in a convenient manner. Gravity flow from a reliable upstream source is the best option in those few situations where it is available. Pumping systems provide the most refined control when a reliable source of surface water is available. Pumps must be adequately sized for the project recognizing that flooding rates will be very gradual. Pumps sized to run continuously during flooding rather than being turned off and on will have a longer life.

## SPECIAL MANAGEMENT CONSIDERATIONS

In addition to traditional approaches to moist soil management, Minnesota has a number of opportunities for the application of some or all moist management techniques that may not be readily apparent. In taking advantage of these opportunities it is critical that the basic concepts of very shallow water, emphasis on annual plants, seasonal changes in water levels, and the need for reduction of disturbance to feeding birds be kept in mind. Examples of these management efforts are found in Appendix A.

### NATURAL SEASONAL WETLANDS

Too often in Minnesota the few remaining seasonal wetlands in a local area will be dominated by cattail (usually hybrid) and reed canary grass. If the water regime is reasonably intact, the management thrust should be to apply disturbance to set back the succession of the emergent plants to moist soil annuals. Timely mowing, herbicide applications, summer burns, grazing, or mechanical soil disturbance are all possible treatments. Treatments to reduce cattail, including burning, should be applied post flowering in late July or early August for the best results. Reed canary grass responds best to treatments in early fall as it resumes replenishment of root systems. In addition, natural seasonal wetlands can often be enhanced by artificially adding water in the fall with pumping or gravity flow.

### NATURAL PERMANENT WETLANDS AND SHALLOW LAKES

Quality issues on permanent wetlands are generally related to the presence of undesirable fish. Bringing water levels down in late summer will allow turtles and amphibians to locate alternative hibernaculum while insuring significant winterkill of fish. The lower water levels will also provide attractive feeding conditions for waterfowl and shorebirds. Bringing the water levels back up with spring runoff can help avoid undesirable expansions of hybrid cattail if the cattail is well rooted. The key moist soil concepts to be applied are the emphasis on shallow water depths and gradual changes in water levels (ideally 1 inch/day) during drawdowns and reflooding. The addition of pumps to the water level control systems can provide considerably greater precision to the water level management.

### MISSISSIPPI RIVER POOLS

Over the last 10 decade a partnership including MN DNR, WI DNR, U.S. Fish and Wildlife Service, and the Army Corp of Engineers have been doing water level drawdown projects on various Mississippi River pools created by the lock and dam system. These projects are intended to improve aquatic vegetation, and have also resulted in substantially increased waterfowl use. While these are not traditional moist soil management projects they do provide many of the same benefits when the drawdowns can be timed for late spring and early summer. The drawdowns are challenging to achieve because of the coordination required to alter normal operating plans and the effects of weather.

### **DRAINED LAKE OR WETLAND BASINS**

The traditional approach to the restoration of drained wetland and shallow lake basins has been to establish run out elevations as close as possible to historical levels. Given the need for seasonal wetland habitat, consideration should also be given to using the basin restoration to provide the needed balance (50% temporary and seasonal wetlands) within the existing wetland habitat complex. In many cases, better response by wetland wildlife, floodwater retention, and improved water quality can be accomplished by managing the site with moist soil management principles to increase available seasonal wetland habitat.

### **FARMED WETLAND BASINS**

Previously drained cropland is rarely considered an opportunity for wetland management without ceasing crop production and fully restoring the wetland hydrology. However, it may also be possible to also consider the partial restoration of temporary and seasonal wetlands on farmed croplands while improving crop production. Assisting landowners with the replacement of open ditch or open tile inlet drainage systems with a controlled drainage system employing pattern tiling and in-line control structures can provide satellite temporary spring wetlands in areas where they contribute to existing wetland complexes. For example, the cost share agreement could include the commitment of the landowner to retain water until May 1<sup>st</sup> five out of ten years. The benefit to the landowner is improved soil drainage while the benefit to wildlife is the food provided by flooded harvested cropland.

**Sec. 2-32. - Salaries of mayor and Councilmembers.**

*Subd. 1.* Effective January 1, 2008, the salary of the Mayor is fixed at \$5,278.00 per year; and the salary of each Councilmember is hereby fixed at 75 percent of the Mayor's salary.

*Subd. 2.* Effective January 1, 2009, the salary of the Mayor is fixed at \$5,357.00 per year; and the salary of each Councilmember is hereby fixed at 75 percent of the Mayor's salary.

*Subd. 3.* In addition to the annual salary stated in subdivisions 1 and 2 of this section, the Mayor and Councilmembers shall receive \$25.00 for each and every special meeting of the Council that they attend. Meetings of the Board of Review shall be considered special meetings of the Council, and members of the Council attending such meetings shall be paid as provided in subdivision 2 of this section. For purposes of this section, "special meetings" are meeting called pursuant to state law at which the council votes on any agenda item in addition to a vote to adjourn.

*Subd. 4.* The City Clerk-Administrator shall include reconsideration of the salaries of the Mayor and Councilmembers on a City Council agenda in the spring of each oddnumbered year.

(Code 1989, § 2.72; Ord. No. 277(2nd Ser.), § 1, 9-9-1996; Ord. No. 333(2nd Ser.), § 1, 9-10-2001; Ord. No. 381(2nd Ser.), § 1, 8-22-2005; Ord. No. 393(2nd Ser.), § 1, 10-22-2007)



136



Offices in  
Minneapolis  
Saint Paul  
St. Cloud

470 U.S. Bank Plaza  
200 South Sixth Street  
Minneapolis, MN 55402  
(612) 337-9300 telephone  
(612) 337-9310 fax  
www.kennedy-graven.com  
Affirmative Action, Equal Opportunity Employer

**ROBERT J. V. VOSE**  
Attorney at Law  
Direct Dial (612) 337-9275  
Email: rvose@kennedy-graven.com

September 15, 2014

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



**RE: Cable Franchise Renewal for the City of Saint Peter**

Dear Todd:

It was nice to talk with you recently about the City's cable franchise renewal process. I would be pleased to assist the City with its cable franchising matters.

Attached is a list of Minnesota clients I've assisted with cable matters in recent years. This list is likely not exhaustive but is generally representative.

I typically charge \$175 for cable-related matters. If the City would like us to handle cable-related matters or you would like more information, please contact me.

Yours truly,

Robert J.V. Vose

RJV:jms  
Enclosure

# The Danger of Role Confusion

BY JIM MILLER

I recently talked with a mayor about a conversation she had with a neighboring mayor who was experiencing considerable turmoil among councilmembers and especially between the council and staff. It seems the council meeting was now the most highly anticipated weekly event in his community—for all the wrong reasons. He was frustrated because the dysfunction was getting worse and clearly more personal, and he was seeking her advice on how to address the problem since her city functioned much more smoothly.

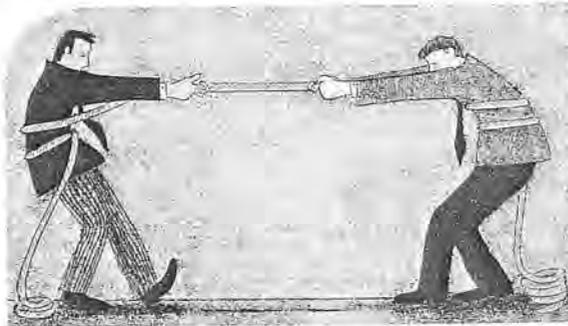
I asked her what advice she had given, and at first I was rather taken aback by her answer. She said she had simply told him to start by remembering that he and the other elected officials are not the “experts.” She quickly added that she did not mean that in a disparaging way, rather, that the role of elected officials is not to duplicate or replace the staff, but to complement their professional expertise with the political judgment needed to make the best decisions. Exactly, I thought.

Fortunately, most cities don’t experience serious dysfunction, but some do. Of course, every situation is somewhat unique, but there are a few common themes. Often, role confusion is a major contributing factor. When a mayor thinks he or she can make decisions for the entire council, when an individual councilmember tries to direct the work of the police chief, or when the city clerk refuses to share information with the council, trouble is certainly around the corner if it hasn’t already arrived.

This can happen for many reasons, ranging from personal arrogance (the rules don’t apply to me) to simple lack of attention or thought about the matter. However, it almost always occurs when the council and staff haven’t even talked about their roles and expectations for each other.

This sounds trivial, but it isn’t. If there hasn’t been clear, frank discussion and agreement about the role of each member of the city team—because, indeed, that’s what it is—confusion and conflict are much more likely to occur. Such discussion must have two components to be effective: clearly understanding and agreeing on the responsibilities of each participant, and on the limits of their roles.

Closely related to role confusion is lack of respect for the office. Often in cities



experiencing a high level of dysfunction, you find one or more elected officials who believe their election certificate is an entitlement to act as they please rather than conveying a responsibility. And that responsibility requires decisions that balance doing what the constituents want with what’s in the long-term community interest, even when unpopular with some, and always doing so in a respectful and ethical manner.

Appointed officials are not immune from this; staff have the responsibility to provide the council with the most complete, accurate, and unbiased information possible, regardless of their personal feelings. This can be hard sometimes, especially for those with technical expertise such as engineering. Widely accepted design standards, for example, specify street widths for sound reasons and when a city council deviates from those standards to accommodate neighborhood concerns, it can create tension.

But, that is how the system must operate. Reduced street width is not an inherently bad decision if, after taking everything into account including such standards, the council concludes it’s in the

community’s best interest. The city council’s role is not to provide or second guess engineering expertise, but it does have the responsibility to thoughtfully consider that information in making its decisions.

Conversely, the staff’s role is to provide the professional input necessary for the elected official to make the decision, and to do so impartially and thoroughly in every instance. Each member must play his or her correct role on the team, but not someone else’s.

“An organization, however streamlined and efficient, is made up of erring human beings.”

WILLIAM L. SHIRER  
THE RISE AND FALL OF THE THIRD REICH

William L. Shirer in his seminal book, *The Rise and Fall of the Third Reich*, states: “An organization, however streamlined and efficient, is made up of erring human beings.” That truism means that dysfunction is always a possibility. Importantly, though, those cities that take the time to ensure that each player understands and respects their roles—and those of the other team members—will be less likely to experience dysfunction than those that don’t. ☐



Jim Miller is executive director of the League of Minnesota Cities. Contact: [jmiller@lmc.org](mailto:jmiller@lmc.org) or (651) 281-1205.

## On the web

Share comments about this topic at [www.mncities.org](http://www.mncities.org). Click on “As I See It,” and post your comments below the story.

Goals . Balance sheet on MSA Bond (Dec 15<sup>th</sup>)

- Annex Arb
- Annex Larchmont

MSA

Union/Old Mtn  
Washer Link

○ St John/Old Mtn

8% 15 years  
 ↗  
 \$94K 2015

Traverse West 2016  
GF#

MSA Priority for 9<sup>th</sup>

- ① 2015 Bond about \$4 y/s
- ② 2015 Union GF to Gov  
→ Sidewalk

2015 or 2016  
School

Gardner Rd Rural  
Trail score  
Not MSA  
Safe Routes \$ used

DRY ERASE MARKERS ONLY



Mike Myatt (<http://www.forbes.com/sites/mikemyatt/>) Contributor

*I write about leadership myths, and bust them one-by-one.*

Opinions expressed by Forbes Contributors are their own.

FOLLOW

LEADERSHIP (/LEADERSHIP) 8/19/2014 @ 8:44AM 17,300 views

## The Difference Between Great Leaders And Posers

Comment Now Follow Comments

This may sound harsh, but the truth often is... I've witnessed far too many people in positions of leadership that wouldn't recognize an opportunity if it hit them squarely in the face. If you cannot recognize, attract, and acquire opportunity you should not be in a leadership position. Just this week I've observed people in leadership roles who failed to recognize opportunities, or perhaps even worse, took too long to make a decision and let an opportunity pass them by. We have created legions of risk managers posing as leaders, when what we need are more leaders who understand how opportunity adds value, shapes culture, attracts talent, and brings about transformative change. In today's column I'll take a look at opportunity as key success metric...

What better time to discuss opportunity than as we rapidly run up on Q4? The message I want to deliver is this; opportunity, timing and leadership are inexorably linked. So much so, that if you don't think timing is everything - think again. Even a cursory review of current events shows it doesn't really matter whether you're a politician, investment banker, CEO, or just an average citizen, when it comes to making a simple decision, managing a crisis, or attempting to capture an opportunity, timing is everything - timing **is** leadership.

I've often heard people quip they would rather be lucky than smart. While intelligence and good fortune are certainly both valuable traits to possess, neither of these traits holds a candle to having a great sense of timing,

or having a sixth sense for seeing opportunity where others do not. Luck is a bit of a miss proposition, and we've all known many a brilliant underachiever. However it has been my observation you'll rarely come across someone who possesses a great sense of timing, or a nose for opportunity who is anything other than successful.

As the verse from the old Kenny Rogers song goes "*you have to know when to hold em and know when to fold em.*" There are a few times in the life of every professional where staggering opportunities will present themselves. The question is not whether these opportunities exist, but will you recognize them as such when they cross your path? I believe one of the key differences between leadership mediocrity and excellence is the ability to not only recognize opportunities, but to also possess an understanding and willingness to seize said opportunities. Exploiting opportunities requires you not only possess vision, but also a corresponding bias to action (and a bit of courage as well).

Let me be clear, I'm not advocating for leaders to be opportunists (we have way too many of those), but to be opportunistic in how they view market, talent, culture, change, strategy, etc. An opportunist evaluates everything from a perspective of *what's in it for me?* They are rarely concerned for others, and doing the right thing often takes a back seat to anything that advances their cause – rationalization and justification abound in the world of an opportunist. By contrast, opportunistic leaders seek to use timing and opportunity to advance others over themselves. They look at things through the lens of what will best serve those they lead, what will best advance the mission, what constitutes doing the right thing, what's in alignment with the values and vision, and what advances the greater good.



#### CIA Insider Warns "25-Year Great Depression to Strike America"

Many inside the U.S. intelligence community fear a single flashpoint could soon sink America into The 25-Year Great Depression...

[See Why](#)

I would urge you to keep this in mind – rarely will you come across a static opportunity in the sense that it will stand idle and wait for you to act. Significant opportunities are not only scarce, but they typically operate on the principal of diminishing returns. Put simply, opportunities are time sensitive. The longer you wait to seize the opportunity, the smaller the return typically is. In fact, the more likely case is the opportunity will completely evaporate if you wait too long to engage. Keep this thought in mind; when opportunity knocks – answer the door.

I can't even begin to count the number of times I watched people miss great opportunities due to a poor sense of timing. Not too surprisingly, people who possess a poor sense of timing usually don't even understand timing is an issue. How many times have you witnessed someone holding-out for better talent, a higher valuation, evolving markets, technology advances, or any number of other circumstances that either never transpire, or by the time they do, the opportunistic advantage had disappeared? I've observed the risk

adverse take due diligence one step too far, the greedy negotiate too long, the impulsive jump the gun, and the plodders move too slow. As the saying goes "timing is everything." The following list contains 5 suggestions for how to spot and evaluate opportunity:

1. **Alignment:** The opportunity should be in alignment with the overall values, vision and mission of the enterprise. Any new opportunity being evaluated should preferably add value to the core, but if not, it should show a significant enough return on investment to justify the dilutive effect of not keeping the main thing the main thing. The core should be used to align, but not necessarily to exclude.
2. **Advantage:** No advantage equals no opportunity. If the opportunity doesn't provide a unique competitive advantage it should at least fill a void bringing you closer to an even playing field. Be careful however not to fall into the trap of "me too" innovation – don't copy; create. Instead of leveling the field, think about tilting the field to your advantage, and where possible, the creation of a new field altogether.
3. **Assessment:** Is the opportunity affordable, feasible, adoptable, and most importantly, is it actionable? An opportunity which cannot be implemented isn't really an opportunity – it will likely be just another very costly distraction. Conduct your diligence before you pull the trigger, not afterwards. A *ready – fire – aim* approach to opportunity management usually fails to hit the target. That said, don't be guilty of moving too slowly. Be decisive; cautious yes – hesitant no.
4. **Accountability:** Keep in mind great ideas are not always the same thing as great opportunities. Ideas don't always have a corresponding vision, nor do they always contain a framework of accountability which helps to ensure a certainty of execution. For opportunities to become reality they must be viewed through the lenses of organizational awareness and personal responsibility. Any new opportunity being considered should contain accountability provisions. Every task should be assigned and managed according to a plan and in the light of day. Any opportunity being adopted must be measurable. Deliverables, benchmarks, deadlines, and success metrics must be incorporated into the plan. The opportunity must be detailed and deliverable on a schedule – it needs to have a beginning, middle and end. Any opportunity not subjected to sound principles of leadership will likely fail.
5. **Achievement:** Opportunities are great, but achievements are better. If any of the four items above are missing the outcome will be unrealized opportunity, or opportunity squandered and lost. The smart game is not played for what could have been, or should have been, but for what was achieved.

The proverbial window closes on every opportunity at some point in time. As you approach each day I would challenge you to consistently evaluate the landscape and seize the opportunities that come your way. Better to be the one who catches the fish than the one who tells the story of the big one who got away...

Thoughts?

Follow me on Twitter [@MikeMyatt](http://twitter.com/mikemyatt) (<http://twitter.com/mikemyatt>)

Comment Now    Follow Comments

## Promoted Stories



- 1. [The Most Beautiful Women From Around the World](#) a month ago [lostwaldo.com](#) [Lost Waldo \(sponsored\)](#) (sponsored)



Mike Myatt (<http://www.forbes.com/sites/mikemyatt/>) Contributor

*I write about leadership myths, and bust them one-by-one.*

Opinions expressed by Forbes Contributors are their own.

LEADERSHIP (LEADERSHIP) 6/26/2014 @ 11:31AM 11,902 views

## The Leadership 'X' Factor That Creates 'It' Companies

[Comment Now](#) [Follow Comments](#)

How do some companies evolve to “it company” status while others languish in relative obscurity? Whether you think of more mature companies like Google, Whole Foods, or Unilever, or early stage marvels like Warby Parker, Vendini, or RevZilla, the hottest companies on the planet understand it’s not *what* they do or *how* they do it, but *why* they do what they do that defines who they are as an organization. Put simply, company culture is the real competitive advantage great organizations trade on.

### The “X” Factor Defined

Great Culture – it’s that ethereal “X” factor every organization strives to attain but few achieve. It’s often talked about, but rarely understood. Culture is

Forbes

in fact more than a buzzword – it's the very lifeblood of an organization. Culture is what develops and sustains an enterprise. Every organization has a culture. The question CEOs must ask of themselves is do they have the culture they need? Culture must be more than an afterthought – it must be intentional, purposed, and created by design; not by default.

**Viewing Culture Through The Right Lens**

Culture – it's less about structure and more about values, vision, talent, behaviors and a shared purpose. When you think culture, think open-source not proprietary, adaptive not static, actionable not theoretical, and progressive not regressive. Above all think shared, cohesive, and simple. So why do so many organizations get culture wrong? They copy instead of create, they fail to understand people, context, and purpose matter, and they don't have the resources to truly manage the rigor associated with aligning the business of culture with the execution of strategic imperatives.

Few will argue about the importance of culture, but vehement disagreements arise when you talk about the proper frameworks and constructs needed to create the right culture. Let me attempt to put an end to the silliness of these petty debates. Smart leaders don't confuse fads and trends with culture. They realize that culture (at least a sustainable one) consists of more than ping-pong tables and free food. The key to culture is found in what I refer to as creating a culture of leadership.

**Getting Traction**

Stop creating a false premise that strategy and culture are in competition with one another by refusing to engage in the strategy versus culture debate. It's not strategy or culture, but strategy and culture. Clearly culture should be a core element of strategy, and while it's important to understand that the vision for culture might be set by the tone at the top, the best cultures are not mandated or imposed on people, they are co-created by the people – people are the culture. The secret sauce to culture is leadership ubiquity. The point at which your entire workforce not only sees themselves as leaders, but are empowered to think and act like leaders is when cultural transformation has taken root.

**EMPLOYEE  
PERFORMANCE  
GOALS**

cornerstoneondemand.com

Simplify Employee  
Performance Download Free  
Whitepaper

### It Boils Down To Leadership

Nothing inspires change and innovation like great leadership, and likewise, there is no more costly legacy system to maintain than poor leadership. Put simply, the greatest testimony to the power of real leadership is what happens in its absence – very little.

A culture of leadership replaces rigid frameworks with loose communities of collaborative networks. Complex decisions are not reserved for someone sitting atop a hierarchical structure, but are driven down and across the organization to unleash new levels of engagement and productivity. The best way to create a culture of leadership is to value and reward authentic and effective leadership. Create a culture based upon an ethos that empowers, attracts, differentiates, and sustains. The only culture that flourishes over the long haul is a culture of leadership.

Thoughts?

Follow me on Twitter [@mikemyatt](http://twitter.com/mikemyatt) (<http://twitter.com/mikemyatt>)

 5 comments, 4 called-out [Comment Now](#) [Follow Comments](#)

### Promoted Stories



- 1. [The Most Beautiful Women From Around the World](#) a month ago [lostwaldo.com](#) [Lost Waldo \(sponsored\)](#) (sponsored)



Fort Ridgely  
Harkin Store  
Traverse des Sioux  
E. St. Julien Cox House



# Nicollet County Historical Society

at the *Treaty Site History Center*

October 22, 2014

Todd Prafke  
Administrator, City of St. Peter  
227 South Front St.  
St. Peter, MN 56082



Dear Mr. Prafke,

On behalf of the Nicollet County Historical Society, I would like to formally request that the Nicollet County Historical Society be included in the City of St. Peter's yearly budget, restoring a practice that ended in 2010 due to economic downturns. The Society has a great relationship with the City of St. Peter and appreciates the services it provides to the Society, including plowing the Treaty Site History Center's parking lot. In an effort to continue our strong relationship and the work the Society does for the City of St. Peter we are requesting to once again receive financial support from the City.

The Nicollet County Historical Society represents the entire county and its history, but has a special connection with the City of St. Peter, acting as its welcoming "front porch." A majority of the city's visitors come from the Twin Cities and the Treaty Site History Center is a first stop as they arrive. Thousands of visitors come to the Treaty Site History Center each year; 2013 saw almost 20,000 visitors through our doors and on our trails. Many of these visitors take advantage of local businesses and services in town, at our recommendation.

Not only are we an economic driver for St. Peter, we are also a unique cultural resource. At the Treaty Site we are the main resource for genealogical and historical research in the area, and we maintain a collection of over 24,000 objects, photographs and archival materials, many of which represent the rich history of St. Peter. Not only are our headquarters located within St. Peter, we also operate the E. St. Julien Cox House, host events, educational programs, and facility rentals in this community. This past year we held over 70 programs for the public throughout the county and 20 of those were held in St. Peter. We helped five local schools with projects relating to history, communications and the environment. We had six interns and hosted 15 adult and school group tours. This good work will only continue to grow, provided we maintain adequate funding.

On average, approximately 90 Minnesota cities partner with their local historical organization by providing monetary support, according to the Minnesota State Historic Preservation Office. Almost half of those organizations are county historical societies. For cities comparable to the size of St. Peter, the amounts of support range from \$9,000 to \$22,000.

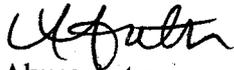
In recognition of the rich relationship between the Society and the City, the Society is requesting \$10,000 from the City of St. Peter for 2015. This number represents a cost of less than \$1.00 per resident of St. Peter. In 2013 NCHS served approximately 106,000 people, with over 20,000 visitors to the Treaty Site History Center alone.

146

The Nicollet County Historical Society is regarded as one of the best county historical societies in the five-state region and we've worked hard to acquire this reputation by doing excellent work and hiring qualified and professional staff to maintain our historic buildings, collections and operations. While the Society is extremely grateful for the services the City provides us, additional yearly funding will help us with operating costs so that we may increase our capacity to provide services to the residents and visitors of St. Peter and beyond.

The Nicollet County Historical Society offers a wide variety of tangible and non-tangible benefits to the City of St. Peter. I would be very interested in talking with you about how the City and NCHS can further support one another and work together.

Thank you for your time and consideration,



Alyssa Auten  
Executive Director



Vendor Set 01-ST. PETER

Name NICOLLET COUNTY HISTORICAL SOCIETY

Vendor 3908

Status Active

General | Other | Detail | Checks | Information | Comments | Purchase Orders

Post Date 1/01/1906 Thru 99/99/9999 Post Date Range: 01/01/1906 to 99/99/9999

Pay Date	Type	ID	Description	Gross	Balance	PO	Check	Post Date
08/29/2010	INV	<u>6/4/10</u>	reimb. for jetter clean inv.	\$200.00	\$0.00		<u>106122</u>	06/28/2010
02/23/2010	INV	<u>1/28/10</u>	1/2 allocation 2010	\$2,600.00	\$0.00		<u>104949</u>	02/22/2010
07/28/2009	INV	<u>7/13/09</u>	2nd half appropriation	\$2,700.00	\$0.00		<u>102781</u>	07/27/2009
05/12/2009	INV	<u>1st half 2009</u>	first half '09 health insuranc	\$2,500.00	\$0.00		<u>101801</u>	05/11/2009
01/29/2008	INV	<u>2008 allocation</u>	Health Ins Allocation 2008	\$5,200.00	\$0.00		<u>096521</u>	01/28/2008
06/12/2007	INV	<u>INSURANCE 2...</u>	health ins nchs emp	\$2,250.00	\$0.00		<u>093775</u>	06/11/2007
01/23/2007	INV	<u>INSURANCE 1...</u>	health ins nchs emp	\$2,250.00	\$0.00		<u>092097</u>	01/22/2007
04/09/1999	INV	<u>CNV 000008200</u>	HISTORY CENTER REN...	\$50.00	\$0.00		<u>058371</u>	04/22/1999
03/16/1999	INV	<u>CNV 000007375</u>	ROOM RENTAL/TAM ME...	\$50.00	\$0.00		<u>058203</u>	03/18/1999

Edit This Record

View paulao

## 10 HABITS OF HIGHLY-EFFECTIVE COUNCILS

Carl H. Neu, Jr.  
Lakewood, Colorado

Local government operations directly affect our daily existence and experiences and the quality of life we perceive we have within our communities. No local government deserves, nor should its citizens tolerate, councils and elected and appointed public officials who don't exhibit extraordinary effectiveness, integrity and competence in leading their community's public institutions.

Thomas Cronin, a recognized authority on public policy, defines leadership as, "making things happen that might not otherwise happen, and preventing things from happening that ordinarily might happen. It is a process of getting people together to achieve common goals and aspirations. Leadership is a process that helps people transform intentions into positive action, visions into reality." The quality of leadership effectiveness demonstrated by a governing body and its ability to be highly-effective are not attributes bestowed upon it by a swearing-in ceremony. They are the result of disciplined adherence to a set of fundamental principles and skills that characterize highly-effective councils. Listed below are 10 "habits" of highly effective councils based upon the author's observations of hundreds of city, county, special service district and school district councils over the last thirty years.

### 1. Think and Act Strategically

A governing body's primary responsibility is not just to make policy or do its "Roman Emperor" routine (thumbs up or thumbs down) on agenda items at public meetings. It is to determine and achieve citizens' desires for the community's future. Councils and their administrative teams must accept responsibility for shaping the future of the community by expanding their mental horizons to identify and meet the challenges that must be addressed through decisive leadership and goals for the attainment of that future.

A strategic leader always comes at you from the future and takes you "back to the future" from the present. This leadership adventure starts with *vision*, and evolves to defining the strategic issues that must be addressed and mastered to achieve the vision. The next step is the development of long-range goals that address these strategic issues and which provide decision-making and budgetary focus for the successful implementation of these goals. Living from one annual budget to another, and from one meeting to the next, condemns your community and its future to happenstance and reactionary decision making and policy creation. For this reason, polls show an overwhelming majority of citizens want important issues affecting their lives to be decided at the local, "home town" level. Here, they expect leadership, sound thinking, decisive action, and accountability for results.

## 2. **Respect "shared constituency": what do the *people* need?**

No city, town, county, local government jurisdiction or non-governmental community entity is an island. The actions and decisions of any one affects all others. But, there is an even more profound reality: most governmental jurisdictions and non-governmental entities overlap in representing and providing service to the same people, i.e., shared constituencies. For example, any given citizen is represented and served simultaneously by the federal, state, county, and city governments plus the school district, special purpose districts, neighborhood associations, chambers of commerce, newspaper publishers, non-profits, etc.

These governments and community entities usually see themselves as separate institutions, often with conflicting and competing agendas rather than as components contributing in a coordinated and integrated manner to seamless service delivery meeting the citizens' needs. Frequently, local governments and community entities operate as special interests advocating their particular institutional needs and prerogatives. They fail to define how a public service category meeting the needs of a community of shared constituents (public safety, land use planning and growth management, transportation, community development, human services, health care, education, etc.) is defined and functions in a seamless manner with each jurisdiction and entity ensuring its appropriate contribution to the effective and efficient performance of the whole service system.

An example of a service category system is roads. A citizen expects to be able to get from point a to point b on good quality roads that make this possible. That citizen does not want to think, nor cares about, "whose road am I on now; a federal, state, community or city road?" To that citizen "roads are roads" and it is up to all the government entities to make the system work! The same for public safety, and all services. When a sheriff's deputy can not communicate with a city police officer due to different radio systems and frequencies, it is a service system breakdown which doesn't meet the citizen's need for seamless effective service.

Effective councils recognize they must *horizontally* (local government with local government with community entities) and *vertically* (local government to federal and state government) coordinate and integrate to ensure citizens' needs are met. They also recognize that collaboration and integration work best if it originates at the local government, city and county, level. It is at this level where needs are best defined and responded to by service providers. In reality, all government, as it touches peoples' daily lives and existence, is local.

### 3. Understand and Demonstrate the Elements of Teams and Teamwork

Councils by law, exist and have authority only when their members convene as a “body” to do business. Each member is a component of a corporate being which must speak, act, and fulfill its commitments with *one voice*, in a mature, effective and reliable manner. Councils are collections of diverse individuals who come together to constitute and act as an entity, and only when operating as that entity do they exercise authority and perform in fulfillment of their purpose. This is a classic definition of team. Carl Larson and Frank LaFasto, two preeminent authorities on teams and teamwork, define team as an entity comprised of two or more people working together to accomplish a specific purpose that can be attained only through coordinated activity among the team members. In short, a team is an entity that exists to fulfill a specific function, or purpose, made up of disparate, interdependent parts (individuals) who collectively achieve a capacity that none of its members could demonstrate, or has the authority to fulfill individually.

Teams always have two components that one might call their “S” components: *systemicness* and *synergy*. All teams are systemic, by definition, being made up of interdependent parts (people) who affect each other’s performance and that of the team. Synergy is the ability to achieve an effect, when working together as a team, that is more than the sum of the team members’ individual efforts. While all teams are systemic, relatively few are synergistic unless their members understand, master and demonstrate the fundamentals of teamwork which are:

- a clear sense of purpose and goals;
- clearly define roles and relationships that unite individual talents and capacities into team performance;
- an integration of members who have basic technical, interpersonal, and rational decision making competence;
- a commitment to team success and quality performance;
- a climate of trust, openness, and mutual respect;
- clear standards of success and performance excellence;
- the support, resources and recognition to achieve success; and
- principled and disciplined leadership.

Highly-effective councils spend time building their sense of being a team and their skills for productive teamwork.

#### 4. Master Small Group Decision Making

Most local government councils are classic small groups, with fewer than a dozen members. Small groups demonstrate certain skills and behaviors that “link” their members together. They also have clearly defined processes for making decisions in fulfillment of that group’s purpose. Figure 1 summarizes the “skill sets” essential to small group effectiveness.

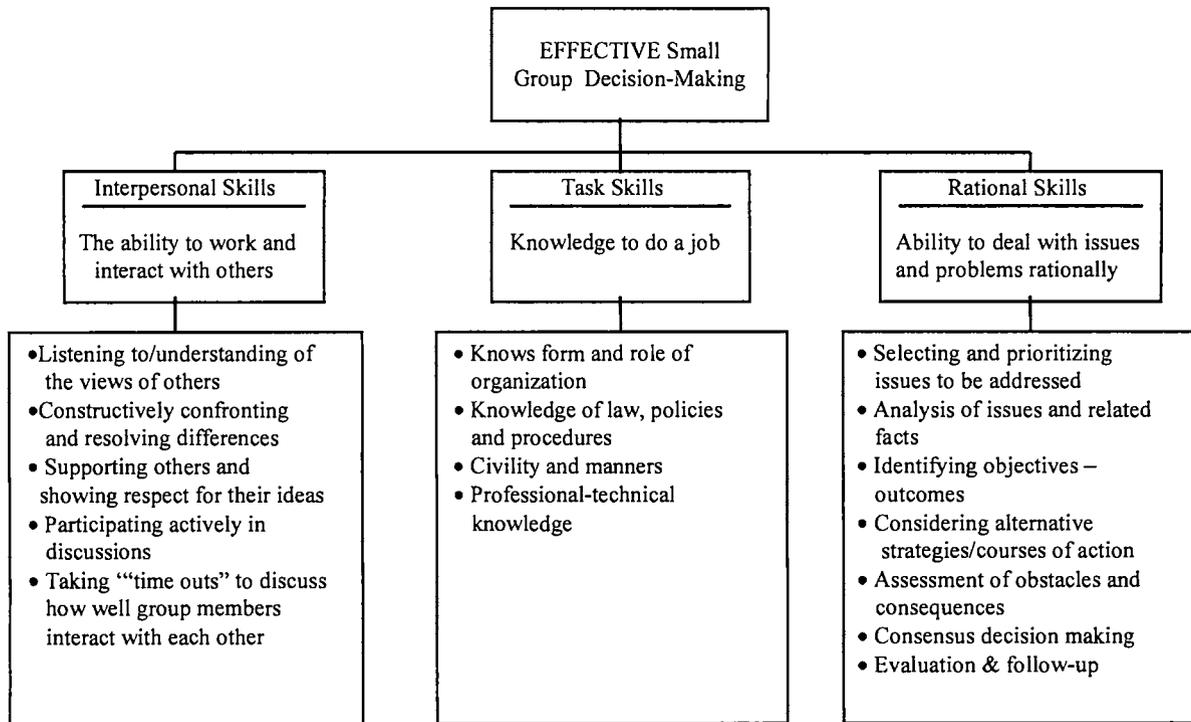


Figure 1: Effective Small Group Decision-Making

#### 5. Have Clearly Defined Roles and Relationships

Each team member’s contribution to the team’s efforts and success must be defined in terms of roles to be assumed (functions) and how that role is to be carried out through one’s behavior (performance).

Role has two elements: *function*, the specific responsibilities of that role, irrespective of incumbency; and *performance*, how one occupying the role is expected to behave and fulfill his/her responsibilities. Most councils, whether through charter, statute or ordinance, have clear definitions of their function. The performance component must be defined within the team through discussion and mutual definition of those behaviors and practices expected of the governing body’s members in the conduct of their duties and interactions.

Vince Lombardi when asked, what makes a winning team, replied, “start with the fundamentals. A player’s got to know the basics of the game and how to play his (her) position. The players have to play as a team; not a bunch of individuals. The difference between

mediocrity and greatness is the feeling the players have for each other,” (relationships). Teams talk about and define expected roles and relationships and give constructive feedback to their members on the degree to which they are fulfilling these expectations.

### 6. Honor the Council-Staff Partnership

We have all heard the popular phrase, “the governing body makes policy, staff implements policy”. This is a total misconception of reality. Policy making and policy implementation are not distinct and separate functions. Policy making-implementation is a continuum of thought and relationships that transforms ideas and abstractions (visions, policies, goals, and plans) into defined, observable ends or outcomes (results, programs, projects, deliverable services). Council members and staff share this continuum as partners ensuring each other’s success. Each person plays an important role in creating sound policies and ensuring their effective implementation through reliable administrative practices and performance. Figure 2 depicts this partnership and continuum.

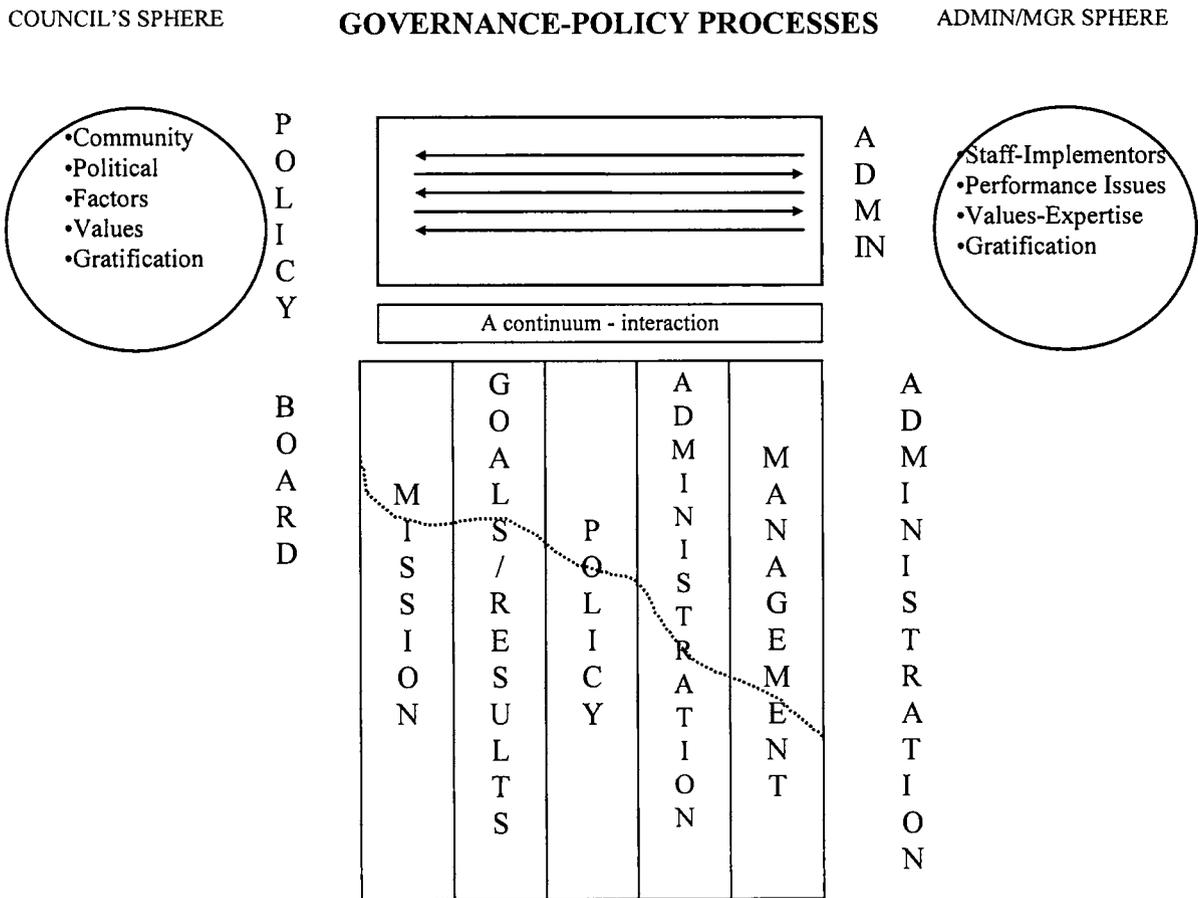


Figure 2: Council-Staff Partnership  
 To what degree is this partnership understood, discussed, and respected by council members?

John Carver, a widely acclaimed author who writes about councils that make a difference, describes this partnership as one in which councils define what needs are to be met and ends (outcomes) achieved. He believes that councils should allow staff, within council-established

limits, to define the means for achieving these ends. He sees a council-staff linkage that empowers staff to do its tasks and be evaluated on the results produced.

The council-staff partnership functions best when it is vision-driven and goals based. Councils that accept and abide by this partnership focus their energy on establishing vision and goals, good policy, and empowering effective staff performance. Those that do not do this, frequently fall prey to micromanaging; that is, they perceive a need to become involved in, or retain approval over, staff activity and plans.

A critical element and important council task in this partnership is the evaluation of the manager or administrator, based upon clearly defined goals, policies, and established guidelines on executive performance.

## **7. Allocating Governing Body Time and Energy Appropriately**

Time, especially to elected officials, is a critically precious and limited, commodity. The typical council operates as a *governing body*, providing governance, for relatively few hours; usually less than 200 hours annually, as compared to the typical 2400+ hours per work year for senior administrators. How councils allocate and use their time is vital to their leadership effectiveness and performance.

Councils, like teams, “play” in a number of settings or “arenas” to achieve overall, peak performance. There are four council-staff arenas, and each must be appreciated for its purpose and contribution to a council’s effectiveness.

- Goal-setting (retreats or “advances”)
- Exploration and analysis (study sessions)
- Disposition/legislation (regular public meetings)
- Community relations (interactions with constituencies and other agencies)

Figure 3 identifies the purpose, typical setting, focus, and key characteristics of each arena. All four arenas are essential to highly-effective governing body’s fulfillment of its leadership, policy making, goal setting, and empowering responsibilities.

ARENA	GOAL-SETTING	EXPLORATION & ANALYSIS	DISPOSITION-LEGISLATION	COMMUNITY RELATIONS
Purpose	<ul style="list-style-type: none"> <li>• Establish vision</li> <li>• Explore potentials</li> <li>• Set goals</li> <li>• Direction/Priorities               <ul style="list-style-type: none"> <li>-Community</li> <li>-Services</li> <li>-Staff action</li> <li>-Budgets</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Understanding the issue(s)</li> <li>• Problem identification</li> <li>• Selecting “best options”</li> <li>• Building commitment</li> </ul>	<ul style="list-style-type: none"> <li>• Official action</li> <li>• Vote on items               <ul style="list-style-type: none"> <li>-Resolutions</li> <li>-Ordinances</li> </ul> </li> <li>• Public input</li> <li>• Mobilization of support</li> </ul>	<ul style="list-style-type: none"> <li>• Interaction with constituency-citizens</li> <li>• Building alliances</li> <li>• Outreach-liaison</li> <li>• Coordination with other entities</li> </ul>
Typical Setting	Retreat/Advance - informal off-site Workshop	Study Session - conference room	Public - formal council meeting in chambers	Numerous - diverse formats
Focus	<ul style="list-style-type: none"> <li>• Future of county, city/community</li> <li>• Evaluation of               <ul style="list-style-type: none"> <li>-Needs</li> <li>-Trends</li> <li>-Strategic issues</li> </ul> </li> <li>• Community desires &amp; values</li> <li>• Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Developing knowledge for decision making</li> <li>• Sorting of options</li> <li>• Examine consequences</li> <li>• Set strategies</li> <li>• Ability to make competent &amp; informed decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Agenda - formality</li> <li>• “Show” of authority</li> <li>• Ratification/Adoption</li> <li>• Political pressures</li> <li>• Psychological needs</li> </ul>	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Problem solving</li> <li>• Collaboration - coordination</li> <li>• Partnership</li> <li>• Acting as a community</li> </ul>
Key Characteristics	<ul style="list-style-type: none"> <li>• Informality</li> <li>• Sharing of options</li> <li>• Open dialogue</li> <li>• Creative thinking</li> <li>• Humor - adventure</li> <li>• Face-to-face/Group interaction</li> </ul>	<ul style="list-style-type: none"> <li>• Council-staff dialogue</li> <li>• Questioning - testing of ideas</li> <li>• Information exchange</li> <li>• Negotiating - consensus building</li> <li>• No voting</li> <li>• Face-to-face/group interaction</li> </ul>	<ul style="list-style-type: none"> <li>• Formal meetings</li> <li>• Rules and procedures</li> <li>• Public input/involvement</li> <li>• High visibility</li> <li>• Pressure/advocacy from groups</li> <li>• Voting</li> <li>• Group interaction</li> </ul>	<ul style="list-style-type: none"> <li>• Being “outside” city hall</li> <li>• Responding to requests</li> <li>• Joint ventures</li> <li>• Interagency activity</li> <li>• Multiple interaction modes and communication techniques</li> </ul>

Figure 3: Arenas for Council-Staff Performance

Highly-effective councils will hold at least one goal-setting retreat or “advance” annually. They also will hold two study sessions monthly, usually between regularly scheduled public hearings. Here they confer with staff and other experts on significant items under consideration requiring eventual official actions. While these study sessions are open to the public, as observers, the public should not participate in the council-staff dialogue. Many councils short-change this arena, pushing the opportunity for learning into the formal public hearing, which is not designed to promote much in-depth analysis of complex issues. The arena of *disposition/legislation* is designed to get to a vote, not promote careful analysis of complex issues.

The fourth arena, *community relations*, is becoming more important. It is rapidly transforming the role of council and how it spends its time. Communities today are more dependent upon sophisticated alliances and partnerships among groups, public and private entities. All jurisdictions are subject to multiple, profound changes in how public officials operate as they deal with complex multijurisdictional and regional issues and the growing popularity of citizen democracy and community renewal. Today, the community arena requires more time spent in interactions outside city hall and puts greater time pressure on mayors and council members.

## **8. Have Clear Rules and Procedures for Council Meetings**

Council meetings exist for the purpose of doing council's business. Literature on how to conduct effective and productive meetings specifies the need for adherence to clearly defined rules and procedures.

Many councils, however, drift from these rules and procedures in pursuit of informality, collegiality, and "just being nice." They let their meetings drone on with lack of focus, redundant comments and endless discussions.

Rules and procedures do not preclude citizen input, courtesy or sensitivity to public concerns and viewpoints. They respect all these elements and the necessity to conduct business in an orderly, disciplined and productive manner.

## **9. Get a Valid Assessment of the Public's Concerns and Evaluation of the Council's Performance**

Elections are contests among individuals vying to become a member of the council. They are not valid, objective assessments of the public's feeling about the quality of council's performance as a governing body and about whether or not it is addressing issues effectively.

Highly-effective councils seek feedback through a number of proven market research tools such as focus groups, surveys and questionnaires. Typically, the phone calls a councilmember receives, or the comments made in public hearings, are not valid or accurate reflections of the entire community's sentiments about issues and council's performance. "Market research feedback" should be ongoing and included in the annual goal setting retreat or advance.

## **10. Practice Continuous Personal Learning and Development as a Leader**

Leaders read, attend workshops, and constantly seek information, understanding and insight. Highly-effective councils are comprised of members who honestly know they don't know it all. They take advantage of the myriad opportunities to learn and perfect their skills by reading, going to state and national municipal league workshops, and every forum that can expand their skills to lead and govern well.

A highly-effective council also learns as a council. It works closely with the manager to

improve its leadership skills and the council-manager relationship. Councils should assess objectively their performance relative to each of the 10 habits. This assessment should include the observations of council members, the manager, key department heads, and selected members of the community who have occasion to work and interact with council. Council should then decide where gains can be made and then set up the opportunity through council workshops and other forums to learn the skills to make these gains.

A former Mayor, Margaret Carpenter, and the City Manager of Thornton, Colorado, started a process with the council incorporating these 10 habits as the means to increase council's leadership skills and effectiveness. The process started with council conducting a careful reexamination of the city's mission and the role council must assume to ensure fulfillment of that mission. Next, council, in discussions with the city manager, made a commitment to leadership innovation and excellence that focused on long-term and strategic issues vital to the community's future. The process involved advances, close attention to community feedback through focus groups and surveys, and frequent self-evaluation of council's and staff's performance and sense of partnership. Council now holds multiple advances each year to define and validate its strategic perspective and policy leadership. Council skill development workshops accompany these advances and focus on defined needs identified by council. Council takes specific "time-outs" to evaluate how it functions as a team within council, with staff, and with the community. The continuous quest for effectiveness always starts with the question "Is there more we should be doing" to improve our leadership performance and ensure a quality future for our community?

"The entire process has helped council identify those issues essential to achieving our community's goals and building collaborative relationships with citizens and city staff to sustain agreement on the goals and the critical steps the entire community must take to attain these goals. The result is a community of partnerships all focusing on the city's vision and using its combined resources to become the city it wants to be in the future. There has been a real breakthrough achieved in the amount of creative energy that is moving the city forward."

Numerous other councils engage in a similar process as they hone their abilities to deal with highly complex and rapidly changing community needs and challenges.

The last, and probably most important, point: Keep your sense of humor. Governance is a serious business dealing with the vital issues affecting our communities and the quality of life we experience within them. Humor reduces friction and stress, lets others know that we and they are human, and brings a pause that refreshes our insight and commitment. It is essential to creating and maintaining good relationships.

Every community deserves nothing less than a highly effective council that embraces accountability for the community's performance in creating its future and in effectively addressing, in the present, those challenges vital to attaining that future. That is what is at stake: our communities' future. With few exceptions, every council can be highly effective and can provide strong leadership, but to become effective will require a good governance model and disciplined adherence to the fundamental habits of effectiveness. **PM**

# What is the City Council's

**VISION**

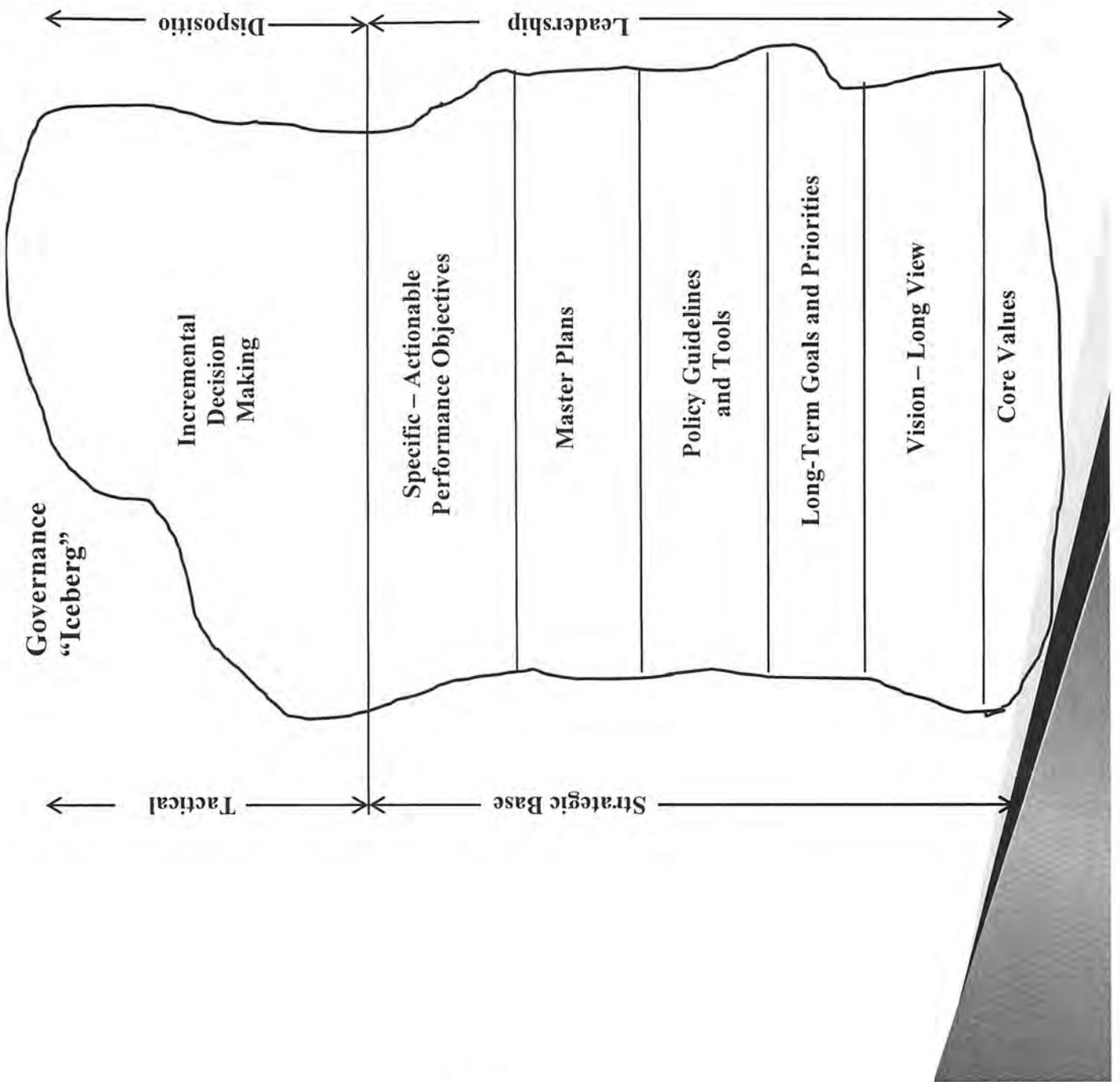
**FOR THE FUTURE OF  
YOUR CITY?**



# The Job of Leadership

- ▶ To understand and explain the times in which we serve.
- ▶ To set forth a vision of where we need to go.
- ▶ To set forth a strategy of how to get there.
- ▶ Then, execute the strategy.
- ▶ Demonstrate integrity and professionalism in all one does and says!





# Basic Structure of a Strategic Leadership Plan

- ❑ Vision Statement - a vision for the future that a community or organization aspires to attain.
- ❑ Strategic Focus Areas which are the really predominant factors contributing to the nature and quality of a community's or organization's future.



162

- **Five-Year Goals** which provide specific leadership direction which will serve as the basis for policy setting, performance management, revenue and resource generation and allocation.

- **Two-Year Performance Objectives** to accomplish goals, address the strategic focus areas, and ultimately achieve the vision.



# Goals and Performance Objectives

- ▶ **Set priorities and direction.**
- ▶ **Focus on WHAT (outcomes/results), not HOW (tasks).**
- ▶ **Drive the budget and resource allocations.**
- ▶ **Provide the basis for work planning & performance evaluation.**
- ▶ **Clarify the respective roles of council and the manager and staff.**



# Elements of the Strategic Leadership Plan (Council's Part)

- Vision Statement
- Strategic Focus Areas
- Five-Year Goals
- Two-Year Performance Objectives





*A vibrant and creative community, where the residents embrace diversity, celebrate arts and culture, promote vitality, and treasure the environment*

# VISION FOR BURIEN

Our Future. Our Choices.

## COMMUNITY



**Genuine**

Burien residents are welcoming, know their neighbors, and work together.

**Engaged**

Burien residents enjoy robust civic and cultural participation.

**Stable**

Burien strives for stability by encouraging provision of basic services for all of its residents.

## DIVERSITY



**Inclusive**

Burien embraces diversity and welcomes all residents.

**Multicultural**

Burien celebrates the many cultures and backgrounds of its residents.

**Multi-centered**

Burien cultivates a thriving array of business and community centers.

## ENVIRONMENT



**Natural**

Burien conserves its natural environment and public waterfronts.

**Green**

Burien treasures parks and open spaces, and welcomes opportunities for more.

**Livable**

Burien makes sustainable land, energy, water, and transportation choices.

## PROSPERITY



**Local**

Burien values local services and supports local businesses.

**Expansive**

Burien encourages businesses in order to expand its economic base.

**Creative**

Burien promotes and supports its rich palette of arts, culture, and heritage.

## EDUCATION & YOUTH



**Teaching**

Burien believes that quality schools are essential to its long-term success.

**Learning**

Burien actively promotes early childhood education and life-long learning.

**Nurturing**

Burien supports its youth with programs to augment its schools.

## HEALTH & SAFETY



**Healthy**

Burien promotes community vitality with health and wellness services for all ages.

**Active**

Burien encourages active living to support physical and mental health.

**Peaceful**

Burien ensures public safety through both crime prevention and law enforcement.

## GOVERNANCE



**Responsive**

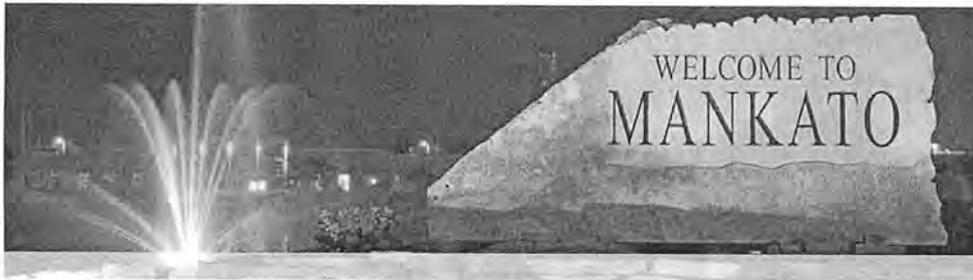
Burien's city government operates in an open & accountable manner.

**Effective**

Burien's city government strives for organizational excellence.

**Collaborative**

Burien fosters partnerships with others in pursuit of common objectives.



## Mankato's Vision and Values

### Vision

Leading the way as a prosperous diverse regional community.

### Values

#### **R**ESPONSIVE

Prompt to respond and serve

#### **E**FFICIENT

Highest performance at greatest economy

#### **G**REATER GOOD

Serve for the good of the community and region

#### **I**NNOVATIVE

Embracing new ideas and methods to improve service delivery

#### **O**PEN

Spirit of accessibility in policy making and operation

#### **N**EIGHBORLY

Concern and compassion for others



*The City of Mankato is a regionally focused municipal organization responsible for delivering essential public services to its citizens and visitors.*

Search

All [Jobs](#)[News Room](#)[Calendar](#)[City 12 TV](#)[Contact Us](#)[HOME](#)[SERVICES](#)[RESIDENTS AND NEIGHBORHOODS](#)[BUSINESS DEVELOPMENT](#)[RECREATION AND CULTURE](#)[PUBLIC SAFETY](#)

MAY WE SUGGEST

# City of Rochester Vision Statement

Rochester will be the best mid-sized city in the U.S. in which to live, raise a family, visit and grow a business. Our city will be renowned for its safe neighborhoods, vibrant economy, educational excellence and customer service.

## Values and Guiding Principles

Our motivated employees take personal responsibility for serving our customers – residents, taxpayers, visitors, and investors. We are guided by the following principles:

### PERSONAL INTEGRITY

We conduct our professional duties with the utmost standards of ethics, transparency, professionalism, and respect for our customers. Every action/decision is justifiable to our citizens. We always conduct ourselves "as if the world were watching."

### ACCOUNTABILITY

We set aggressive goals for customer satisfaction and continuously measure and report publicly on our progress in promptly meeting or exceeding expectations.

### CUSTOMER FOCUS

We deliver the highest quality, cost-efficient and most responsive services possible to our customers. We judge our success on one basis: The extent to which we are the location of choice in our region to live, visit, and conduct business.

### COLLABORATION

We embrace our diverse internal teams and promote external partnerships with governmental, educational, business, nonprofit, neighborhood and faith-based community partners to the benefit of our customers.

### "CAN DO" ATTITUDE

We approach every work day with a sense of urgency and a desire to find innovative solutions to our City's challenges. Our motto is, "Oh yes, we can!"

[Home](#)

The City of Rochester, NY is an [Equal Opportunity Employer](#). | [Fair Housing](#) | [Terms of Use](#) | [Accessibility](#) | [Privacy](#) | [Security](#) | [Contact Us](#) | [Video Tour](#)

[简体中文](#) [English](#) [Français](#) [Deutsch](#) [Italiano](#) [日本語](#) [한국어](#) [Português](#) [Español](#)



Translation by WorldLingo

167

WACONIA CITY COUNCIL  
MEETING AGENDA



MONDAY, OCTOBER 20, 2014  
6:00 P.M.

**VISION STATEMENT**

Waconia is a free-standing growth center that is friendly, self-reliant and well managed.

**MISSION STATEMENT**

We are committed to providing an ideal mix of housing, commerce, health care, recreation, downtown vitality, natural resources, transportation planning, Inter-generational charm and life-long learning.

- MAYOR: JIM NASH*
- COUNCILMEMBER, WARD I: LYNN AYERS*
- COUNCILMEMBER, WARD I: MARC CARRIER*
- COUNCILMEMBER, WARD II: CHARLES ERICKSON*
- COUNCILMEMBER, WARD II: KENT BLOUDEK*

\*\*\*\*\*

**NOTE: AGENDA TIMES ARE APPROXIMATE AND SUBJECT TO CHANGE ACCORDING TO LENGTH OF DISCUSSION.**  
**TO ENSURE THAT YOU ARE PRESENT FOR ITEMS OF INTEREST, PLEASE BE PRESENT AT 6:00 P.M.**

	<u>PAGE NO.</u>
6:00 P.M. 1. CALL MEETING TO ORDER AND ROLL CALL	
2. PLEDGE OF ALLIGIANCE	
3. ADOPT AGENDA	
4. VISITOR'S PRESENTATIONS, PETITIONS, CORRESPONDENCE	
1) Kevin Julie - SRF Consulting will provide update on proposed 2015 CSAH 10 construction project.	
5. ADOPT CONSENT AGENDA	
The items listed on the Consent Agenda are considered routine and non-controversial by the Council and will be approved by one motion. There will be no separate discussion of these items unless a Councilmember, City Staff, or Citizen so requests; in which case, the item will be removed from the Consent Agenda and considered at the end of the Regular Agenda.	
1) Approve October 6, 2014 City Council Meeting Minutes.....	1-3
2) Authorize Payment of October 20, 2014 Expenditures .....	4-8
3) Adopt a Motion Approving Pay Estimate #5 & 6, 2014 Infrastructure Improvement .....	9-21
4) Adopt Resolution No. 2014-219, Accepting Cash Donation Westview Acres.....	22-23
5) Adopt Resolutioin No. 2014-220, Amending 2014 Pay Scale.....	24-25
6) Adopt Resolution No. 2014-221, Approving Appointment of Maintenance Worker.....	26-27
7) Adopt Resolution No. 2014-229, Approving Updated Job Description and Begin Recruiting Process.....	28-33
8) Adopt Resolution No. 2014-218, Authorizing BARR Engineering Services.....	34-38