



**CITY OF INVER GROVE HEIGHTS
COUNCIL CHAMBERS**

CITY COUNCIL SPECIAL MEETING

SEPTEMBER 23, 2019 at 5:00 p.m.

A G E N D A

A. CALL TO ORDER – MAYOR TOURVILLE

1. Strategic Planning Thoughts 2019
2. 2040 Comp Plan Background
3. Council Strategy from 2018
4. Fort Worth Texas Strategic Plan
5. Mankato Strategic Plan through 2023
6. North St. Paul Strategic Plan

B. ADJOURN

**City Council
Special Meeting
September 23rd, 2019
5:00 p.m.**

Purpose: Assessing the future needs of our Community and our preparation and response to them.

What goes into a successful Strategic Planning Process and document?

A successful process should help in these four areas: decision-making, leading, managing and communicating!

Where are you today and where do you want to go in the future?

Vision – Mission- Values- S.W.O.T./S.O.A.R.- Guiding Principles- Action Steps – Communications - Calendar/Schedule

Vision Statement – do not have one now

Here is one we would like Council to consider that is contained within the Comprehensive Plan document:

Inver Grove Heights supports a development pattern that accommodates urban, suburban, and rural lifestyles. Future growth and development will be **forward thinking** yet **reflect the heritage of the community**. The city will have a **quality-built environment** that **respects and protects the natural environment** of open spaces, rolling meadows, wooded areas, clean lake and wetlands. Inver Grove Heights will accommodate the needs of all people by actively pursuing a **variety of housing types**, a **connected and multi-modal transportation system**, a **robust business community** and a range of goods and services. Inver Grove Heights will be a **vital, attractive, safe community with a healthy environment that evokes strong community pride** and supports healthy and prosperous life for those who choose to make Inver Grove Heights home.

Mission:

The Mission of Inver Grove Heights is to provide services and facilities that enhance the quality of life in our vibrant city.

Value(s):

Excellence, Ethics, Engagement

Planning purposes, process and products

S. (Strengths), O. (Opportunities), A. (Aspirations) and R. (Results)
Do we want to go through this exercise?

Guiding Principles as contained within the Comprehensive Plan
Can we build around these?

Balanced Tax Base
Housing Variety
Connected Parks, Trails & Open Spaces
Commercial Centers
Quality & sustainable Infrastructure
Educational Excellence
Attractive & Safe Environment

Roles & Expectations

Action Plan – who is responsible for what?

Communications

Calendar -timetable

Future meetings – this is an ongoing, dynamic process and one that will include the community seeking their feedback and taking that into account as you set the plan for going forward.

October – November – December

Do we want to meet before regular Council meetings? 5 Fridays in November, 5 Mondays in December

What Good, for what Group at what Cost?

People's lives are always changing, so the ways that we can meaningfully engage with them also has to change. One way the 2040 Inver Grove Heights Comprehensive Plan decided to engage the community through this round of comprehensive planning was to try a new online engagement tool called Social Pinpoint. Social Pinpoint is a map-based online engagement tool that allows community members to leave comments on specific areas of the city via a map. Commenters are then able to interact with each other, by upvoting/downvoting other comments, or replying directly into a comment thread. This tool was used in multiple phases of community engagement.

VISION

Vision Statement

Inver Grove Heights is a community well positioned within the Twin Cities metropolitan area: minutes away from MSP International Airport, two major urban centers, and within an hour of Rochester and the world renowned Mayo Clinic. Inver Grove Heights supports a

development pattern that accommodates urban, suburban, and rural lifestyles. Future growth and development will be forward thinking yet reflect the heritage of the community. The city will have a quality built environment that respects and protects its natural environment of open spaces, rolling meadows, wooded areas, clean lakes, and wetlands. Inver Grove Heights will accommodate the needs of all people by actively pursuing a variety of housing types, a connected and multi-modal (drive, bike, walk, bus) transportation system, a robust business community, and a range of goods and services. Inver Grove Heights will be a vital, attractive, safe community with a healthy environment that evokes strong community pride and supports a healthy and prosperous life for those who choose to make Inver Grove Heights their home.

GUIDING PRINCIPLES

The principles that have guided Inver Grove Heights over the last ten years continue to serve as statements of criteria by which community development issues can be assessed. For the Comprehensive Plan update, we continue to embrace these principles which have been reinforced through the public input process.

Together, the guiding principles and the vision serve the following purposes:

- They orient the community to the future, even to a future that is twenty years distant.
- They require imagination, recognizing that the direction that they set today will be the reality of the future.
- They look to current conditions and community traditions for clues to the appropriate future.
- They are based on a shared understanding of what the community desires for itself.
- They require commitment to maintain their integrity and expected outcomes.
- They will be used as tools for evaluation of proposals, projects, ideas and future directions.
- They will be an anchor during conflict, a way of finding common ground and shared values.
- They become a basis for coordination and cooperation.
- They are a source of energy and enthusiasm for maintaining a

sustainability

- Sustainability is a characteristic that is often used to describe how we see our future communities, or a state that can be maintained at a certain level indefinitely. The Brundtland Commission (also known as the World Commission on Environment and Development) coined the term Sustainable Development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs."
- The notion of sustainability is woven throughout all of our plan, beginning with the guiding principles and continuing on through the goals and policies.



Residential Variety



Retain the Rural Character

commitment to the future of Inver Grove Heights.

The guiding principles are an important tool to be used in addressing future issues in Inver Grove Heights. They can be used as a conceptual yardstick in assessing future projects, developments and issues. While the community's plan will continue to evolve over time and modifications will be necessary to accommodate unforeseen circumstances, it is important that the spirit and intent of the guiding principles be upheld. In doing so, they will help to ensure that the steps that Inver Grove Heights has taken in preparing this Comprehensive Plan produce the desired results. The guiding principles include the following:

Guiding Principles

A Well Balanced Tax Base

Inver Grove Heights will preserve its fiscal integrity by maintaining a mix of land uses that result in a balanced tax base. A proper mix of land uses in the community will provide desired economic opportunities, employment, goods and services while helping to maintain manageable tax rates.

Provide Diverse Services

Inver Grove Heights residents seek a community that can meet their social and consumer needs. These needs and interests will be considered in defining a future mix of land uses and public services.

Residential Variety *Housing*

Residential neighborhoods will contain a variety of housing types and levels of affordability. Neighborhood areas will provide a mix of housing that give residents the opportunity to live in Inver Grove Heights as their needs change over time.

Retain the Rural Character

Inver Grove Heights will protect and enhance its open space and natural features as a reflection of the community's rural heritage and existing rural development pattern.

Connected Parks and Open Space

Inver Grove Heights will provide a balanced park system that provides diverse recreational and leisure opportunities to all residents, is interconnected (within the City), and is linked to regional points of interest.

Vibrant Pedestrian Friendly Commercial Centers

Inver Grove Heights will maintain vibrant pedestrian friendly commercial centers. Commercial centers will be accessible for all people, resilient, and

offer an inviting atmosphere to shop, gather, and satisfy basic commercial service needs.

Planned Office and Industrial Areas

Efforts will be made to provide high quality planned office and industrial areas in Inver Grove Heights. Such uses will be sited carefully to protect neighborhoods, preserve natural features, and minimize environmental impacts while creating opportunities for business development and employment within the City.

+ SUSTAINABLE Quality Infrastructure

Inver Grove Heights will maintain a high quality, technologically robust, and efficient infrastructure system. Utility, multi-modal transportation, and service delivery systems will meet both the present and future needs of the community. Development of individual renewable energy generation systems will be encouraged. Public infrastructure expenditures will be made on the basis of long-term costs and benefits rather than solely on initial cost.

Maintain Educational Excellence

Inver Grove Heights has an excellent educational system for both primary and secondary education. Future planning of public and private facilities will keep pace with the technological advances necessary to support educational institutions.

An Attractive and Safe Environment

The community will emphasize an attractive and safe environment that affords residents the opportunity to get to know their neighbors. Sidewalks and trails will connect the city's neighborhoods and commercial centers. Public and private gathering spaces located throughout the community will accommodate formal and informal gatherings, which help support a strong sense of community.

THRIVE MSP 2040 COMMUNITY DESIGNATION

Thrive MSP 2040, the regional long-range plan for the Twin Cities region produced by the Metropolitan Council characterizes Inver Grove Heights in two planning area designations: 1) Suburban Edge and 2) Rural Residential. The Met Council's definition of these areas are as followed:

Suburban Edge: The northern two thirds and a few slivers of land on either



Connected Parks & Open Space



Planned Office & Industrial Areas

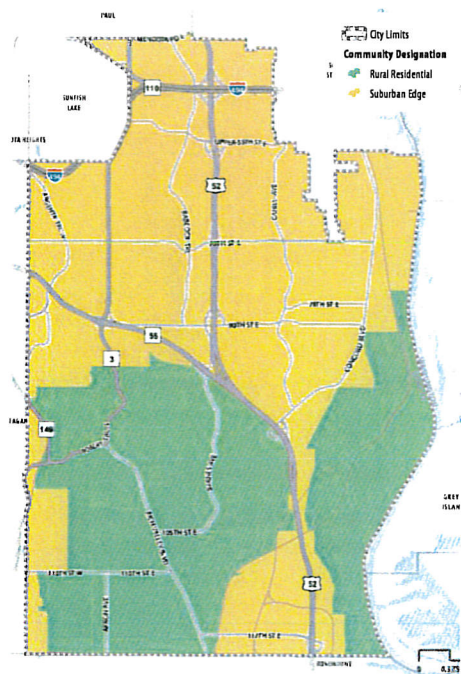


Figure 1-1: Thrive MSP 2040
Community Designation

side of the city are identified with this designation. This category reflects those areas of the community that currently receive municipal sewer and water services and are projected to accommodate future urban growth in the region. Areas across the metropolitan region identified as “suburban edge” include areas that have experienced significant residential growth beginning in the 1990s and continuing to the 2010s. At least 40% of the land in these areas are developed, but significant amounts of land remain for future development. These areas generally no longer contain large-scale agricultural areas.

Thrive MSP 2040 Suburban Edge Policies

The following are examples of the policies Suburban Edge communities similar to Inver Grove Heights are expected to incorporate into their plans:

- Plan for new growth and redevelopment to occur at a density of at least 3-5 dwelling units per acre.
- Conserve natural resources and protect vital natural areas when designing and constructing local infrastructure and planning land use patterns.
- Implement best management practices to control and treat stormwater.
- Plan for a mix of housing, including affordable housing and preserve the existing stock of naturally occurring affordable housing.
- Identify and address community resiliency.
- Remove barriers and identify opportunities to improve pedestrian and bicycle circulation, including access to regional transit services.
- Target opportunities for denser development around regional transit investments
- Preserve and support areas for employment, including sites for highway-, river-, and rail-dependent manufacturing and freight transportation needs.
- Plan for and program local infrastructure needs (roads, sidewalks, sewer, water, and surface water) to meet future growth and redevelopment.

Rural Residential: This area includes the southern 1/3rd or so of Inver Grove Heights. Rural Residential Areas are those areas not intended for future municipal sanitary sewer, and likely not municipal water service either. These areas are mostly characterized by large (1 - 2.5 acre plus) residential lots and estate type development. Rural Residential Areas face challenges in making the transition from rural unsewered development to sewer development. As the Metropolitan Council updates its system plans, the feasibility of providing regional wastewater services, in conjunction with local water supply and transportation system improvements, will continue to be examined. Regional policy directives in Rural Residential areas are focused on protecting and enhancing environmental and natural resources, ensuring sufficient public infrastructure, and discouraging further growth of this type of land use pattern. Rural development at densities greater than 1 unit per ten acres (0.1 units per acre) are not encouraged. The adoption of subsurface sewage treatment system (SSTS) management ordinances is necessary.

POPULATION, HOUSEHOLDS AND EMPLOYMENT

Introduction

Demographic data is an important component to understanding the make-up of a community. More importantly, it also identifies existing and future trends occurring in the community. The 2010 U.S. Census and 2011-2015 U.S. Census American Community Survey 5-year estimates provide us with a foundation to understanding the demographic make-up of Inver Grove Heights. Additional information on the community's demographics may be found through other sources such as the School District or State Demographer.

Growth Projections

This section focuses on a set of market observations and projections that are intended to help quantify various components of future growth in Inver Grove Heights. A part of the foundation for the Comprehensive Plan update has been the population, housing and employment forecasts generated by key regional and state agencies including the Minnesota Demographer, the Metropolitan Council, the Minnesota Department of Employment and Economic Development and Dakota County. All of these agencies use varying methods to project how much growth is going to occur in the region, and how much of that growth will be absorbed within the City of Inver Grove Heights. In each case, methodologies take into consideration a number of factors including Inver Grove Heights' current plans for growth and available land supply, but at a very general level.

Table 1-1 represents the City of Inver Grove Heights projections based on our Comprehensive Plan update. The projections were developed by understanding existing land use and development capacity on a parcel by parcel basis and developing a set of assumptions regarding development density, population and employment ratios by land use type, phasing of infrastructure improvements and property ownership patterns. All of these assumptions were developed based on sound planning principles and an understanding of recent market trends. The projections in this plan do not match exactly with any of the agency projections referenced above; however, the projections do generally fall within an acceptable range of deviation. This plan update recognizes that achieving these projections will be a product of a number of factors that are beyond the control of

Inver Grove Heights. It is conceivable that development could greatly exceed our expectations, particularly in the employment estimates. It is also conceivable that the economy has a slower recovery and we fall short of our projections. In either case, it should be understood that these projections will serve as a basis for planning to the year 2040, while our land use plan will look at what the community might become upon being fully built out. As mentioned early on in this document, Comprehensive Plans are dynamic documents, and as we learn more, we need to carefully monitor demographic trends to ensure our community remains sustainable.

Additional analysis and support of the projections will be presented throughout the remainder of the Comprehensive Plan. These projections provide a key foundation element for land use, park and recreation, roadway and infrastructure system planning.

Table 1-1. Population, Household, Employment Forecasts

Comprehensive Plan Est.	2010 (actual)	2016 (est.)	2020	2030	2040	Change from 2014 to 2040
Population	33,880	34,999	37,300	42,000	46,700	11,869
Households	13,476	14,037	15,400	17,600	19,800	5,977
Jobs	9,442	10,500*	11,400	12,400	14,000	3,653

Source: Metropolitan Council

* HKGi estimate



Planning For Growth

Population

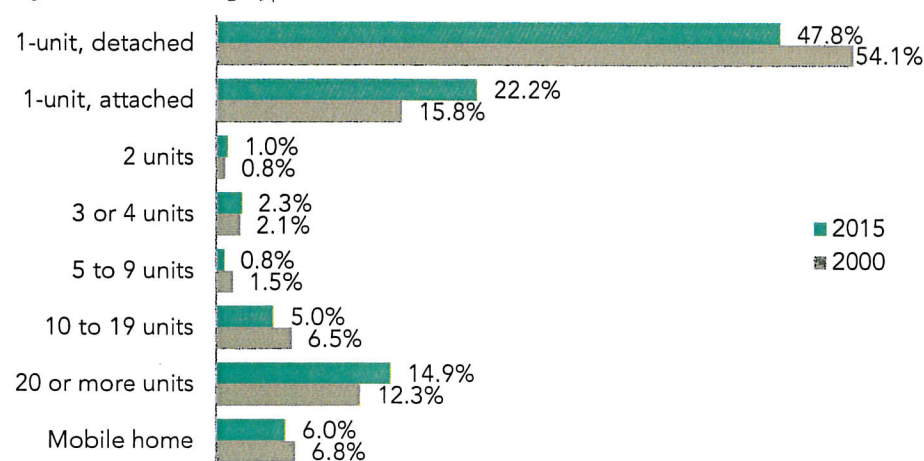
Inver Grove Heights has continually seen growth in population over the years, though the rate of growth has slowed. The City gained slightly more than 5,300 persons during the 1980's, a growth rate of nearly 31%. Growth continued between 1990 and 2000 adding approximately 7,285 people, which accounted for a growth rate of 32% and saw the population in 2000 approaching 30,000. Between 2000 and 2010 Inver Grove Heights gained 4,129 persons, a growth rate of 13.9% for the decade.

It is anticipated that for the next 20 years, Inver Grove Heights will continue to see moderate growth in population as a result of growth in the Northwest Area, continued infill on undeveloped lands, and through some redevelopment opportunities.

Housing

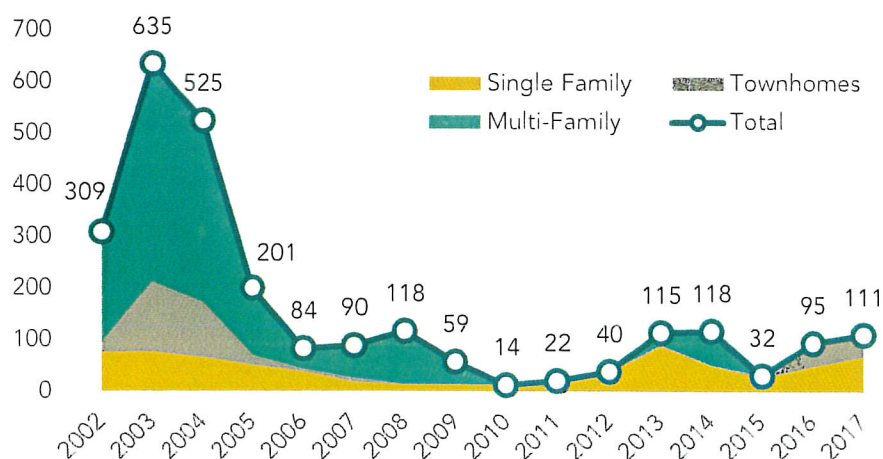
The housing market has seen some changes since the last round of updates in 2008. Single family homes remain the dominate housing type by far, but Inver Grove Heights has seen a greater mix of housing types within the past 15 years. As seen in Figure 1-2 the overall share of 1-unit, detached homes (traditional single family homes) has decreased between 2000 and 2015. The share of 1-unit, attached housing types (townhomes) has increased the most in the 15 years observed. The share of multi-family buildings of 20 or more units has increased as well.

Figure 1-2: Housing Types



Source: 2011-2015 ACS, 2000 Census

Figure 1-3: New Housing Units



Source: City of Inver Grove Heights

Before the recession, Inver Grove Heights saw a significant increase in new housing units. As highlighted in Figure 1-3, between 2002 and 2007 the City reported 1,754 new residential units, an average of 351 units added each year. Between 2007 and 2012 the City reported only 303



Inver Grove Heights Housing (1)



Inver Grove Heights Housing (2)

new residential units, an average of 61 units added each year. In the 6 year period after, 511 residential units were added, an average of 85 units added each year. No new multi-family units have been constructed since 2014.

An additional 5,977 units are projected to be constructed between the year 2014 and 2040, an average of roughly 230 units per year. Regardless of the current market conditions, the Comprehensive Plan will continue to follow these forecasts and plan for them accordingly throughout the Comprehensive Plan.

A study was completed for Dakota County in September of 2013 titled "Comprehensive Housing Needs Assessment for Dakota County." This study builds off of the regional forecasts and provides recommendations on the amounts and types of housing needed to meet housing demand over the next 15 years. The study has identified Inver Grove Heights as a "Developed Community," along with Eagan, Burnsville, Mendota Heights, Lilydale, West St. Paul, South Saint Paul and Sunfish Lake. Inver Grove Heights is expected to absorb the bulk of new single-family homes constructed in these "developed communities" between 2010 and 2030 largely as a result of the available vacant land in the Northwest Area.

Additional information on the housing can be found under the Housing Chapter.

Employment

Table 1-2 presents employment growth trends among Inver Grove Heights and Dakota County from 2000 to 2040 as prepared by Maxfield Research on behalf of Inver Grove Heights. The table demonstrates that job growth in Inver Grove Heights has been relatively strong in comparison to Dakota County and the rest of the Twin Cities Metro Area. Additional job growth is anticipated to continue based on the available land supply in the Northwest Area and the major transportation corridors available to Inver Grove Heights. Solid job growth is expected throughout the Market Area between 2010 and 2040. The PMA is projected to experience a 28.7% gain during the time period (+29,100 jobs). Within the PMA, Inver Grove Heights is expected to add 4,558 jobs (+48.3). The pace of job growth is projected to slow after 2020, as the region is expected to experience a surge in retirements and potential labor force shortages.

Table 1-2. Employment Growth Trends and Projections

	Estimates					Change			
				Forecast	Forecast	2000-2010		2016-2040	
	2000	2010	2016	2030	2040	No.	Pct.	No.	Pct.
Population									
Primary Market Area	107,873	101,510	111,410	120,910	130,610	-6,363	-5.9%	29,100	26.1%
Inver Grove Heights	8,168	9,442	11,400	12,400	14,000	1,274	15.6%	4,558	40.0%
Remainder of PMA	99,705	92,068	100,010	108,510	116,610	-7,637	-7.7%	24,542	24.5%
Dakota County	211,589	170,192	203,130	219,660	236,300	-41,397	-19.6%	66,108	32.5%
Twin Cities Metro Area*	1,607,917	1,543,872	1,791,080	1,913,050	2,032,660	-64,045	-4.0%	488,788	27.3%
*Includes the 7-County Area (Anoka, Carver, Dakota, Hennepin, Ramsey, Scott, and Washington Counties)									
Sources: US Census Bureau; ESRI; Metropolitan Council; Maxfield Research & Consulting, LLC									

There is a growing trend toward flextime, home-based businesses, and telecommuting. As more and more workers utilize their residences as part-time offices, there will be less of a demand for traditional office space. The average amount of office space per worker will continue to decline over the long-term as we become more efficient with our space.

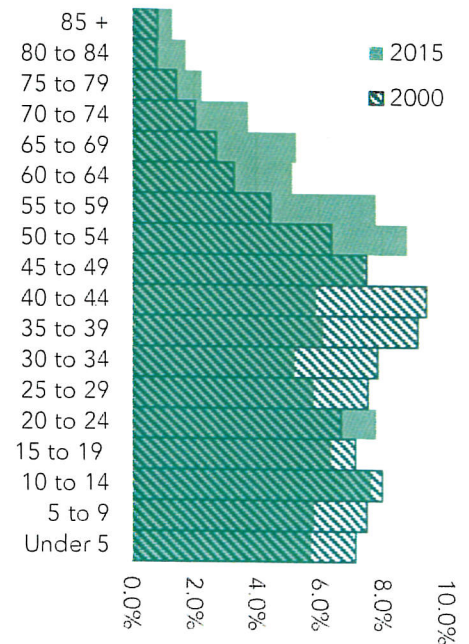
Based on the retail leakage data compiled by Maxfield Research, it appears that Inver Grove Heights could attract stores in a variety of retail categories. However, the most likely uses to be drawn to the area would be neighborhood and convenience-oriented goods and services where there is significant leakage such as full-service and limited-service restaurants, health and personal care stores, as well as specialty retailers (i.e. florists, gift stores, pet supplies, and home furnishings).

Age Distribution

In most cases communities are dealing with an aging population as a result of the "baby boom" generation. As highlighted in Figure 1-4, there has been a significant shift in Inver Grove Heights' age distribution between 2000 and 2015. All age cohorts above 50 years old saw a growth in their share of the overall age distribution. Nearly all age cohorts below 50 years old saw a decline in their share of the overall age distribution in Inver Grove Heights. In 2000, 22% of Inver Grove Heights' population was 50 years or older. In 2015, 36% of Inver Grove Heights' population was 50 years or older. The median age of the population was 39.2 in 2015, compared to 33.8 years old in 2000.

The distribution of age groups can tell a lot about a community. They can provide a better understanding for anticipated housing needs, social services, school enrollment and other public amenities. The current make-up of Inver Grove Heights indicates that there is a fair distribution of age groups. This is not surprising considering the fact that Inver Grove

Figure 1-4: Age Distribution



Source : 2011-2015 ACS, 2000 Census



Planning For All Ages

Heights is still a developing community.

While Inver Grove Heights is committed to meeting the needs of the aging population, the City is also cognizant of the need to remain attractive to the Millennial and younger generations. Interestingly, living environments attractive to the well elderly portion of the population are also attractive to Millennials. Both segments of the age spectrum value mixed-use, walkable areas close to shopping, parks, and entertainment.

School Enrollment

One of the most reliable sources for up to date demographic data is provided through school enrollment information. Enrollment in the Inver Grove Heights Community Schools (a district entirely within Inver Grove Heights) has seen a decline over the last 5 years and is projected to continue to see declining numbers. The declining enrollment projections are partially a factor of an aging population within the portion of Inver Grove Heights covered by the district combined with little new housing offering opportunities to free up existing single family homes for young

Table 1-3. School Enrollment

Year	Actual Enrollment	Year	Projected Enrollment
2012-2013	3,704	2017-2018	3,588
2013-2014	3,778	2018-2019	3,554
2014-2015	3,777	2019-2020	3,523
2015-2016	3,753	2020-2021	3,493
2016-2017	3,556	2021-2022	3,461

Source: Inver Grove Heights Community Schools.

families to move into.

The Rosemount/Apple Valley/Eagan district draws from a larger area with a significant amount of new growth opportunities and housing opportunities that generally favor younger families with children. This growth and land use pattern generally makes the Rosemount/Apple Valley/Eagan district a more favorable district to invest in new housing opportunities, a sentiment echoed by many builders and Realtors working in the Inver Grove Heights area.

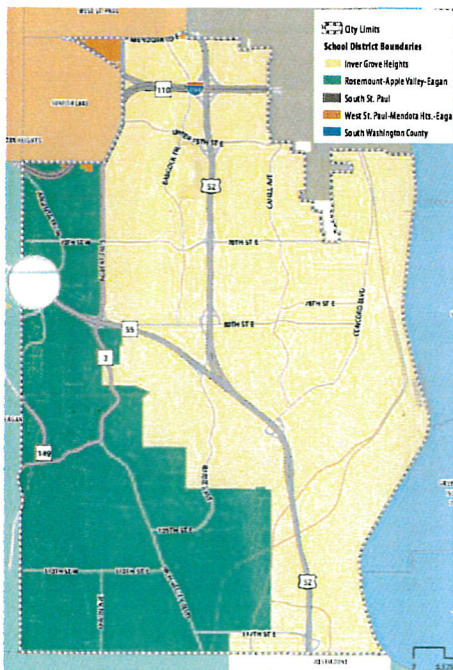
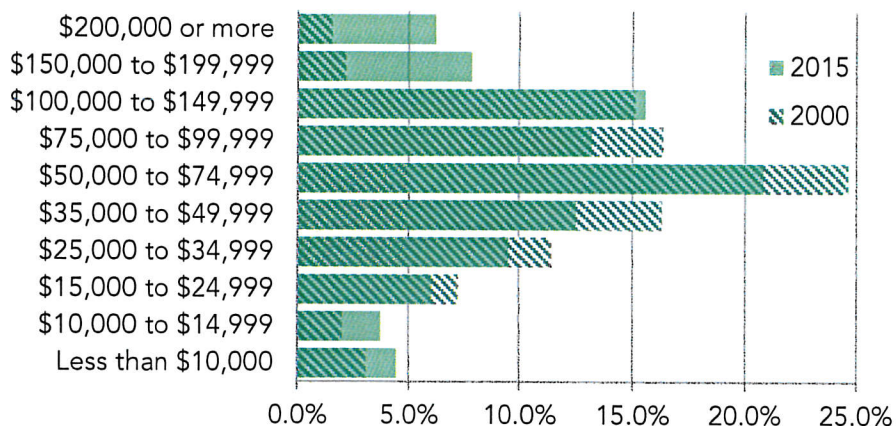


Figure 1-5: School Districts

Household Income

Median household income rather than average household income is a better reflection of the majority of households, because average household incomes can be skewed upward by a few, very high-income households.

Figure 1-6: Household Income



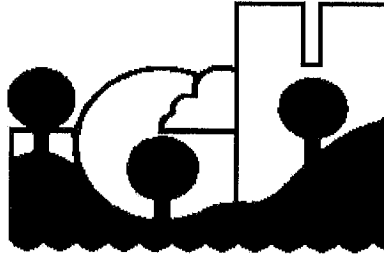
Source : 2011-2015 ACS, 2000 Census

The median household income in Inver Grove Heights in 2000 was \$59,090 (\$81,332 in 2015 dollars). In 2015 the median household income dropped to \$65,108. The change in household income is highlighted in Figure 1-6. Although the median household income dropped, significant growth can be seen in the upper income brackets. Growth can also be seen in the lowest income brackets. This income data suggests a trend of a shrinking middle class within Inver Grove Heights. The more affluent population is getting more affluent, while the less affluent population is getting less affluent. As seen in Table 1-4, the median household income in Inver Grove Heights is lower than the Twin Cities Metropolitan Area and Dakota County.

Table 1-4. Median Income

	Inver Grove Heights	Dakota County	Twin Cities SMSA
Median Household	\$65,108	\$75,567	\$68,778
Median Family	\$68,629	\$71,062	\$85,636
Per Capita	\$35,049	\$36,171	\$35,069

Source: 2011-2015 ACS



CITY OF INVER GROVE HEIGHTS

A G E N D A

CITY COUNCIL SPECIAL MEETING

MARCH 10, 2018 8:00 AM

**INVER GROVE HEIGHTS CITY HALL
MAYOR'S CONFERENCE ROOM**

I. CALL TO ORDER – MAYOR TOURVILLE

A. STRATEGIC PLANNING (8:00AM-11:00AM)

- I. 2017 REVIEW**
- II. ITEM UPDATES**
- III. 2018-2028 TIMFRAM**
- IV. PP PRESENTATIONS**

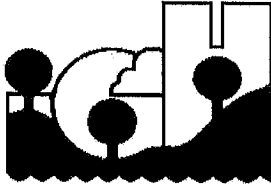
1. FOCUS AREAS

- 1. SUSTAINABILITY ENVIRONMENTAL & ORGANIZATION**
- 2. NWA DEVELOPMENT**
- 3. INFRASTRUCTURE & FINANCING**
- 4. OPERATION DEPARTMENTS AND STAFFING**
- 5. ECONOMIC DEVELOPMENT & REDEVELOPMENT**

B. CITY ADMINISTRATOR'S REVIEW (11:00AM-12:00PM)

- I. 2017 MINUTES**
- II. 2017 MEMO**
- III. UPDATES**
- IV. CLASSIFICATION & COMPENSATION**

II. ADJOURN



CITY OF INVER GROVE HEIGHTS

MEMORANDUM

TO: Mayor & City Council

FROM: Joe Lynch, City Administrator

SUBJECT: 2018 – 2028 Strategic Planning Meeting

DATE: March 5, 2018

Encl: 2017 Strategic Planning Memo
Minutes Feb. 25, 2017 Meeting
Minutes 2017 City Administrator Performance Review
March 9, 2017 Confidential memo from City Administrator
Agenda April 17, 2017 Department Head Strategic Planning Mtg.
Minutes April 17, 2017 D.H. Meeting
2017 36 month Strategic Issues information from each Dept.
Friday E-news Update on Strategic Issues 5/26/17
Individual Agenda Memo's for discussion on priority items

Background:

There is a lot of information contained in the packet for the discussion this year on the upcoming Strategic Issues for the City. I would like us to take a longer picture view of these topics this year. The goal is to examine the city for the next ten (10) years to determine our strategies, align our decisions and work the "plan". I know former Council Member Madden was fond of saying it's like the "Ten Year Communist Plan", but I beg to differ. I think this kind of strategy can set Council and staff up for dealing with the most important issues in the city, establishing budgets and expenditures that align with that strategy, provide policy direction and help us to keep from straying into always dealing with the "fire" issues in front of you. The "fire" issues will always be there and will need some attention, but I am hoping we can keep our gaze fixed upon these issues as those needing our attention all of the time to be sure we can be sustainable and viable as an organization, a community and be attractive to residents and businesses for those ten years to come!

I have provided the 2017 information as a way for you to review what was discussed previously, what was reviewed and when and what progress was made with each item. The unfortunate part of that exercise is the items were such short-term ones that we are now in need of identifying others and I would like us to stretch that timeframe out for ten (10) years.

The Department Heads met in February for a full afternoon of identification and discussion of items we felt were of great importance from an operations standpoint. Those included Sustainability- both from an environmental program standpoint with the Green Steps Cities Program and commitment to dealing with items such as mandated organics waste collection through our local haulers to examination and evaluation of the makeup of our vehicle fleet and possible alternative fuel vehicles to help us in our sustainability efforts.

I believe our top issues are:

Financial Sustainability

The information contained within the Department Head Presentation focuses on the impact of some of our decisions thus far and those that continue, such as the reliance on subsidies to the General Fund from the Host Community Fund and Closed Bond Fund and what would happen if, in a single year, Council decided to eliminate them. You can also see what would happen with the debt for the issuance of bonds for the Fire Station and the Public Works building.

Economic Development/Re-Development

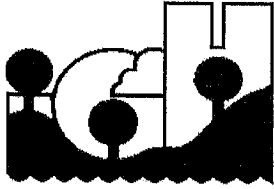
We will have an opportunity with the announcement of the retirement of the community Development Director to change directions in terms of leadership and emphasis of work from that positions. It would still lead the Department but would do so with an eye toward control over our destiny with development including our approach to business with financial tools.

NorthWest Area financing and planning

An ongoing point of emphasis as the market shifts to multi-family housing and the apparent conflict in some areas. We need to get on with the Small Area Studies discussed earlier and determine how best to approach both the Arbore Point and Argenta Hills areas.

Infrastructure financing

This includes such things as roads, sewer, water and most importantly storm water, but needs to take into account the replacement of major facilities such as the existing Fire Stations, City Hall and the VMCC. We have not been putting any money aside for major renovation or replacement and, as you know, we have a laundry list of repairs that are substantial and will increase the need for some other revenue source.



CITY OF INVER GROVE HEIGHTS

MEMORANDUM

TO: Mayor & City Council

FROM: Joe Lynch, City Administrator

SUBJECT: Strategic Planning

DATE: February 21, 2017

The first part of the meeting will be to review, discuss and establish the Strategic Plan for the City for the next 36 months. As a part of that, I have included the 2015 Strategic Planning Session because we did not have one in 2016. In it, you can see that we met with the Department Heads on one day, March 26 to identify and hear from the Departments what they considered to be their biggest challenges facing them over the next 18-24 months. On Saturday, March 27th we met to follow up on those presentations and decide upon the priorities and projects for the City.

The second part of our meeting on Saturday, February 25th will be a review of the City Administrator Performance. Enclosed within is a copy of the 2016 Performance Review information from the meeting with the City Administrator.

I have included two other pieces of information for you to review and keep in mind as we have these conversations for 2017 and beyond. The first is the Values established by the City back in 2013. These are: Excellence, Ethics and Engagement. Along with those values, the Council added the paradigm box for all issues that might come before the city, but in particular those that faced the city at that time and the intention was to use it to do the same with the issues that come before us as we review what to do over the course of the next three years.

- The City strives to remain fiscally stable
- The City strives to improve or stabilize our operations
- The City strives to improve or stabilize customer service
- The City is mindful of the regulatory environment in which we operate

The Mission Statement of the City:

The Mission of the City of Inver Grove Heights is to provide services and facilities that enhance the quality of life in our vibrant community.

This was decided upon by the City Council in office in 2013 and should be used to frame the Strategic Planning issues as well.

Here are just a few of the items we should discuss as a part of determining a long range strategy for the city:

Pavement Management Plan

NorthWest Area Infrastructure financing

Dakota County Cooperative Road projects – Argenta, 80th Street Roundabout, 70th Street Roundabout, Concord/Cahill

Parks & Playgrounds funding

VMCC Capital funding – related items i.e. parking lot replacement (same for Golf Course) East/West Rink funding

Facilities financing – not only new, but replacement

Trails, Sidewalks and paths – part of PMP, but not funded

Operations

Police Department – Body Cameras

Fire Department – Fire Station/service delivery

Community Development – Economic Development

Administration/Finance – Finance Director

Public Works – PW Building

Utilities – structure repairs/maintenance- Elevated tanks and reservoir

Policy

Comprehensive Plan

Classification/Compensation Plan

Sales Tax/Franchise Fee- alternative Revenue sources

Economic Development – EDA, PP, position, policies-financial assistance

Remote access/alternative scheduling

Communications

Facility Management

City Council Meeting
February 25th, 2017

Present: Mayor George Tourville; City Council; Piekarski-Krech, Hark, Bartholomew, Perry; City Administrator Lynch

The Meeting was called to Order at 9:01 a.m.

The purpose of the meeting was twofold; 1) review, discuss and identify strategic issues for the City in 2017 and beyond and 2) review the Performance of the City Administrator for 2016 and identify goals for 2017.

The Council discussed many items and asked for follow up information on the following:

- East-West Transit Study Update information
- Solar Panel savings expected and positive cash flow returns to City
- Schedule of new website project and milestone dates for review, information, appearance and go-live date

The Council discussed the following and identified them as strategic issues for the city although they did not establish a prioritization for them.

- Review the Parks Capital Improvement and determination of separation into three categories: 1) New, 2) Maintenance/replacement and 3) Re-Purpose – this will be brought forward at the **June Council Work Session**
- Review of Community Policing Service by the Interim Chief - this will be arranged as soon as possible
- Review and update of the Sales Tax and Franchise Fee revenue generated and impact to properties – this will be brought forward at the **June Council Work Session**
- Pavement Management Standards, funding and possibility of hybrid rating to deal with the costs and timing of projects – this will be brought forward at the **May Council Work Session**
- Fire Station property acquisition, schedule and cost estimate refinement – this will be brought forward at the **April Council Work Session**
- Police Chief hiring process including schedule, job description review/revision, Position Characteristics and group/individual engagement – this will be brought forward at the **March 27th Council Meeting**
- Customer Service Policy development and education and training for established employees and on-boarding process for new employees – this will be brought forward at the **May Council meetings**
- Facilities Management – Council would like to see an option exploring the costs for contracting for this service with an individual or company and possibly be brought into the 2018 budget.

Council further discussed meeting with the Department Heads at a meeting in April when they would be able to present their challenges and discuss priorities for their Departments. That date, time and location will be scheduled as soon as the Administrator can get dates available from both groups.

Piekarski-Krech moved, seconded by Perry to Adjourn the meeting at 12:58 p.m.

DRAFT

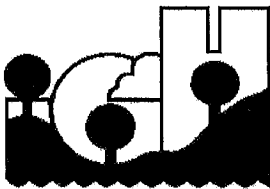
City Council Meeting
Inver Grove Heights
February 25, 2017

The meeting was called to order at 12:40 p.m.

Present: Mayor; George Tourville; City Council; Piekarski-Krech, Bartholomew, Hark, Perry and City Administrator Joe Lynch

The Council met to review the performance of the City Administrator at their Closed Executive Session. The result of that review is the City Council finds the performance of the City Administrator meets their expectations. They did specify that they expect the City Administrator to utilize his experience and expertise during the course of public discussions and policy considerations to intervene and interject his opinion on a regular basis to assist them in making the best possible public policy decision. Their expectation is that all necessary and subject appropriate information be available to Council for their review as a part of the consideration and that all material be reviewed for accurate content and facts.

Council Member Piekarski-Krech moved to adjourn the meeting at 1:00 p.m. Council Member Perry seconded. Ayes: all



CITY OF INVER GROVE HEIGHTS

MEMORANDUM

TO: Mayor & City Council

FROM: Joe Lynch, City Administrator

SUBJECT: Performance Review Summary

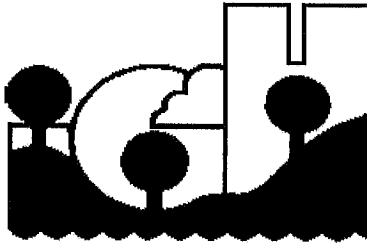
DATE: March 9, 2017

CONFIDENTIAL

Background:

On February 25th, 2017 the City Council met in Executive Session with the City Administrator to review the performance for 2016. At that time the Council identified the following as items for the Administrator to work on for 2017 and beyond:

- ❖ Provide strong recommendations at public meetings to assist the City Council and staff resolve issues or challenges, particularly at road improvement hearings/meetings, when alternative considerations or solutions can be provided
- ❖ Respond in a proactive, positive manner to information that is posted on any social media sites with inaccurate or patently false data and to provide correct, accurate and timely information.
- ❖ Provide Council with complete historical information on issues before them to ensure the same starting position for discussion and decisions about the topic. I.e., Fire Station
- ❖ Utilize his experience and expertise situationally. Persuade and negotiate positive resolution with staff, customers and residents
- ❖ Emphasize the importance of accurate information to the City Clerk and all other staff when presenting to the Council and public.



CITY OF INVER GROVE HEIGHTS

A G E N D A

CITY COUNCIL WORK SESSION

APRIL 17, 2017 6:00 PM

INVER GROVE HEIGHTS CITY HALL
COUNCIL CHAMBERS

A. CALL TO ORDER – MAYOR TOURVILLE

1. POLICE DEPARTMENT
2. FIRE DEPARTMENT
3. COMMUNITY DEVELOPMENT
4. PUBLIC WORKS DEPARTMENT
5. PARKS & RECREATION DEPARTMENT
6. ADMINISTRATION DEPARTMENT
7. FINANCE DEPARTMENT

B. ADJOURN

ALL DEPT HEAD INFO ENCLOSED.

DEPT. HEAD STRATEGY MTG.

INVER GROVE HEIGHTS CITY COUNCIL WORK SESSION MONDAY APRIL 17, 2017, 6:00 PM – 8150 BARBARA AVENUE

A. **CALL TO ORDER/ROLL CALL:** The City Council of Inver Grove Heights met in work session on Monday, April 17, 2017, in the Inver Grove Heights Police Meeting Room. Mayor George Tourville called the meeting to order at 6:17 p.m. Present were: Mayor Tourville, Councilmembers Bartholomew, Hark, Perry, and Piekarski-Krech. Staff; City Administrator Joe Lynch, Interim Police Chief Sean Folmer, Fire Chief Judy Thill, Community Development Director Tom Link, Finance Director Kristi Smith, Public Works Director Scott Thureen, Parks and Recreation Director Eric Carlson, City Clerk Michelle Tesser, and Human Resource Manager Janet Shefchik.

J. Lynch, City Administrator explained the reason for the meeting was for department heads to present a 36-month overview of their top three challenges and priorities to the city council.

1. **Police Department**

S. Fulmer, Interim Police Chief stated the Police Department's top three priorities are:

1. Staffing – moving forward with the police chief process. If a candidate is hired from the outside there will be an adjustment and learning curve. If the candidate is hired internally there will be backfilling and the replacement of other supervisory positions. Two new officers have been hired. Police calls are on the rise. For the 1st quarter of 2016 there were 4,827 calls and for the 1st quarter of 2017 there were 8,030 calls. Because of the increase in calls support staff will need to be increased for reports and for requests for squad camera videos.

Councilmember Hark asked if there was a reason for the increase in the number of calls. S. Fulmer replied that the calls are up because of State MARC reports – which deals with allegation of elder abuse. If reported the state sends these reports to us and these calls need to be investigated and a report written. Right now, we will probably average 27,000 in 2017 with 24 patrol officers. As the calls go up more patrol officers will need to be hired. Councilmember Piekarski-Krech asked for data on the type of calls. Mayor Tourville asked that quarterly reports be created for the police and fire calls for Councilmembers to review.

2. Body Cameras – Policies are being shaped for the use of body cameras. The Police Department is waiting for a Police Chief to be hired and final policies from the state before purchasing body cameras. When they are purchased, there will be costs for the cameras, storage (server or cloud), and support staff to handle data requests created by the cameras. Estimates could be prepared for the purchase of body cameras such as how many are needed and storage options.

3. Diversification of workforce - Options are being looked at to diversify the workforce and attract candidates such as going out to college fairs and starting a cadet program. Hastings is starting a new program to diversify their workforce that if it works we could look at and /or join their program for diversifying the workforce.

The community policing and CIT training has been a success and there has been positive feedback from residents about the community policing. Councilmember Hark said that residents need to be aware of these successes.

J. Lynch, City Administrator reported that Monday the parameters and plan for the Police Chief process will be worked on.

2. Fire Department

J. Thill, Fire Chief stated the Fire Department's top priorities are:

1. Staffing -

a. There is always a concern for retaining and recruiting paid-on-call firefighters. The past five or six years we lost five firefighters each year. In 2017, we already lost four firefighters. To hire a firefighter there is the interview process, psychological test, and a short aptitude test. It does take about two years to get someone to the level of firefighter through training. Fire calls continue to rise.

b. The pension program is an important retention tool to retain firefighters. The Relief Association benefits were discussed and the city's contribution. A plan is being worked on for the city's contributions to the Relief Association.

c. Duty Crew is working well, firefighters like it and is helping to retain firefighters.

d. A Fire Inspector is needed to inspect existing buildings. Only new building or ones with complaints are being inspected. The Fire Marshal is eligible to retire at any time. Once he leaves, over 30 years of knowledge walks away. It would be nice to have some work with the Fire Marshal to learn past practices and procedures. They can also help train the firefighters.

2. Facilities – has been talked about in the past. The two stations need to be looked at for long-term use and maintenance. There is not a lot of maintenance needed except station 3 needs a new roof. Talks need to be started about partnering with other departments for joint training facilities and purchases.

3. Equipment/ Vehicles – the SCBA (Self Contained Breathing Apparatus) will be at the end of their life in two years. We have gone further in the grant process recently then we have in the past. A grant was applied for in the amount of \$349,000.00. The grant would be for \$314,000.00 and the city's portion would be \$34,900.00. About another \$70,000 would be needed to purchase the SCBA. Additional firefighter gear needs to be purchased. Right now, the gear is being repaired and we don't have any spare gear for when the gear is washed (after all fires) and the gear needs to be air dried for 48 hours. There is money in the Equipment Fund to purchase a brush truck and staff squad for station 2. Extra money that is not budgeted will be needed for the purchases. A new rescue truck needs to be purchased and about one-third to half of the funds are in the Central Equipment Fund to pay for the rescue truck.

3. Community Development

T. Link, Community Development Director gave an overview on:

1. Northwest area – There are development applications that are coming in that are more complicated than in the past because there are now existing developments. The land use will be addressed through the comprehensive plan. The residential density is a Met Council requirement. The more density the more support for commercial activity. Utility financing will be based on the number of units that will go in.

A consideration is residential versus commercial citywide. How commercial do we need? Retail is not as vibrant as it used to be. The city has been strong on housing diversity. Site restrictions are an issue in the city. The market changes every five years. 15 years ago, there

was a recession, 10 years ago it was single family homes that were popular, and now it is townhomes. Townhome builders have been at the legislature asking for liability relief. Townhomes are on hook for 10 years for any problems that may develop. It is an increased problem for townhome associations. The list could get long the last years of the 10 years. The 494 interchange is the biggest planning issue left in the northwest area. It will a long process.

2. Economic Development – There has been quite a bit of discussion on this topic. We are continuing to acquire property along Concord for redevelopment in the next year or two. The small area study is being done for the Arbor Point area. I will be attending a CDA Board Meeting tomorrow they are considering awarding their grants. A \$15,000 grant should be awarded for the small area study. Another small study area to consider is the 494/Argenta Trail area. There should be a transition from Progress Plus (the contract was cut back) with in-house staff, Economic Specialist, where there would be more control for communication with the business community, response to inquiries, marketing, and financial assistance. There are different organizations we would partner with to help with economic development. It helps to sit down with developers to discuss trends and what the city wants.

3. Waste Industries – Pine Bend Landfill/Republic will be making application in the next few months to expand their landfill. The Council heard a presentation from SKB/Enerkam which is a new industry. Both are complicated proposals for financial, land use, and environmental reasons. We do have the experience and policies for these applications. The host community fund is used for different uses. The Environmental Planning position was in the budget last year which has not been filled because we have not finalized a host community agreement. One of their responsibilities would be recycling requirements that is required by the state.

4. Public Works Department

S. Thureen, Public Works Director handed out information for his presentation and reported:

1. Pavement Management – the current street system includes 300 lane miles (one mile of two lanes) of paved streets. When the city is built out there would be 360-375 lane miles total. The expected life of pavement that does not receive regular maintenance is 25 years. 105 lane miles are in poor condition. We bought equipment (tailgate paver) for broad area patching of potholes and it was used in short rural areas. It was first used in 2013 and we started out with 1" of bituminous and bumped it up to 2" which seems to be working better (is almost an overlay). We can cover a bigger area quickly and safely. Should properties be assessed where the broad area patching is being done? It is buying us some time on street maintenance but it will take time to see if the results last. There will be continued discussions on how to provide the necessary street maintenance and the funding alternatives. In the budget, there is \$700,000 in the General Fund, \$500,000 in the Host Community Fund and \$400,000 if it is a State Aid street. The assessment policy is 35% (about \$3,500) which we are struggling to get from residents.

2. Storm Water Management – There is no program in place for all storm water inspections. Our MS4 permit requirement is good for five years and will need to be done in 2018. There are approximately 190 storm water treatment ponds that will need to be inspected to determine the level of sediment. If ponds are found with sediment that needs to be removed that will need to be dealt with. There are three levels of sediment containments 1) at the lowest level - you can do what you want with the sediment 2) the middle level - you need to cap the sediment 3) the highest level - you need to treat the sediment has hazardous waste. The hazardous waste treatment was done a couple of years ago. There are also two major storm sewer outfalls to the Mississippi River that need reconstruction. Dedicated staff is needed for storm water system

maintenance and catch basin repairs. The utility fee schedule generates about one-half of what we currently spend on storm water maintenance each year and is about one-quarter of what should be spent to properly maintain the system. Storm water inspections only happen in conjunction with new construction. The Streets Fund and General Fund does pay for a portion for storm water work that is done by Public Works. The Storm Water Utility Fees will need to be increased because the fee has not changed since it was started in 2012.

3. Facilities – A maintenance facility space needs was done in 2015. The Public Works Maintenance Facility has 63,000 square feet and 120,000 square feet is needed. The space is needed to house additional employees and equipment and ADA compliance. There are 3 steps to adding onto the maintenance facility – A) is \$6.3 million B) 1.7 million and c) \$.4 million. The next step is the design study and is in the CIP for 2017 for \$225,000. This topic will be coming back to council.

4. NWA Development - the design process is challenging for storm water planning, design and construction inspections. Construction of a collector street system will also be a challenge. The assessment policy will need to be looked at to include assessing streets. Expansion of 70th Street, Argenta Trail, and 80th Street will present a challenge to determine how to fund the City's 45% share of the cost for the county project. Maintenance staff will need to be added at some time when this area develops.

5. Workforce – A succession plan for the Utilities Division was done a few years ago and working well. A succession plan for the rest of the divisions in Public Works and Public Works Admin. will need to be developed.

4. Parks and Recreation Department

E. Carlson, Parks and Recreation Director – discussed the Parks and Recreation Department. The Parks Commission is looking at putting in new play equipment at Arbor Point Park. Strategic planning for parks is always being done.

1. NWA Parks. - We are in discussions with three owners of Evergreen to purchase land for potential park use. All three indicated they are willing to work with the city. Appraisals are being done. The Cole property (north of 70th) we are working with the family and Dakota County to preserve some land for open space for the Mendota Lebanon Regional Trail. With the development of more park space adding park staff and equipment would need to be looked at for maintaining the additional park land.

2. Heritage Village Park – we are currently working on this for a dog park. An appraisal is being done on potential property acquisition. Other property owners are being talked to about purchasing their property. There is a grant from the Met Council (\$3,300.00) for park development which expires in 2018 and things will be brought forward to council for using the grant money.

3. WMCC/Grove/National Guard - The east rink proposal at the community center will be brought to the council for approval. Bids came in favorably for the improvements. Other things that will be coming up 1) VMCC/Grove parking lot, 2) painting of the splash pool ceiling, 3) west rink, and there are other items at the community center because of the age of the facility and keeping up on maintenance so it can continue to serve the public. Councilmember Hark asked what a bunkers unit (?) is. E. Carlson responded it is a dehumidification unit which is important at the ice rinks.

4. Inver Wood Golf Course – early user's comments have been favorable about the improvements done at the golf course. The driving range is not ready for use yet. Councilmember Piekarski-Krech asked if the netting was keeping the golf balls in. E. Carlson said he would check on it.

6. Administration Department

J. Lynch introduced the topic of administration and stated the most important item is the broadband effort in Dakota County. This is an effort to reduce reliance and create redundancy for internet connection.

M. Tesser, City Clerk gave an overview of some of the administration challenges/strategic planning.

1. Communications - A communication plan is needed to enhance communication internally and externally. Externally would include the city's website, social media, newsletter, press releases, flyers, marketing material and brochures. A proactive process is needed not a reactive process. The AA bond rating could have been promoted more to the public. How well a city communicates prevents misinformation, gossip and inaccuracies. Business friendly communications could be 1) creating quarterly business letters 2) creating an electronic newsletter promoting new businesses 3) spot lighting businesses 4) focusing on in depth and interesting articles to promote the city 5) improving our relationships with media outlets. To measure our success would be Facebook likes, comments and shares. Number of twitter followers, listserv numbers, surveys and word of mouth. The benefits would be the reduction of misinformation, gossip and inaccuracies, control the message, be proactive and not reactive. Communication demands by residents is they want information now. The website is being redesigned to be user and mobile friendly.

The internal focus on communication is valuable to employees, councilmembers and commissioners. A city employee newsletter and weekly news would help employees with what is happening in the city. Staff is currently focusing on creating a simpler and more efficient process for communication requests from city staff. A help desk tool for communication in the next few months will be implemented in time for the website redesign. A full-time communication coordinator should be hired. A .75 employee is dedicated to marketing under the Parks and Recreation Department. Other cities in Dakota County have a communication employee. Maplewood and Shoreview have at least two communication employees.

Councilmember Piekarski-Krech asked what are the requirements for a communication employee to do the job. J. Lynch responded it could be communication, advertising, journalism or marketing degree. The would need to be able to communicate well, write well, update the website, and use social media.

Councilmember Hark said some of the duties could be farmed out to the different departments. J. Lynch said it would be easier to have one person that could get out information in a timely manner. Mayor Tourville requested that more information be put together on the position.

2. Elections – There is currently 1.25 employees dedicated to elections. There are significant legislative changes being discussed at the legislature this year. The early voting law changed in 2016 which increased the level of detail, processes, and created a need for additional staff. A presidential primary is being added in 2020 which will mean three elections in 2020. Additional staff will need to be hired for the administrative tasks for the election process.

Human Resources

Janet Shefchik, Human Resources Manager presented the Human Resources Challenges.

1. Personnel – The city has 150 full-time employees and it goes up to about 600 with seasonal employees. The number also would depend on if it is an election year. There are currently 1.25 employees in human resources. An additional .5 full-time employee would be beneficial to help deal with human resources issues. Staff needs to work on the work culture. There is a lot of work and paperwork involved in human resources such as the hiring process and processes when employees leave. There are also W-2 forms to send out for employees. There are different wages to track, and four union contracts to be followed. Staff also helps with elections as needed.

IT - J. Lynch reported that IT includes being a bigger part of the broadband effort which includes planning and funding for the broadband project. Someone needs to be dedicated to the project. The county will put the infrasture in the ground. The Technology Department currently manages all hardware and software citywide. With current staffing, we will be unable to maintain the current rate of growth. It is being recommended the separation of application software from the network. A software application person would be responsible for upgrading and maintaining software including license agreements and maintenance contracts. Councilmember Piekarski-Krech suggested the software person duties be farmed out. J. Lynch reported there are now 5 SQL servers. Some of the work is now being done by outside contractors. Data requests are increasing. Councilmember Hark said training is needed is critical for IT. The budget needs to be looked to see if there is adequate funding for ongoing training.

7. Finance Department

K. Smith, Finance Director reported on the Finance Department challenges:

1. Staff – Staff is maximized and in the 2017 budget there is an 8 hour per week employee. It may be needed to add an Accounting Technician – Accounts Payable from .6 full-time employee to .8 or 1.0 full-time to shift job duties. Additional staff is need for the budget award. There is no time to write policies.

2. Finance related – debt levy parameters need to be maintained and reduce reliance on non-sustainable long term solutions.

City Facilities – 1) city wide building manager 2) funding of maintenance or replacement of buildings 3) funding of new structures/expansions (fire station and public works facility).

Community Development – funding of land purchases.

Parks & Recreation – this fund is underfunded. It needs to be determined where to find revenue sources to fund the Host Community Fund.

Public Works – funding for future improvements in the northwest area. Future development fees cannot be reduced or forgiven. Pavement management is underfunded. Storm Water is underfunded and need to be increased.

Potential funding options are 1) Franchise fees 2) sales tax 3) property tax increases 4) fee increases and 5) assessments.

Councilmember Bartholomew asked if street reconstruction bonds were considered. K. Smith responded it is an option and depends on the repayment source (assessments or property taxes).

The different funding sources were discussed. Mayor Tourville said that potential legislation could hurt the city by requiring a city facility referendum. Sales tax is not an option. More discussion and information is needed on funding sources.

Mayor Tourville said the information was very helpful and appreciates all that the department heads do.

Councilmember Piekarski-Krech said what has staff done that is positive and council should hear about it. Residents also need to know what we are doing well. We can't afford seven new full-time employees and can the positions be consolidated?

Councilmember Bartholomew said staff has done a great job but it will be a challenge for staff and council to find ways to meet these challenges.

Councilmember Hark said we need to sell the existing efficiencies to the public. S. Thureen said the mobile pothole complaint app is being used and data needs to be tracked.

Mayor Tourville said the challenges need to be prioritized.

J. Lynch reminded everyone about the commissioner appreciation event on Thursday evening.

Mayor Tourville suggested another meeting like this before work on the budget begins.

8. ADJOURN

Motion by Councilmember Perry and seconded by Bartholomew to adjourn the meeting. Motion was carried unanimously. The workshop adjourned at approximately 9:47 p.m.

Administration Department

- I. Enhance Communication
- II. Continue to Provide an Efficient Election Process

**CITY CLERK
ELECTIONS
COMMUNIC.**

I. Enhance Communication

A. External

Business Focus

The need for a communication plan and detailed measurements is crucial for the city's growth and opportunity to maintain competitive in business and residential growth. Communication extends to the City's website, social media, newsletter, press releases, cable TV, videos, flyers/marketing material and brochures.

The City's website for example is really a window into the eyes of what the Inver Grove Heights has to offer. Fostering a business friendly environment is really about branding and marketing your city. Think about how the private sector continuously advertises their product. Our product is our services, people, infrastructure and programs. We need to focus on promoting what we do and how we affect the lives of our residents. Why do we expect people to understand what we do and why should they care? At some point we should take action and focus on what we want them to know and stop being reactive. Reactive is when we see a post on Facebook with inaccurate information and we respond to that post. Active is when we focus on what we are doing that is positively affecting our residents and businesses. We want to tell the story and control the message.

For example, why should businesses and residents care that the City has an AA bond rating. In simpler terms this rating is a big deal because it saves taxpayers money. Looking back, we should have focused on what decisions and actions were taken by the council that sustained this rating. Along with that, providing quotes to the article from our city council would have brought ownership to this great achievement. We need to write articles and market these achievements similar to what companies would do. Because if we do not promote ourselves than who will?

Communications can impact every single council act and decision. How well a city communicates prevents misinformation, gossip and inaccuracies. A proactive approach to communication would eliminate these types of issues.

Communications has been significantly overlooked. Here are a couple of ways improvements could be expanded or created to grow this area if there is a person dedicated to communication.

Action Steps: Business Friendly Movements

- ✓ Creating a quarterly business newsletter
- ✓ Creating an electronic weekly news
- ✓ Concentrating on improving our listserve members
- ✓ Spotlighting Businesses (new and current)
- ✓ Focusing on in depth and interesting Articles to promote the city (website, social media, newsletters, press releases etc.)
- ✓ Improving our relationship with media outlets Lillie News, Inver Grove Heights Chat, IGH Eats etc.

Measurements: How to effectively measure our success

- ✓ Facebook Likes, comments, shares
- ✓ Twitter Followers
- ✓ Listserve numbers
- ✓ Surveys
- ✓ Word of mouth

Benefits: How would implementing a stronger communication profile benefit the community

- ✓ Decrease misinformation, gossip and inaccuracies
- ✓ Control the message and the story
- ✓ Be proactive not reactive
- ✓ Improve business and residents' understanding of what the City does
- ✓ Promote and expand our City's growth

B. External

Resident Focus

Communication demands are increasing with the trends. Our City's population is increasing and are demographics are changing. We need to stay on trend with the expectations of our changing city. That means, we need to communicate differently than we have in the past. The way general Z, millennials, generation Y's and X's find out information is through their mobile devices and tablets. The way we communicate on our website and social media outlets needs to be a focus and improved. A communication person would focus on having a larger presence on social media and improving our website mobile viewing.

Action Steps: How to improve our communication to our Residents

- ✓ Create a social media goal for 1 post daily and 1 -3 shares daily
- ✓ Improve the website mobile application look through Redesign
- ✓ Create a website goal for no more than 4 clicks to find information on the website

Measurements: How to measure how we are doing

- ✓ Facebook Likes, comments, shares
- ✓ Twitter Followers
- ✓ Listserve numbers
- ✓ Surveys
- ✓ Word of mouth

Benefits: Enhancing communication to our residents is important

- ✓ Decrease misinformation, gossip and inaccuracies
- ✓ Control the message and the story
- ✓ Be proactive not reactive
- ✓ Improve business and residents' understanding of what the City does
- ✓ Promote and expand our City's growth

C. Internal Focus

Employees, City Council and Commissioners

Employees

Internal communication is often overlooked but this is actually one of the most important areas that a city can focus on. Our employees, elected officials and commissioners are the connection to our neighbors, businesses, groups, associations, clubs etc.

There is value in communicating not just externally but internally to our employees. We have employees that are residents of Inver Grove Heights. Because they often understand what city services and programs the city provides they are free marketing and publicity. They will have the most opportunity to tell their friends and family of new happenings in the city.

They often also get asked about projects, ordinance changes, new employees etc. But we haven't made it a priority to include them in on what is happening in the city. A communication person could help immensely in this area. Drafting a city employee newsletter and weekly news would help employees feel included, empowered and engaged in the city. This will hold true value to the city. Examples of newsletter and weekly item information that could be included in the internal newsletter would be: customer services tips, HR benefit information, city parking reminders, employee recognition, spotlighting what an employee does, understanding certain city processes, etc.

Staff is also focusing on creating a simpler and more efficient process for communication requests from city staff. We will be implementing a Help Desk Tool for Communications in the next few months just in time for the website redesign. This will help prioritize communication request as well as track the requests. Staff wants to make sure communication is a priority.

City Council and Commissioners

It does happen occasionally where City Council and Commissioners are not aware of minor changes, issues and certain circumstances. A communication person would help create communication as a primary focus on the city. As the city grows, many daily activities and changes will occur.

Communication needs to improve on all levels including employees, city council and commissioners. As we update our staff on changes the communication person can also make it a priority to keep the city council and commissioners updated.

Action Steps: How to improve our communication to our Employees, Council and Commissioners

- ✓ Create a quarterly Internal newsletter
- ✓ Create a Electronic Weekly Newsletter
- ✓ Continued education on city knowledge, happenings and updates

Measurements: How to measure how we are doing

- ✓ Improved customer service levels
 - Surveys
 - Word of mouth

Benefits: Enhancing communication to our residents is important

- ✓ Decrease misinformation, gossip and inaccuracies
- ✓ Control the message and the story
- ✓ Be proactive not reactive
- ✓ Improve overall city knowledge on what the City does

Steps: How to implement these action steps

- ✓ Hire a full-time Communication position

Currently there is a .75 employee dedicated to Marketing under the Parks and Recreation Department. The City Clerk has taken on mass communication duties since her arrival in July 2015. The majority of Dakota County's cities have communication employees including but not limited to: Hastings, Rosemount, West St. Paul, Mendota Heights, Eagan, Apple Valley and Burnsville. Other comparable cities to Inver Grove Heights that also have communication staff include Roseville, Shoreview, Chanhassen and Maplewood. It is common with cities that have city owned community centers to have at least two communication employees including Maplewood and Shoreview.

II. Efficient Election Process

Implementing the new laws

There are significant legislative changes being discussed in the legislature again this year. The Early Voting law change in May 2016 increased the level of detail, processes, need for additional staff, long hours and put major stress on election staff. Dakota County also added new equipment on top of the new rules.

The legislature will continue to change election laws every year. The pressure to accommodate these new laws goes back to putting the responsibility onto municipalities. The city currently has 1.25 employees dedicated to Elections. All other hired staff is temporary staff. These types of staff have changing schedules, availability, and unforeseen issues that create staff difficulties. During 2016, three (3) Head Election Judges were unable to work during General Election after training had been completed. When you depend on mostly temporary staff you will continue to have these issues which put additional stress on your limited city staff.

Early Voting Moved from 7 Days to 45 Days

The new legislative rules going to 45 days will increase the workload on election staff. The city had over 1,500 voters come into city hall the three (3) days before the Tuesday Election. Staff was forced to have all Head Judges come in the day before elections to try and process absentee ballots for scanning and tallying all names on the precinct rosters. We had over 3,000 Absentee Ballots and 2,500 Early Voting (Absentee Ballots without envelopes). Extending Early Voting means staff on average increases their workload by at least an hour a day due to reconciling requirements. It's a lot of work to continue to follow these new and challenging rules. The City Clerk is also expected to maintain her other duties during Elections.

Primary moves to June

A new bill not yet passed is asking for the August Primary to be moved to June. The preparation of elections will begin in the Winter instead of Spring. This will impact the timing of the election and City Clerk workload.

President Primary is added 2020

This new law enacted in May of 2016 means the city is now responsible for the Democrats and Republican caucus elections. It will create additional hardships on funding, maintaining and hiring judges, precinct availability and continued training. This new law means the City Clerk will be responsible for Elections for the entire year in 2020.

2020 Elections Timeline

- President Primary - Feb/March
- State Primary – June

- Presidential Elections – November

The Presidential primary process will be similar to every other election which means the same amount of time, effort and funds. The City Clerk will be responsible for a brand new election process and probably one of the largest and most popular 2020 Presidential elections in history.

The City Clerk will struggle to maintain her current work load with three elections in one year with only a .25 current employee dedicated to elections.

STRATEGIC PLAN: HUMAN RESOURCE CHALLENGES – 3 YEAR OUTLOOK

Our greatest challenge over the next 3 years will be to ensure adequate staff in order to improve the effectiveness of H.R. (and Admin.) given the organization's size, and to ensure a well trained and functioning workforce.

Personnel:

H.R.: Add Human Resource Staff to address the inadequate ratio of H.R. staff to employees, in order to improve the effectiveness and responsiveness of H.R. functions. The City has consistently between 550 and 600 employees (currently 575 on payroll) and approximately 1.6 Full-time equivalents dedicated to Human Resources. The industry average is between .6 and 1.6 FTEs per 100 employees. City staff is constantly in flux and approximately half of the City staff change-over each year. There are 4 unions, and several non-union pay plans to follow. There are approximately 150 benefited employees who come to H.R. with questions. The H.R. issues are becoming extremely complex*, and the sheer volume of paperwork processing does not allow sufficient time to address the higher level issues like implementing training programs, and dealing with sensitive or legally complex employee issues. I believe the addition of a .5 FTE could be very beneficial to help us proactively address the City's H.R. needs.

Other department staff: If at all possible, add an additional staff person (e.g. Management Analyst) that can assist the City Administrator with high level projects. This has been a need since the reorganization and elimination of the Assistant City Administrator position. Many projects have been absorbed by various staff throughout the City; however, there is currently not staff capacity within the department to assist the Administrator with planning or high priority, time sensitive, and high profile issues. Having an Intern is helpful, but not a long-term answer. Also, the importance of Social Media as a means of real-time communication has increased exponentially. Staff dedicated to Communications will become a necessity within the next year or so.

City Staff: I would like to see well planned strategy in place that will address and organize all of the functions that had been previously disbursed throughout the agency after previous downsizings. We are lean on full-time staff throughout the City and are experiencing burn-out and turnover. For example, it does not seem to make sense to have the Parks and Recreation Director also acting in the capacity of Facilities Manager. Additionally, we need staff to provide more of an Economic Development presence for the City. We also need a single point person for consistent communications and branding of the City, etc. Lastly, I believe we need a Succession Plan for key positions.

Programs:

Classification/Compensation Study:

Ensure the Class/Comp. study is completed properly, such that pay for positions is in alignment with the appropriate level of organizational responsibility and the market. Ensure the revised pay plans will comply with Pay Equity prior to the next triennial reporting. Analyze performance management systems and begin alignment of reward/recognition systems with performance.

Employee Engagement:

Conduct an internal needs analysis and provide training intended to improve organizational culture and employee capacity for improved services, including:

Respectful Workplace

Diversity and Inclusion

Teambuilding/Improving Co-worker Relationships & Effectiveness

Customer Service (I would suggest calling this Employee Engagement to create acceptance)

STRATEGIC PLAN: HUMAN RESOURCE CHALLENGES – 3 YEAR OUTLOOK

Software and Skills training

Continued Supervisor Training and focus groups

Succession Planning:

Given the number of staff in Senior Management and other key positions that are within 5 to 10 years of retirement, the City needs to prepare a plan to address the institutional knowledge that would otherwise be walking out the door with them. This is important whether or not we promote from within. While some departments already have succession plans, there needs to be one document for the entire City that provides a road map for strategic staffing at Key positions.

Equipment/Technology:

It would be helpful if there was an intranet site such as SharePoint that could be used as a repository for information that can be easily accessed by staff. It would make staff more efficient and could help to eliminate work redundancies.

***Background:** Currently the Human Resources Manager and Administrative Services Coordinator (ASC) handle all things Human Resources related. Due to previous reorganizations and staffing levels, a portion of the ASC's time is also spent providing assistance to the City Administrator, and other duties such as assisting with elections and coordinating the City newsletter, etc. The increasing volume of day to day H.R. work makes it very difficult to effectively handle the increasing number of complex and sensitive issues that require daily attention, such as responding to union issues, grievances, Bureau of Mediation Services petitions, involuntary terminations, respectful workplace complaints, investigations, reasonable accommodation requests, FMLA leaves, complex workers compensation claims (e.g. PTSD), law suits (e.g. Demands For Discovery), contract negotiations, Pay Equity compliance, reclassification requests and special projects like the Classification/Compensation Study. To say that what H.R. deals with on a daily basis is just hiring and benefits seems to downplay the role of H.R. and the difficulty of correctly handling issues such as involuntary terminations, complex FMLA leave requests and Worker's Compensation claims such as those due to PTSD, chemical dependency, or other mental health issues. Again, the sheer volume of employees recruited, interviewed, hired and terminated each year requires a great deal of staff time to process. For example, we hire about 300 employees, each year. While a vast majority of those are seasonal, that does not reduce the paperwork burden by much, and, in fact, increases it since their terminations are processed in the same year.

We typically post over 30-40 jobs, process and rate more than 1,300 on-line applications annually, conduct interviews, and send rejection notices. From an H.R. stand point, proper communication with applicants is essential external customer service, and filling positions is essential internal customer service. H.R. must ensure that background checks and other pre-employment processes (e.g. physical and drug screens) are appropriately completed prior to hire. For example, additional back-grounding is required for childcare workers; D.O.T. physicals are required for certain Public Works positions, etc. Other important paperwork such as I-9s must be correctly completed to ensure legal compliance. Additionally, the City has 2 non-union wage scales, on-call Fire Department wages, and 4 union contracts that must be followed. H.R. also does orientation and on-boarding for all regular staff, plus Open Enrollment, etc. Once hired, H.R. processes all step increases for regular staff, handles benefits, and ensures that OSHA required Safety Trainings and random drug screens occur throughout the year. All of this is currently handled by the H.R. Manager and between .6 and .75 of the Admin. Services Coordinators time (depending on the time of year).

From: Carrie Isaacson
Sent: Monday, April 10, 2017 3:17 PM
To: Joe Lynch
Subject: RE: City Council Strategic Planning

ADMIN
SVCS

Joe,
Some of these under 'Personnel' may be replicative of Janet's items.

Thanks,
Carrie

ADMIN DEPT

2018

- Personnel – City Gov't Intern, Communications Specialist, training and license renewals for Admin, 2-3 retirements (succession planning), one or two PT/benefited positions at VMCC (Aquatics/Fitness)
- Programs – Referrals Program for Recruiting Staff, benefit/health insurance increases
- Equipment/Vehicles – Replacement schedule with computers or printers
- Facilities – Work stations for future staff
- Services – INSIGHTS Newsletter, Employee & Volunteer Appreciation Events, Performance Management Reporting

2019

- Personnel – Communications Specialist (if 'no' in 2018), training and license renewals for Admin, bargaining unit increases, 2-3 retirements (succession planning), one or two PT/benefited positions at VMCC (Aquatics/Fitness)
- Programs – Referrals Program for Recruiting Staff (if 'no' in 2018), benefit/health insurance increases
- Equipment/Vehicles – Replacement schedule with computers or printers
- Facilities – Work stations for future staff
- Services – INSIGHTS Newsletter, Employee & Volunteer Appreciation Events, Performance Management Reporting

2020

- Personnel – Communications Specialist (if 'no' in 2019), training and license renewals for Admin, bargaining unit increases, 2-3 retirements (succession planning), one or two PT/benefited positions at VMCC (Aquatics/Fitness)
- Programs – Referrals Program for Recruiting Staff (if 'no' in 2019), benefit/health insurance increases
- Equipment/Vehicles – Replacement schedule with computers or printers
- Facilities – City Hall approaching 10 years old – replacements, warranties, parking, security, etc., work stations for future staff
- Services – INSIGHTS Newsletter, Employee & Volunteer Appreciation Events, Performance Management Reporting

From: Joe Lynch
Sent: Wednesday, March 29, 2017 11:49 AM
To: Michelle Tesser; Janet Shefchik; Carrie Isaacson; Patrick Mylan
Subject: City Council Strategic Planning

The City council has set a meeting for Monday, April 17th with all Department Heads to talk about Strategic Planning. To that end, each Department should prepare and present a thirty six (36) month overview of the challenges facing each department over that time frame. Within those items, each department is asked to prioritize the items in terms of importance strategically and financially. Please provide me a list of challenges that face us as a department over the next three years, 2018-2020, in terms of the following: personnel, programs, equipment/vehicles, facilities or services. I will present

the overview for the Administration Department at the meeting on April 17th. We meet as the Administration team on Monday for our regular monthly meeting, so I can answer any questions at that time and we can discuss , in general, these items. We will need to assemble this information and get it out to the Council by April 13th, so I would like to get this turned around and back out to all by April 10th so any changes or additional comments can be incorporated before the final version. That will give everyone a week after our initial meeting to get that to me. Thank you.

Joe Lynch | City Administrator

Tel: 651-450-2511 | Fax: 651-259-8021

City of Inver Grove Heights | 8150 Barbara Ave | Inver Grove Heights | Minnesota | 55077

jlynch@invergroveheights.org | www.invergroveheights.org

36 MONTH CHALLENGES TECHNOLOGY

1. The need to create a connection to Dakota County Fiber network. This is the number one priority for the Technology Department and the City. As our agreement with NDC4 and Comcast over the use of our private dark fiber will be changing we need to insure that our public safety departments will have seamless reliable connections to the CJIN networks.
2. Staffing. At our current rate of Technology growth a network engineer position will be required to keep up with technology needs. Constant changes in networking, hardware, new software applications, the expansion of existing applications, new technologies being adopted by departments, WIFI management, fiber and switch management will require a staff member with a network specific skill set to help manage and plan for the future so we can act more proactive and less reactive as a department.
3. Growing demands for fixed and non-fixed video cameras located in city buildings on city property and city equipment. This will create the need for equipment purchases, hard wire cable runs where they currently do not exist, mass storage to retain stored video for viewing, but most all it will start to consume more and more staff time in the deployment, management and replacement of equipment. In the next 36 months at the rate of growth we are currently seeing managing video city wide and city wide card access will be one technologies staff member's full time job taking away from their current duties.
4. Growing demands for card access. As we automate more city facilities to card access for security and access control it will consume more staff time managing the storage, servers, software applications and hard wired door connections.
5. Separation of line of business applications and hardware. The Technology Department currently manages all hardware and software citywide. This includes all special line of business applications. In five years this has grown from two SQL applications and a single SQL server to eight large complicated SQL applications and five SQL servers. With current staffing we will be unable to maintain the current rate of growth. In the next 3 years we would recommend the separation of application from network. This means we would have a software application person responsible for upgrading and maintain software including license agreements and maintenance contracts.
6. Clear policy around employees working remotely. As more and more employees may be working remotely in the near future we need to have a clear policy around data security. This needs to include accessing city data on a non-city owned device and potentially the purchase of software to help manage data, security, remote asset location tools and remote asset locking and data destruction tools. This would be another layer of software/hardware the Technology staff would have to manage.

7. Data Storage and equipment replacement. A large amount of fixed building technology was installed in 2010 which means in the next few years most of the equipment will be 10 years or older and due for replacement. Not only will there be a costs involved, it will consume large amounts of staff time.
8. Public Safety Body Cameras. Body cameras will require mass data storage devices to house video. Both an active data device and data Recovery device will be required if the data is kept in house. If the data is not kept in house there will be a large cost associated with storing the data off site. At our current staffing level we would not have the capacity to manage a hardware/software system as large as this.

CITY COUNCIL STRATEGIC PLANNING SESSION

COMMUNITY DEVELOPMENT

APRIL 17, 2017

NORTHWEST AREA

DEVELOPMENT APPLICATIONS

LAND USE

RESIDENTIAL DENSITIES

RESIDENTIAL VS COMMERCIAL

HOUSING DIVERSITY

SITE RESTRICTIONS

THE MARKET

I-494 INTERCHANGE

ECONOMIC DEVELOPMENT

CONCORD REDEVELOPMENT

CONTINUED PROPERTY ACQUISITION AND ENVIRONMENTAL INVESTIGATIONS

CONTINUED GRANT APPLICATIONS

ENVIRONMENTAL REMEDIATION

DETERMINE FINANCIAL ASSISTANCE/INCENTIVES

DETERMINE DEVELOPMENT OBJECTIVES

SEARCH/SELECT DEVELOPER

SMALL AREA STUDIES

TRANSITION FROM PROGRESS PLUS

BUSINESS RETENTION VISITS

LIAISON/COMMUNICATION WITH BUSINESS COMMUNITY

RESPOND TO INQUIRIES

MARKETING

FINANCIAL ASSISTANCE

WORKING WITH PARTNERS

WASTE INDUSTRIES

PINE BEND EXPANSION

SKB/ENERKEM FACILITY

From: Kristi Smith

Sent: Monday, April 3, 2017 1:29 PM

To: Joe Lynch

Subject: Strategic Planning Finance Department Current & Upcoming Challenges

Joe,

Slightly revised from what was sent on February 15th.

Finance Department Challenges

1. Staff capacity is nearly maximized. While an intern was included within the 2017 budget for 8 hours per week it may soon be necessary to adjust the Accounting Technician – Accounts Payable from .6 FTE to .8 or 1.0.
2. Additional staff resources are needed to pursue the budget award.

City-wide finance related challenges

1. Ability to maintain debt issuances within the parameters provided as part of the CIP discussion in late 2016.
2. Budget – reduce reliance on non-sustainable long-term solutions
 - a. City Facilities
 - i. city-wide building manager
 - ii. funding of maintenance
 - iii. funding of replacement
 - iv. funding of new structures/expansions (fire station and public works facility)
 - b. Community Development
 - i. Funding of land purchases (currently typically funded by HCF)
 - c. Park & Recreation
 - i. Underfunded park replacement
 - ii. VMCC operations & capital reliance on HCF – need to start planning now for gradual implementation of another revenue source when the HCF ends
 - d. Public Works
 - i. Northwest Area (NWA) –funding of future improvements (roads and utilities) as well as ability to repay current outstanding debt – future development fees can NOT be reduced or forgiven
 - ii. Pavement Management (PMP) - significantly underfunded and relies on \$500,000 from HCF
 - iii. Funding of local improvements
 - (a) Including interchanges that may carry a significant burden to the City
 - (b) Impact of county projects
 - (c) Underfunded storm water funds – fees must be increased
3. Funding options may include
 - a. Franchise fees
 - b. Sales tax
 - c. Property tax
 - d. Fee increases

AT the last meeting you indicated an order of Police, Fire, Community Development, Public Works, Finance, Administration and Parks. Might it be better if I go either in the beginning or at the end as I would expect more of the city-wide challenges listed above will be discussed by the other departments?

Thanks

**Fire Department
Strategic Issues with City Council
April 17, 2017**

Staffing

- 1) Recruitment of paid-on-call (POC) Firefighters
 - a. Although we have enjoyed the benefit of "only" losing 5 paid-on-call FF a year for the past 5-6 years and have, so far, been able to attract and hire quality candidates to replace them, we know it is only a matter of time before that becomes much more difficult.
- 2) Retention of paid-on-call Firefighters
 - a. Since it takes 3 years to get someone to the level of "basic firefighter", once hired, we need to retain them for as long as possible.
 - b. The pension program for POC FF is a retention tool that needs to stay attractive to the firefighters and viable for the City to support.

Already in 2017, we have lost 4 paid-on-call (POC) firefighters. Two of those 4 FF retired with 11 years and 2 resigned with 7 and years of service. Calls continue to rise and while many can be handled by our Duty Crew, many are causing additional station page-outs. If calls continue to rise, we will have to explore new options of how to deal with those increases.

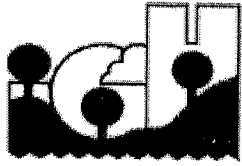
- 3) Full time Prevention Staff
 - a. Need a Fire Inspector who can concentrate on looking at existing buildings.
 - i. Jeff only deals with new buildings and complaints, among his many other duties. Other than a PT Fire Inspector we had for a few years, Jeff has done the job alone for most of his 30+ years.
 - ii. That 8 hour a week PT Fire Inspector (lost 10 years ago due to budget constraints), was inspecting some existing buildings.
 - iii. Internal Company Inspection program for apartments has been difficult to maintain with POC FF because of the time commitment.
 - b. Fire Marshal, Jeff Schadeegg has reached his rule of 90 so is eligible to retire at any time. Once he leaves, that is well over 30 years of institutional knowledge that goes away.
 - i. Need that FT Inspector who can work under Jeff for at least a couple of years, so s/he can learn past practices and procedures before Jeff retires.

Facilities

- 1) Build and equip new station 2.
 - a. Purchase land. Run water and sewer. RFP for final design. Build and equip the station. Move in.
- 2) Determine maintenance needs and costs for station 1 and station 3.
 - a. Develop and prioritize a list of repairs needed for each of the two remaining stations.
- 3) Determine long-term use and/or need for the two older stations.
- 4) Explore and build additional partnerships with other departments, employers and agencies to determine potential for joint projects that would benefit our City and help keep costs lower.
 - a. One example includes: beginning talks with neighboring departments on building a joint training facility.
 - i. Would include burn building and other parts that won't be part of the new station.

Equipment/Vehicles

- 1) Replace Self-Contained Breathing Apparatus (SCBA) that will be at the end of their life in two years.
 - a. Have applied for a joint grant with Hastings and Rosemount that may help pay for new SCBA, but it is not guaranteed as the previous two grant applications were denied.
 - b. If we get the grant, will still need to purchase up to 10 SCBA for the new station 2.
- 2) Start purchasing additional sets of Firefighting gear.
 - a. With all of the studies showing cancer as the leading killer of firefighters, the recommendations from all experts is to wash gear after every fire, no matter how small.
 - b. Once gear is washed, it needs to be air dried, which takes up to 48 hours to dry. During the time the gear is wet, it is out of service, which means that firefighter is out of service.
- 3) Purchase a brush truck for the new station 2.
- 4) Purchase a staff squad for new station 2.
- 5) Purchase new Rescue Truck. This truck needs replaced whether a new station is built or not.
 - a. Funds are available in the Central Equipment Fund to pay for about one-third to one half of this truck.



2017 City Council Strategic Planning Inver Grove Heights Parks & Recreation Department

Park System Strategic Plan

5-year plan - Outline benefits and value of parks & recreation

Marketing, Demographics, Programs, Capital, Enterprise Business Plans, Financial
Maintenance,

NW Area Park(s)

Park south of 70th and West of Hwy 3

2017 - \$800,000 land/site prep (5-10 acres)

2018 - \$800,000 development

Park north of 70th and West of Hwy 3 (15-20 acres)

2018-19 – Cole Property – partnership with Dakota County – Mendota Lebanon Regional Trail

Implications on staffing, equipment, maintenance, and future replacement

Heritage Village Park

Property Acquisition - \$1,300,000

Park Development – Met Council Grant Expiration December 2018

VMCC/Grove/National Guard

2017 - East Rink - \$1,000,000

2018 - VMCC/Grove Parking Lot - \$1,500,000

2018 - Paint Splash Pool Ceiling - \$80,000

2018 - West Rink - \$1,000,000

2018 - Pool Pumps/Motors - \$250,000

2019 - Lap Pool HVAC - \$350,000

2020 - Munters Unit Replacement - \$120,000

2021 - Grove Aquatic Center Roof - \$1,500,000

2021 - Replacement of R-22 - \$200,000

Inver Wood Golf Course

Marketing of course

2019 Parking lot - \$650,000

City Facility Management/Maintenance/Planning

Asset maintenance/replacement

36 Month Police Department Priorities

There are three priorities for the police department for the next 36 months.

The first priority is Staffing.

- First and foremost, the position of Police Chief needs to be filled. This will come with an adjustment and learning curve for the new leader. If the candidate selected is an internal one, there will be backfilling and replacing of other supervisory positions.
- The department is currently in a hiring process and hoping to get 2 candidates to fill 2 vacancies in the department. With the amount of time it takes to vet and train a new employee it is usually 6-9 months before they are on their own and an actual increase to our staffing level.
- The city is continuing to grow, now more than ever in the Northwest area. With this growth of both residential and commercial development, calls for service will continue to rise. As the calls for service rise, we will need to add to the patrol staff to allow the timely delivery of service and maintain an effective amount of proactive policing.
- With the increase in calls, there is an increase in the amount of reports and electronic media that is handled by the support staff. We will need to increase a part time position to full time in the coming year(s) to meet those demands. Also, which will be discussed below, the need for an additional clerk to handle the media created as the department transitions to body cameras.

The second priority is potential deployment of body cameras.

- There is a process outlined by the government on how the rollout shall take place, this is a time consuming effort.
- The cost of the cameras, the storage (server or cloud), and the support staff needed to handle the volume of data created by the cameras.

The third priority is the diversification of our workforce.

- We are not unlike any of the suburban communities in Dakota County where our department does not reflect the makeup of the community.
- We are looking at possibly doing more outreach in the community, more advertising at job fairs at the numerous 2 and 4 year colleges in the state, and possibly trying a cadet type program.

Public Works Department Presentation for April 17, 2017 Special Council Meeting

Over the next three years, the challenges I see fall into five areas: Pavement Management, Storm Water Management, Facilities, NWA Development and our workforce.

Pavement Management – 1st Priority

The current street system includes 300 lane miles of paved streets. The average expected life of pavement that does not receive regular maintenance (i.e., crackseal, sealcoat, mill and overlay) is 20 to 30 years. Approximately 40 percent of our street system has deteriorated to the point where a mill and overlay is not feasible, leaving reconstruction as the only cost effective major maintenance option. Our system mileage will increase by 20 to 25 percent by the time the City is fully developed. We will continue to have discussions on how to provide the necessary street system maintenance. The program needs additional funding.

Storm Water Management – 2nd Priority

We will continue to implement the new federal storm water permit requirements. We have considerable system maintenance, repair and replacement needs. There are approximately 190 storm water treatment ponds that will need to be inspected to determine the level of sediment deposition. If we find ponds that need to have sediment removed to allow them to perform properly, we will need to develop a maintenance project schedule. Then, we will have to deal with the issue of PAH contamination in the sediment. We also have two major storm sewer outfalls to the Mississippi River that are in need of reconstruction.

We will need to increase our in-house staff time committed to, and our level of contracting for, storm water system maintenance. We need to discuss the level of funding and the sources. Our current storm water utility fee schedule generates about one-half of what we currently spend on storm water system maintenance each year and about one-quarter of what we should actually be spending to properly maintain our system. The fees need to increase.

Facilities – 3rd Priority

The Public Works Maintenance Facility Space Needs Study was completed and approved in 2015. We do not have adequate space for our employees or our equipment. The infrastructure system that we maintain continues to grow. We will need to house additional employees and equipment in the future. The existing buildings are in need of major maintenance that could exceed \$820,000. It is important that the next step in the process (design development) be taken to further refine the recommended concept for remodeling and expansion that was presented in the space needs study. This step is included in the CIP for 2017.

NWA Development

Storm water planning, design and construction inspection in the NWA require much more time than needed for areas outside of the NWA. Developers, their engineers and contractors, and home builders are not familiar with the type of design required in the NWA. While this storm water management approach has a lower first cost, it requires more time and cost to design; it requires that certain areas be retained and protected for storm water management, thus affecting how site work can be phased/done; and it requires different construction techniques for grading and erosion control.

Construction of the collector street system will be a challenge. We can expect resistance from developers who are required to construct the portions located on their property at no cost to the City. We must also be vigilant with regard to the overall NWA Collector Street System Plan and avoid making decisions that result in making it impossible to construct portions of the system.

Expansion of the County road system in the NWA (70th Street, Argenta Trail, 80th Street) will present a challenge as we determine how to fund the City's 45 percent share of the cost.

Workforce

Our employees are getting older. We completed a succession plan for the Utilities Division a few years ago and are following that plan. We need to develop succession plans for the rest of the divisions in Public Works as well.

As our infrastructure system grows with the development of the NWA, we will need to add maintenance staff at some time. We are tracking our time and costs for our required maintenance activities, as well as maintenance that is deferred due to lack of resources, to help us project when this need may occur. With the increasing development workload for review and inspection, and more customers requesting services, there will also be a need for additional staff or consultant assistance in Engineering.

REVIEW + UPDATE ON STRATEGIC ISSUES

Joe Lynch

From: Joe Lynch
Sent: Friday, May 26, 2017 1:18 PM
To: George Tourville; Kara Perry; Paul Hark; Rosemary Piekarski-Krech; Tim Kuntz; Tom Bartholomew
Cc: Eric Carlson; Judy Thill; Kristi Smith; Scott Thureen; Sean Folmar; Tom Link
Subject: Friday E-news

Mayor & City Council,

Here is news and information for the week of May 21st -27th, 2017.

City Hall is Closed and I am out of the Office on Monday, May 29th for the Memorial Day Holiday.

Administration

Strategic Planning Issues – here is an update on those items discussed and determined for me:

Department Head Strategic Planning – desired time April

We met on April 17th to hear from the Department Heads on the next 36 month horizon and the issues and challenges ahead for their Departments.

Social Media Policy/Electronic Communication device Policy desired timeframe – April

We met on April 3rd to present the information on both proposed Policies. Further direction was given to modify the Social Media Policy to make it easier to understand as well as correct for the appearance of overregulation. This will be back for discussion at your June Work Session. We will be looking for Council to direct that both policies be placed on the next regular Agenda for approval, pending any minor changes

Fire Station – Desired timeframe – April

Council directed staff to meet with the Carlson's to inquire about interest in selling. The Fire Chief and I met with the Carlson's and have had the property appraised. We met in Executive Session on May 22nd with information on the property appraisal and I have received direction to continue negotiations with some parameters. I will seek an audience with them the week of May 29-June 2.

Police Chief Process – desired timeframe – May

Council has seen the RFP, twice, for services to assist with the selection of the next Police Chief. The Council made the decision to go forward at your May 8th meeting. The deadline for the proposals is this Friday, May 26th. We will be back to Council at your first regular session in June for discussion and selection. We hope to go through this process and have someone on board by September.

Community Policing- desired timeframe May

This topic will be on your June Work Session for presentation and review by the Interim Chief. Council requested information and feedback about the program, it's successes and challenges, as well as a look forward for the Police Department.

Pavement Management Standards – desired timeframe – May

This has been delayed due to the number of issues on our Work Session Agendas. I hope to get this on the September Work Session schedule.

Customer Service Program – desired timeframe – May Work Session

This will be a topic of discussion at your June Work Session. There will be two parts to it; 1) the Policy and 2) training and education plan. We are developing both and will bring both for discussion and direction at that meeting.

City Clerk

It has come to our attention that some kennel license holders believe that obtaining one includes dog license(s) (tags). It doesn't according to our fee schedule. The city code doesn't reflect that assumption either. Some of these non commercial daycare kennels can have up to 20 dogs. The kennel license fee is only \$100. A dog fee is \$20 (unaltered) and \$12 (altered). Staff cannot confirm whether it was past practice that the dog licenses(tags) were included in the kennel licenses. We may get questions from residents regarding this issue. As renewals occur you may hear from license holders about the fees associated with renewing the kennel license and paying for any individual dog license.

All of the panic buttons allowing staff to contact our PD for immediate assistance with difficult customers or when they feel they are in danger have been installed. One button has been placed in the Council Chambers, by the Administrators desk, in the events there is ever an unruly audience member or anyone is threatened. Staff will receive training with them. One has been placed in all of our front counter situations; the VMCC, Parks & Rec. office, Fire Administration front counter and the Public Works front counter.

Parks & Recreation

As you have seen from the email from Eric Carlson, our pool is down due to the loss of a heat exchanger. We do have a backup and that will be installed, but we need to get some answers on why this is happening (second one in less than nine months) so we don't lose our backup and can figure out what to do going forward. As mentioned in his email, you may get some feedback from members about the loss of the use of the lap pool.

Public Works

PRIVATE PROJECTS

Blackstone Ponds 1st

The 1st Addition is complete except for wear course and landscaping. Homes are continuing to be built on site. Rain gardens have been constructed and planted. The County trail has been paved. Engineering is presently working on preparing a punch list so developer can place wear course on street.

Blackstone Ponds 2nd

Storm sewer, sanitary sewer and water main construction is complete. Curb and pavement is placed. Grading and restoration is complete. Building construction is occurring.

Blackstone Ponds 3rd Addition

Preconstruction conference has occurred; we are waiting for sureties prior to construction start up.

Blackstone Ridge

Much of the mass grading has occurred on Blackstone Ridge. The turn lane east of Alverno Court is constructed. Contractor has installed storm sewer, sanitary, water main and the street in about 70% of the subdivision. Trunk sanitary sewer and water mains have been extended to the site and are functional. Sidewalk has been placed on Phase 1. Home construction is occurring throughout site. The grading contractor is shaping the ponds and basins to the west of the subdivision and preparing phase 2 for utility and street construction. The utility contractor has begun placing utilities in Phase 2.

FRANCHISE FEE DISCUSSION 5/1/17 + 6/15/17

AGENDA ITEM _____

CITY OF INVER GROVE HEIGHTS

REQUEST FOR COUNCIL ACTION

Discussion on Franchise Fees

Meeting Date: May 1, 2017
 Item Type: Work Session
 Contact: Kristi Smith 651-450-2521
 Prepared by: Kristi Smith, Finance Director
 Reviewed by: Joe Lynch, City Administrator

Fiscal/FTE Impact:

☒	None
☐	Amount included in current budget
☐	Budget amendment requested
☐	FTE included in current complement
☐	New FTE requested – N/A
☐	Other

PURPOSE/ACTION REQUESTED

To provide direction on implementation of franchise fees.

SUMMARY

Council has had several discussions regarding franchise fees and is interested in reviewing the topic again. Previous discussions included collecting \$2,000,000 between franchise fees and local sales tax. Local sales tax now requires Council resolution, approval by majority vote at a general election and legislation approval. Due to the lengthy process and approvals needed staff is recommending pursuing franchise fees only.

Below are estimated parcel impacts to collect \$2,000,000 in franchise fees and \$2,000,000 in property taxes (pay 2017 rates). The residential and commercial parcels listed are the same parcels used for budgeting purposes. Gas and Electric estimated revenues are based on the 12 months ending April 2016.

	Residential		Commercial	
	Mean	Median	Small Non-Demand	Small Non-Demand
Property Valuation	\$ 213,550	\$ 248,248	\$ 563,700	\$ 3,058,200
Franchise Fee (assumes Xcel Energy customers)				
Electric	\$ 60.00	\$ 60.00	\$ 72.00	\$ 72.00
Gas	42.00	42.00	216.00	216.00
Total Franchise Fee	\$ 102.00	\$ 102.00	\$ 288.00	\$ 288.00
Tax	\$ 107.37	\$ 127.40	\$ 354.74	\$ 2,036.37
Tax EXCEEDS Franchise Fee by	\$ 5.37	\$ 25.40	\$ 66.74	\$ 1,748.37

Previously Xcel Energy was willing to draft any ordinances necessary. Upon adoption of the ordinance Xcel Energy requires 90 days to implement the fee. The City would no longer collect R.O.W. fees from Xcel Energy or Dakota Electric (2016 revenues were \$3,600 and \$200, respectively).

Use(s) of the funds should also be discussed as this will be necessary to determine the accounting for any revenues received.

Jake Sedlacek, Xcel Energy and Doug Larson, Dakota Electric are aware of Council's intent to discuss.

CITY OF INVER GROVE HEIGHTS

REQUEST FOR COUNCIL ACTION

Discussion on Franchise Fees

Meeting Date: June 5, 2017
 Item Type: Work Session
 Contact: Kristi Smith 651-450-2521
 Prepared by: Kristi Smith, Finance Director
 Reviewed by: Joe Lynch, City Administrator

Fiscal/FTE Impact:

☒	None
☐	Amount included in current budget
☐	Budget amendment requested
☐	FTE included in current complement
☐	New FTE requested – N/A
☐	Other

PURPOSE/ACTION REQUESTED

To provide direction on implementation of franchise fees.

SUMMARY

At the May 1st work session council requested additional information regarding franchise fees.

Xcel Energy has provided schedules of franchise fees implemented by cities for gas and electric users (see the following pages).

Below are estimated MONTHLY parcel impacts to collect \$1,000,000 in franchise fees and \$1,000,000 in property taxes (pay 2017 rates). The residential and commercial parcels listed are the same parcels used for budgeting purposes. Gas and Electric estimated revenues are based on the 12 months ending March 2017.

	Residential		Commercial	
	Mean	Median	Small Non-Demand	Small Non-Demand
Property Valuation	\$ 247,247	\$ 213,550	\$ 563,700	\$ 3,058,200
Franchise Fee (assumes Xcel Energy customers)				
Electric	\$ 2.00	\$ 2.00	\$ 3.00	\$ 3.00
Gas	2.75	2.75	10.50	10.50
Total Franchise Fee	\$ 4.75	\$ 4.75	\$ 13.50	\$ 13.50
Tax	\$ 5.16	\$ 4.35	\$ 14.35	\$ 82.40
Tax EXCEEDS Franchise Fee by	\$ 0.41	\$ (0.41)	\$ 0.85	\$ 68.90

Below are estimated MONTHLY parcel impacts to collect \$2,000,000 in franchise fees and \$2,000,000 in property taxes (pay 2017 rates). The residential and commercial parcels listed are the same parcels used for budgeting purposes. Gas and Electric estimated revenues are based on the 12 months ending March 2017.

	<u>Residential</u>		<u>Commercial</u>	
	Mean	Median	<u>Small Non-Demand</u>	<u>Small Non-Demand</u>
Property Valuation	\$ 247,247	\$ 213,550	\$ 563,700	\$ 3,058,200
Franchise Fee (assumes Xcel Energy customers)				
Electric	\$ 6.00	\$ 6.00	\$ 7.00	\$ 7.00
Gas	<u>5.00</u>	<u>5.00</u>	<u>12.00</u>	<u>12.00</u>
Total Franchise Fee	\$ 11.00	\$ 11.00	\$ 19.00	\$ 19.00
Tax	\$ 11.39	\$ 9.60	\$ 31.70	\$ 181.98
Tax EXCEEDS Franchise Fee by	\$ 0.39	\$ (1.40)	\$ 12.70	\$ 162.98

Previously Xcel Energy was willing to draft any ordinances necessary. Staff will prepare the ordinance utilizing Xcel Energy's template. Upon adoption of the ordinance Xcel Energy requires 90 days to implement the fee. The City would no longer collect R.O.W. fees from Xcel Energy or Dakota Electric (2016 revenues were \$3,600 and \$200, respectively).

Use(s) of the funds should also be discussed as this will be necessary to determine the accounting for any revenues received.

FRANCHISE AND OTHER CITY FEES

Section No. 5
 14th Revised Sheet No. 44.1

Franchise and other city fees, as designated below will be included in the customers' monthly bills computed under the indicated rate classes and effective in the following Minnesota communities:

The Company remits 100% of these fees collected from ratepayers to the local government unit.

— Indicates fee is not applied

* May include Negotiated Transportation Service. Any future NTS customer in a franchise city without a specific NTS franchise rate will be billed the Firm Transportation franchise fee.

Franchise Fees									
City	Residential	Commercial Firm – Non-demand	Commercial Firm – Demand	Small Interruptible	Medium & Large Interruptible	Firm Transportation*	Interruptible Transportation	Effective Date	Expiration Date
Afton	\$2.00	\$4.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	01/2005	08/16/2024
Barnesville	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	02/2015	10/13/2034
Baxter	\$2.00	\$7.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	09/2016	06/20/2019
Bayport	\$1.25	\$10.00	\$25.00	\$10.00	\$50.00	\$10.00	\$10.00	01/2014	05/04/2028
Big Lake	\$4.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	10/2014	07/23/2020
Centerville	\$4.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	05/2016	01/26/2036
Chisago City	\$1.00	\$3.00	\$35.00	\$30.00	\$30.00	\$30.00	\$30.00	06/2009	12/31/2029
Cottage Grove	\$1.65	\$4.95	\$8.25	\$16.50	\$24.75	\$24.75	\$24.75	01/2010	11/04/2023
Delano	\$0.0391 per therm	\$0.0391 per therm	\$0.0391 per therm	\$0.0391 per therm	\$0.0391 per therm	\$0.0391 per therm	\$0.0391 per therm	01/2003	—
East Grand Forks	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	12/2005	12/19/2025
Faribault ¹	\$1.62	\$3.78	\$32.40	\$91.80	\$270.00	—	—	01/2006	11/08/2024
Forest Lake	\$3.00	\$7.50	\$15.00	\$75.00	\$15.00	\$15.00	\$15.00	05/2013	01/27/2033
Goodview	\$2.35	\$3.50	\$55.00	\$30.00	—	—	—	07/2006	04/30/2026
Kandiyohi	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	04/2014	12/01/2033
Lake City	2.0%	2.0%	\$0.005 per therm	\$0.005 per therm	\$0.005 per therm	\$0.005 per therm	\$0.005 per therm	05/2017	04/30/2019
Lindstrom	\$2.00	\$8.00	—	\$65.00	—	—	—	04/2016	02/18/2029
Maplewood	\$2.50	\$6.00	\$75.00	\$50.00	\$100.00	—	—	10/2015	12/31/2035
Moorhead	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	06/2015	02/08/2035

¹ Faribault: The franchise fee excludes the city, invoices to the city, or meters on city facilities or property.

(Continued on Sheet No. 5-44.2)

FRANCHISE AND OTHER CITY FEES (Continued)

Section No. 5
 12th Revised Sheet No. 44.2

Franchise and other city fees, as designated below will be included in the customers' monthly bills computed under the indicated rate classes and effective in the following Minnesota communities:

The Company remits 100% of these fees collected from ratepayers to the local government unit.

— Indicates fee is not applied

* May include Negotiated Transportation Service. Any future NTS customer in a franchise city without a specific NTS franchise rate will be billed the Firm Transportation franchise fee.

Franchise Fees									
City	Residential	Commercial Firm - Non-demand	Commercial Firm - Demand	Small Interruptible	Medium & Large Interruptible	Firm Transportation*	Interruptible Transportation	Effective Date	Expiration Date
Mounds View	4%	4%	4%	4%	4%	4%	4%	01/2017	12/31/2017
New Brighton	\$0.030 per therm	\$0.022 per therm	\$0.004 per therm	\$0.010 per therm	\$0.006 per therm	\$0.005 per therm	\$0.005 per therm	03/2016	11/25/2022
Newport	\$1.00	\$5.00	\$10.00	\$15.00	\$15.00	\$15.00	\$15.00	01/2011	10/18/2026
North St. Paul	2.75%	2.75%	\$0.005 per therm	\$0.005 per therm	\$0.005 per therm	\$0.005 per therm	\$0.005 per therm	12/1998	09/07/2018
Oakdale	\$1.50	\$5.00	\$8.00	\$17.00	\$17.00	\$17.00	\$17.00	11/2013	10/27/2023
Sauk Rapids	\$3.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	02/2016	06/16/2023
Shakopee	3.0%	3.0%	3.0%	3.0%	3.0%	—	—	02/2017	10/31/2036
Shoreview	\$1.30	\$8.00	\$112.00	\$100.00	\$100.00	\$100.00	\$100.00	10/2013	07/17/2031
South St. Paul	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	07/2000	06/30/2016
Spicer	\$0.50	\$1.50	—	—	—	—	—	02/2013	10/01/2032
St. Augusta	\$3.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	06/2010	03/01/2030

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(Continued on Sheet No. 5-44.3)

Date Filed: 11-21-16

By: Christopher B. Clark

Effective Date: 02-01-17

President, Northern States Power Company, a Minnesota corporation

Docket No. E,G999/CJ-09-970

Order Date: 03-23-11

Northern States Power Company, a Minnesota corporation
 Minneapolis, Minnesota 55401

MINNESOTA GAS RATE BOOK - MPUC NO. 2

FRANCHISE AND OTHER CITY FEES (Continued)

Section No. 5
 3rd Revised Sheet No. 44.3

Franchise and other city fees, as designated below will be included in the customers' monthly bills computed under the indicated rate classes and effective in the following Minnesota communities:

The Company remits 100% of these fees collected from ratepayers to the local government unit.

— Indicates fee is not applied

* May include Negotiated Transportation Service. Any future NTS customer in a franchise city without a specific NTS franchise rate will be billed the Firm Transportation franchise fee.

Franchise Fees									
City	Residential	Commercial Firm - Non-demand	Commercial Firm - Demand	Small Interruptible	Medium & Large Interruptible	Firm Transportation*	Interruptible Transportation	Effective Date	Expiration Date
St. Cloud ¹	3.0%	3.0%	3.0%	3.0%	—	3.0%	3.0% small	09/2007	08/31/2027
St. Joseph	\$1.00	\$1.75	\$10.00	\$0.005 per therm	\$0.005 per therm	\$0.005 per therm	\$0.005 per therm	02/2004	11/19/2023
St. Paul ²	See fee schedule in the Notes section on the following sheets.							11/2007	08/31/2026
St. Paul Park	\$1.50	\$4.00	\$30.00	\$15.00	\$335.00	\$150.00	\$15.00	08/2005	05/15/2025
Stillwater	\$1.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	06/2015	02/16/2035

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¹ St. Cloud: The franchise fee for residential heating customers will be 1.5% during the months of November – April.

² St. Paul: The monthly franchise fee will be as stated below. The residential service franchise fee will be as stated except during the winter months, November - April when there will be no fee. The fee shall not exceed \$50,000 during any calendar year from any negotiated transportation service customer. The schedules below show the meter and demand factor for each year of the St. Paul franchise and for each of the customer classifications.

(Continued on Sheet No. 5-44.4)

Date Filed: 03-16-15 By: Christopher B. Clark Effective Date: 06-01-15
 President, Northern States Power Company, a Minnesota corporation
 Docket No. E,G999/CI-09-970 Order Date: 03-23-11

FRANCHISE AND OTHER CITY FEES

Section No. 5
 19th Revised Sheet No. 93.1

Franchise and other city fees, as designated below will be included in the customers' monthly bills computed under the indicated rate classes and effective in the following Minnesota communities:

The Company remits 100% of these fees collected from ratepayers to the local government unit.
 — Indicates fee is not applied

Franchise Fees									
City	Residential	Small C&I Non-demand	Small C&I Demand	Large C&I	Public Street Lighting	Municipal Pumping Non-demand	Municipal Pumping Demand	Effective Date	Expiration Date
Afton	\$2.00	\$2.00	\$5.00	\$5.00	\$1.00	\$1.00	\$1.00	01/2005	08/16/2024
Albertville	\$2.50	\$5.00	\$10.00	\$50.00	\$2.00	—	—	03/2011	09/07/2029
Bayport	\$1.50	\$3.00	\$25.00	\$50.00	\$3.00	\$3.00	\$25.00	01/2014	05/04/2028
Big Lake	\$4.00	\$8.00	\$8.00	\$8.00	—	—	—	10/2014	07/04/2034
Bloomington	\$3.75	\$7.50	\$40.00	\$115.00	—	—	—	04/2016	12/20/2035
Brooklyn Center	\$1.60	\$4.00	\$22.00	\$100.00	\$13.00	\$13.00	\$13.00	01/2017	12/08/2023
Brooklyn Park	\$7.00	\$7.50	\$45.00	\$160.00	—	—	—	03/2016	12/31/2028
Burnsville	\$1.00	\$3.00	\$10.00	\$45.00	—	—	—	07/2016	02/15/2036
Centerville	\$4.00	\$8.00	\$8.00	\$8.00	—	—	—	05/2016	01/26/2036
Champlin	\$3.50	\$9.50	\$40.00	\$140.00	\$17.00	\$17.00	\$17.00	04/2016	11/23/2028
Chisago City	\$1.30	\$5.00	\$15.00	\$55.00	\$5.00	\$5.00	\$15.00	06/2009	02/28/2029
Circle Pines	\$2.75	\$3.00	\$35.00	—	\$3.00	—	—	10/2009	08/24/2029
Clara City	\$2.00	\$2.00	\$15.00	\$68.00	\$2.00	\$2.00	\$15.00	01/2014	10/07/2033
Clements	\$1.00	\$1.00	\$1.00	\$1.00	—	—	—	07/2012	06/09/2024
Coon Rapids ¹	4.0%	4.0%	4.0%	4.0%	—	—	—	01/2012	01/13/2032
Cottage Grove	\$1.65	\$1.65	\$8.25	\$33.00	\$3.30	\$0.75	\$8.25	03/2016	11/04/2023

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¹ Coon Rapids: The franchise fee excludes rate schedules for highway lighting, municipal street lighting, municipal water pumping, municipal fire sirens, and municipal sewage disposal service.

(Continued on Sheet No. 5-93.1a)

FRANCHISE AND OTHER CITY FEES

Section No. 5
 Original Sheet No. 93.1a

Franchise and other city fees, as designated below will be included in the customers' monthly bills computed under the indicated rate classes and effective in the following Minnesota communities:

The Company remits 100% of these fees collected from ratepayers to the local government unit.

— Indicates fee is not applied

Franchise Fees									
City	Residential	Small C&I Non-demand	Small C&I Demand	Large C&I	Public Street Lighting	Municipal Pumping Non-demand	Municipal Pumping Demand	Effective Date	Expiration Date
Deephaven	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	04/2002	11/02/2030
Dilworth	\$2.60	\$6.00	\$21.00	\$136.50	—	\$6.00	\$21.00	01/2011	05/10/2018
Eagle Lake	\$0.50	\$0.50	\$0.50	\$0.50	—	—	—	10/2012	05/06/2032
Eden Prairie	\$2.50	\$3.00	\$10.00	\$45.00	—	—	—	10/2012	06/18/2032
Edina	\$1.95	\$3.40	\$9.50	\$40.50	—	—	—	03/2016	11/03/2035
Excelsior	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	11/2012	08/02/2032

(Continued on Sheet No. 5-93.2)

FRANCHISE AND OTHER CITY FEES (Continued)

Section No. 5
 15th Revised Sheet No. 93.2

Franchise and other city fees, as designated below will be included in the customers' monthly bills computed under the indicated rate classes and effective in the following Minnesota communities:

The Company remits 100% of these fees collected from ratepayers to the local government unit.
 — Indicates fee is not applied

Franchise Fees									
City	Residential	Small C&I Non-demand	Small C&I Demand	Large C&I	Public Street Lighting	Municipal Pumping Non-demand	Municipal Pumping Demand	Effective Date	Expiration Date
Faribault ¹	\$1.35	\$1.60	\$32.00	\$280.00	—	—	—	01/2006	11/08/2024
Forest Lake	\$4.00	\$2.50	\$18.50	\$75.00	\$7.50	\$2.50	\$18.50	05/2013	01/27/2033
Golden Valley	\$2.00	\$2.00	\$22.50	\$206.00	—	—	—	01/2013	12/17/2027
Goodview	\$2.75	\$3.00	\$25.00	\$110.00	\$25.00	\$2.50	\$10.00	07/2006	04/30/2026
Grant	\$2.35	\$2.00	\$14.00	\$75.00	\$2.00	\$2.00	\$2.00	01/2015	12/01/2023
Hayfield	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	01/2015	04/17/2031
Henderson	\$3.00	\$3.00	\$3.00	\$3.00	—	—	—	04/2012	08/16/2031
Hopkins	\$2.20	\$3.85	\$15.50	\$105.50	—	—	—	01/2014	12/31/2018
Landfall Village	\$2.25	\$4.75	\$14.00	\$65.00	\$15.50	—	—	04/2014	12/10/2033
Lexington	\$4.00	\$6.50	\$40.00	\$170.00	—	—	—	03/2017	10/05/2031
Lindstrom	\$2.50	\$5.00	\$24.00	\$70.00	\$7.00	\$7.00	\$7.00	04/2016	12/17/2028
Little Canada	\$2.75	\$5.25	\$40.00	\$230.00	\$15.50	\$2.00	\$3.00	07/2010	08/26/2023
Madison Lake	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	05/2013	02/03/2033
Mahtomedi	\$1.30	\$1.38	\$14.40	\$110.28	\$12.71	\$0.63	\$14.84	01/2005	10/18/2024
Mankato	\$1.00	\$1.55	\$16.50	\$223.00	\$1.00	\$0.25	\$1.00	02/2015	09/21/2034
Mantorville	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	11/2012	08/12/2032
Maplewood	\$1.25	\$2.50	\$15.00	\$112.50	\$1.25	\$1.25	\$1.25	12/2013	09/26/2024

¹ Faribault: The franchise fee excludes invoices to the city for street lighting and municipal pumping.

(Continued on Sheet No. 5-93.3)

FRANCHISE AND OTHER CITY FEES (Continued)

Section No. 5
 13th Revised Sheet No. 93.3

Franchise and other city fees, as designated below will be included in the customers' monthly bills computed under the indicated rate classes and effective in the following Minnesota communities:

The Company remits 100% of these fees collected from ratepayers to the local government unit.
 — Indicates fee is not applied

Franchise Fees									
City	Residential	Small C&I Non-demand	Small C&I Demand	Large C&I	Public Street Lighting	Municipal Pumping Non-demand	Municipal Pumping Demand	Effective Date	Expiration Date
Minneapolis	4.5%	5.0% <100 kW	5.0% <100 kW	3.0% ≥100 kW at primary or higher voltage 5.0% ≥100 kW at secondary voltage	5.0%	5.0%	5.0%	01/2015	10/16/2024
Minnetonka	\$2.50	\$4.50	\$4.50	\$4.50	—	\$4.50	\$4.50	11/2007	08/09/2018
Monticello	\$1.95	\$5.50	\$31.00	\$190.00	\$12.00	\$12.00	\$31.00	06/2007	05/31/2027
Mound	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75	01/2017	12/31/2020
Mounds View	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	01/2017	12/31/2017
New Brighton	\$0.0047 per kWh	\$0.0043 per kWh	\$0.0033 per kWh	\$0.0017 per kWh	\$0.0054 per kWh	\$0.0046 per kWh	\$0.0033 per kWh	03/2016	11/25/2022
New Hope	\$3.00	\$6.00	\$26.00	\$115.00	—	—	—	01/2017	06/26/2031
New Richland	\$1.00	\$1.00	\$1.00	\$1.00	—	—	—	02/2013	07/11/2024
Newport	\$1.00	\$1.50	\$14.00	\$70.00	\$5.00	\$1.00	\$10.00	01/2011	10/18/2026

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(Continued on Sheet No. 5-93.4)

Date Filed: 10-25-16 By: Christopher B. Clark Effective Date: 01-01-17
 President, Northern States Power Company, a Minnesota corporation
 Docket No. E₁G999/CI-09-970 Order Date: 03-23-11

FRANCHISE AND OTHER CITY FEES (Continued)

Section No. 5
 17th Revised Sheet No. 93.4

Franchise and other city fees, as designated below will be included in the customers' monthly bills computed under the indicated rate classes and effective in the following Minnesota communities:

The Company remits 100% of these fees collected from ratepayers to the local government unit.
 — Indicates fee is not applied

Franchise Fees									
City	Residential	Small C&I Non-demand	Small C&I Demand	Large C&I	Public Street Lighting	Municipal Pumping Non-demand	Municipal Pumping Demand	Effective Date	Expiration Date
North Mankato	\$1.00	\$1.55	\$16.50	\$223.00	\$17.62	\$1.46	\$12.30	04/2015	10/05/2034
Oakdale	\$1.50	\$3.00	\$10.00	\$8.00	\$6.00	\$2.00	\$8.00	11/2013	10/27/2023
Osseo	\$1.28	\$2.07	\$17.57	\$102.65	\$6.20	\$0.45	\$2.55	03/2012	10/26/2023
Owatonna	\$0.0016 per kWh Customer peak demand less than 100 kW in calendar year \$0.0014 per kWh Customer peak demand greater than 100 kW in calendar year							01/2003	04/01/2022
Plymouth	\$2.00	\$3.00	\$10.00	\$40.00	—	—	—	05/2014	07/09/2027
Prior Lake	\$1.50	\$5.00	\$10.00	\$50.00	—	—	—	07/2006	03/19/2026
Richmond	\$1.00	\$1.00	\$1.00	\$1.00	—	—	—	05/2013	05/03/2031
Richfield	\$4.10	\$12.50	\$30.00	\$185.00	—	—	—	04/2014	03/12/2027
Robbinsdale	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	06/2015	07/01/2017
Rogers	\$5.00	\$7.00	\$45.00	\$210.00	\$17.00	\$12.00	\$65.00	01/2016	11/22/2024
Sartell	\$4.00	\$6.75	\$15.00	\$109.00	—	—	—	01/2017	09/11/2036
Sauk Rapids	4.0% 1.5%	Customers who purchase \$50,000 or less in calendar year That part which exceeds \$50,000 in calendar year						02/2016	06/15/2023
Shakopee ¹	3.0%	3.0%	3.0%	3.0%	—	—	—	01/2017	08/06/2021
Shoreview	\$2.50	\$3.00	\$30.00	\$310.00	—	—	—	10/2013	07/17/2031

RC

N

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D

¹ Shakopee: The fee collected shall total three percent (3%) of the Company's gross revenues from its operations within the City collected from each customer of each class. For customers in the Large C&I class, the three percent franchise fee is applicable to the first \$950,000 of calendar year gross revenues. The franchise fee is reduced to one-half percent (0.5%) for the remaining amount of annual gross revenues exceeding \$950,000.

(Continued on Sheet No. 5-93.5)

FRANCHISE AND OTHER CITY FEES (Continued)

Section No. 5
 13th Revised Sheet No. 93.5

Franchise and other city fees, as designated below will be included in the customers' monthly bills computed under the indicated rate classes and effective in the following Minnesota communities:

The Company remits 100% of these fees collected from ratepayers to the local government unit.

— Indicates fee is not applied

Franchise Fees									
City	Residential	Small C&I Non-demand	Small C&I Demand	Large C&I	Public Street Lighting	Municipal Pumping Non-demand	Municipal Pumping Demand	Effective Date	Expiration Date
South St. Paul ¹	4.0%	4.0%	4.0%	4.0%	—	—	—	07/2015	04/05/2030
Spicer	\$1.00	\$1.00	\$8.00	\$8.00	—	—	—	02/2013	10/01/2032
Spring Lake Park	\$0.80	\$1.20	\$8.50	\$50.00	—	—	—	04/2015	01/04/2035
St. Cloud ²	3.0%	3.0%	3.0%	3.0%	—	—	—	09/2007	08/31/2027
St. Joseph	\$1.00	\$1.75	\$10.00	2% purchase ≤\$100,000 in calendar year 1.5% that part >\$100,000 in calendar year	\$8.00	\$1.00	\$10.00	02/2004	11/19/2023
St. Louis Park	\$4.00	\$8.50	\$45.00	\$145.00	—	\$8.50	\$45.00	02/2017	09/18/2036
St. Michael	\$3.50	\$2.50	\$2.50	\$10.00	\$10.00	\$2.50	\$10.00	05/2011	11/24/2023
St. Paul ³	See fee schedule in the Notes section on the following sheets.							11/2006	08/31/2026
St. Paul Park	\$1.50	\$2.00	\$25.00	\$335.00	\$10.00	\$1.00	\$5.00	08/2005	05/15/2025
Stillwater	\$2.00	\$2.50	\$18.00	\$125.00	\$4.00	\$2.00	\$18.00	06/2015	02/16/2035

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¹ South St. Paul: The franchise fee excludes rate schedules for highway lighting, municipal street lighting, municipal water pumping, municipal traffic signals, municipal fire sirens, and municipal sewage disposal service.

² St. Cloud: The franchise fee for residential heating customers will be 1.5% during the months of November – April.

³ St. Paul: The monthly franchise fee will be as stated on the following sheets. The residential service franchise fee will be as stated except during the months of November - April when there will be no fee. The fee shall not exceed \$620,000 during any calendar year from any large commercial and industrial customer qualifying for service on the Competitive Market Rider. The schedule on the following sheets show the meter, energy, and demand factor for each year of the St. Paul franchise and for each of the customer classifications.

(Continued on Sheet No. 5-93.6)

FRANCHISE AND OTHER CITY FEES (Continued)

Section No. 5
 7th Revised Sheet No. 93.12

Franchise and other city fees, as designated below will be included in the customers' monthly bills computed under the indicated rate classes and effective in the following Minnesota communities:

The Company remits 100% of these fees collected from ratepayers to the local governmental unit.
 — Indicates fee is not applied

Franchise Fees									
City	Residential	Small C&I Non-demand	Small C&I Demand	Large C&I	Public Street Lighting	Municipal Pumping Non-demand	Municipal Pumping Demand	Effective Date	Expiration Date
Victoria	\$3.00	\$10.00	\$10.00	\$10.00	—	—	—	02/2017	10/09/2036
Watertown	\$3.00	\$4.50	\$16.00	\$51.00	—	\$13.50	\$21.00	04/2010	04/10/2027
Wayzata	\$2.06	\$4.64	\$4.64	\$15.45	\$1.03	\$1.03	\$1.03	03/2011	11/30/2026
White Bear Lake	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	05/1998	05/01/2018
Winona	4.0% 1.5%	Customers who purchase \$100,000 or less in calendar year That part which exceeds \$100,000 in calendar year						06/2003	06/15/2023
Winsted	\$2.00	\$2.00	\$2.00	\$2.00	—	—	—	05/2012	12/19/2031

N

(Continued on Sheet No. 5-93.13)

Date Filed: 11-21-16 By: Christopher B. Clark Effective Date: 02-01-17
 President, Northern States Power Company, a Minnesota corporation
 Docket No. E,G999/CI-09-970 Order Date: 03-23-11

CUSTOMER SVC POLICY 6/5/17

AGENDA ITEM _____

CITY OF INVER GROVE HEIGHTS

REQUEST FOR COUNCIL ACTION

Review draft of a new Customer Service Policy for the City of Inver Grove Heights

Meeting Date: June 5, 2017
Item Type: Work Session
Prepared by: Carrie Isaacson, Admin Services
Coordinator
Contact: Carrie Isaacson, Admin Services
Coordinator
Reviewed by: Joe Lynch, City Administrator

Fiscal/FTE Impact:

☒	None
☐	Amount included in current budget
☐	Budget amendment requested
☐	FTE included in current complement
☐	New FTE requested – N/A
☐	Other

PURPOSE/ACTION REQUESTED:

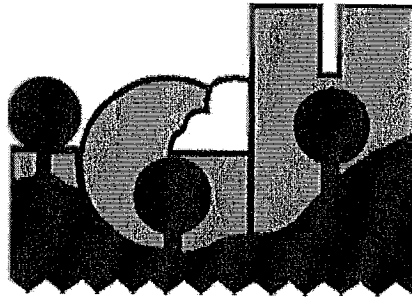
To review the draft policy that was created per the request of Council and obtain feedback, suggestions and/or recommendations before it is approved at a regular Council meeting.

SUMMARY:

Council has requested that the HR staff develop a Customer Service Policy for the purposes of implementing a professional

As part of the development process, the policy should include timeliness of responses to phone calls and emails, standard voicemail greetings, an understanding of who the City's customers are, an understanding of what good customer service is (both internally and externally), a standard complaint and/or request for service resolution protocol and a process, schedule and budget to ensure training for current and new employees is established.

We would like to implement the new policy and training schedule during the month of July. Any expenses utilized for training purposes will be considered in the 2017 Budget, as well as incorporated into the 2018 Budget.



CITY OF INVER GROVE HEIGHTS

*ETHICS * EXCELLENCE * ENGAGEMENT*

CUSTOMER SERVICE POLICY

1ST DRAFT

06/01/17

PURPOSE

The City of Inver Grove Heights' purpose of this policy is to assist our leaders and staff in providing reliable, responsive and quality service to its customers, citizens and surrounding communities.

MISSION

The City of Inver Grove Heights' mission is to provide services and facilities that enhance the quality of life in our vibrant community.

EXPECTATIONS OF OUR EMPLOYEES

All employees ensure every individual or business that contacts the City with a question, inquiry, service request or complaint is treated in a respectful, friendly manner and has closure in feeling positive, satisfied or confident with their result(s).

All employees understand that excellence in customer service from local government builds trust and confidence with its citizens and establishes strong partnerships with businesses, which allows the community to thrive.

All employees follow a standard protocol of operating procedures to ensure quality customer service is achieved.

EXPECTATIONS OF OUR CUSTOMERS

In order for City staff to "help us help you" to the best of our knowledge and abilities, we ask that you:

- Report any damage, failure or vandalism of City property or infrastructure as soon as possible.
- Provide complete details of your request, inquiry or complaint.
- Respect the rights and privacy of other people.
- When necessary, make all reports in writing so we have permanent documentation.
- Treat Council and City staff with the same mutual respect in how you wish to be treated.
- It is your right to remain anonymous and City staff must respect and comply by that right; however if you expect feedback, then leaving your contact information allows us to respond more quickly and effectively.

RELATIONSHIPS WITH OUR CUSTOMERS

The City's objective is to provide excellent customer service to its residents, business owners, visitors and employees. In order to establish a relationship that demonstrates our commitment to excellence, we have identified who our customers are:

- Any renter, homeowner/taxpayer, visitor or guest within the City.
- Any business owner/taxpayer, contractor, consultant or employee that works on behalf or in favor of the City.
- All Council, management and staff working directly for the City.

SERVICE STANDARDS

When a customer contacts City Hall in-person, by telephone or email, or in writing, our service standard is as follows:

- Treat the customer with respect and in a friendly, polite demeanor.
- Provide prompt and accurate service, direction or guidance.
- Maintain the customer's privacy at all times.
- Keep the customer informed of deadline extensions or delays.
- Provide timely feedback or follow-up to any inquiry, question or request.

CONFLICT MANAGEMENT & RESOLUTION

The City's role as a municipality is to govern, regulate, and when necessary, restrict the actions and behaviors of individuals and/or businesses. Due to this level of governance, there are times when conflicting interaction with disgruntled or stressed customers is inevitable. The following conflict resolution steps are recommended to maintain a calm and professional atmosphere:

- Remain calm and be polite, regardless of the attitude or approach of the customer.
- Listen carefully to the customer's complaint or issue and let them be heard before you respond.
- Ask questions and collect as much information about the complaint or issue.
- Offer them a temporary solution if an immediate solution is not possible.
- Provide them a contact name, phone number and/or email of a staff member who will ensure the customer of a follow-up response (if an immediate solution is not possible).
- Reassure them their complaint or issue will be given priority and taken seriously.
- Thank the customer for their time.

COMPLAINT RESOLUTION PROCESS

Each department within the City will have to address its own unique set of inquiries or complaints based on the services they provide and should follow these standard steps for complaint resolution:

- If a customer is dissatisfied due to an infrastructure problem and reports the problem in-person, verbally or in writing (such as potholes in the road, a tree in the right-of-way from storm damage or vandalism at a city park), these will be considered service calls and treated with the highest priority.
- Reports should be given to the department's manager or superintendent, who will then give the directive on how and when the problem will be resolved.
- Once the problem is identified, the department's manager or superintendent will notify the customer who filed the report or complaint either verbally or in writing acknowledging that a resolution is in place and/or has been resolved.
- If the customer's inquiry or complaint has not been resolved after an appropriate amount of time, they should forward their concern to the department's director, manager or superintendent in writing.
- If the customer's inquiry or complaint is complex in nature and requires discussion, they are encouraged to make a private appointment with the department's director, manager or superintendent during regular business hours.

TRAINING

In order to ensure customer service training is completed, the material will be introduced during the on-boarding/hiring process, with the expectation or requirement that the employee complete the training during their twelve (12) month orientation period. For employees who have already completed their orientation period, they would be required to complete training coinciding with their anniversary date and/or annual performance evaluation.

The City will purchase a standard online training tool that each employee must view and complete within a set timeframe. Results of the completed course would be submitted to Human Resources and kept in personnel files. All staff will have access to the program through a website link (through HR Connection) or software application installed at their own or shared workstation. Employees may complete the training at their own pace/schedule, with the option to access the same material remotely from their private/home personal computer.

RESPONSE TIME

The City Council, City Administrator and City staff undertakes a wide variety of responsibilities and duties, which can vary in the complexity of workload. Every effort is made to respond to customers as quickly and accurately as possible. The following guide to the most common customer service requests from each department is as follows:

TYPE OF SERVICE BY DEPARTMENT	TYPICAL RESPONSE TIME
General Administration	
Answered Phone Calls	Less Than 1 Min
Returned Phone Calls*	Less Than 8 Hours*
Electronic (Email), Website or Social Media Inquiries*	Less Than 8 Hours*
Hard Copies of Documents	Less Than 24 Hours
License Applications	7-10 Business Days
Verification of Employment/Backgrounds	1-3 Business Days
Finance	
Refunds	1-3 Business Days
Billing Statements	1-3 Business Days
ACH / Wire Transfers	1-2 Business Days
Planning & Inspections	
Permits In-Person	Less Than 15 Min
Permits Faxed or Emailed	12-24 Hours
Scheduled Inspections (24-HR Notice)	<15 Min, Up to 1 Hour
Plan Reviews	7-14 Business Days
Parks & Recreation	
Membership Application In-Person	Less Than 30 Min
Scheduled Tours (24-HR Notice)	1-2 Hours
Fitness Check-In	Less Than 1 Min
Pool/Birthday Party Check-In	Less Than 15 Min
Street Maintenance	
Pothole Repair/Assessment	7-10 Days
Street Sign Repair/Installation	7-10 Days
Street Light Replacement	1-3 Days
Public Safety	
Police Report Requests	1-3 Business Days
Application for Permit to Carry a Hand Gun	7-14 Business Days
Criminal Background Checks	1-3 Business Days
Burning Permit In-Person	Less Than 15 Min

*Subject to staff schedule and/or availability.

ACCESSIBILITY

The City will make our services accessible to customers with in-person contact options, on-line and telephone-based payments and services and general information requests:

- **City of Inver Grove Heights**

Website: www.invergroveheights.org

8150 Barbara Avenue

Inver Grove Heights, MN 55077

Main: (651) 450-2500 / Fax: (651) 450-2502

Regular business hours: 8:00 a.m. – 4:30 p.m., Monday – Friday; city offices are closed on Federal holidays.

- **National Relay Service (NRS)**

TDD / Deaf, hearing and/or speech impaired users can call (651) 450-2501.

- **Mayor & Council**

Mayor George Tourville

gtourville@invergroveheights.org

Phone: (651) 455-4465

Voicemail: (651) 450-2507

Councilmember Paul Hark

phark@invergroveheights.org

Phone: (651) 323-8189

Voicemail: (651) 450-2503

Councilmember Tom Bartholomew

tbartholomew@invergroveheights.org

Phone: (651) 457-6375

Voicemail: (651) 450-2505

Councilmember Kara Perry

kperry@invergroveheights.org

Phone: (651) 238-7155

Voicemail: (651) 450-2506

Councilmember Rosemary Piekarski-Krech

rpiekarskikrech@invergroveheights.org

Phone: (651) 455-5337

Voicemail: (651) 450-2504

- **City Administrator, Joe Lynch**

jlynch@invergroveheights.org

Phone: (651) 450-2511

- **City Attorney, Tim Kuntz**

TKuntz@levander.com

Phone: (651) 451-1831

PARKS C.I.P. 6/5/17

AGENDA ITEM _____

CITY OF INVER GROVE HEIGHTS

REQUEST FOR COUNCIL ACTION

Review the Parks Capital Improvement Plan

Meeting Date: June 5, 2017
Item Type: Work Study Session
Contact: Eric Carlson – 651.450.2587
Prepared by: Eric Carlson
Reviewed by:

Fiscal/FTE Impact:

- | | |
|-------------------------------------|------------------------------------|
| ☐ | None |
| ☐ | Amount included in current budget |
| ☐ | Budget amendment requested |
| ☐ | FTE included in current complement |
| ☐ | New FTE requested – N/A |
| ☒ | Other |

PURPOSE/ACTION REQUESTED

At the City Council Strategic Planning Session on February 25th with City Administrator Joe Lynch the Council developed the following strategic issue:

“Review the Parks Capital Improvement and determination of separation into three categories: 1) New, 2) Maintenance/replacement and 3) Re-Purpose – this will be brought forward at the June Council Work Session.”

SUMMARY

The Mission of the City of Inver Grove Heights is:

“The mission of the City of Inver Grove Heights is to provide services and facilities that enhance the quality of life in our vibrant community”

Certainly, the park system does a fantastic job of supporting the Mission of the City by providing residents and visitors with great places to recreate, be active, and enjoy the great outdoors. Continuing to provide parks, both new and existing, as the City continues to grow is very important to support property values, encourage new growth, and retain residents and businesses. Like much of the City’s infrastructure (roads, bridges, water/sewer, city buildings) it is very important that the City set aside adequate resources to continue to support a vibrant, well planned, properly maintained, and safe park system for generations to come.

The attached report provides the City Council with an outline of new park amenities replaced park amenities and repurposed park amenities. Comparison are made between surrounding cities that are somewhat smaller/larger than Inver Grove Heights along with National Standards put together by the National Recreation and Park Association (NRPA). This “benchmark” data can be/should be used as a guide in our future park planning. Generally speaking, when reviewing the benchmark data, we are slightly behind most standards as compared to surrounding communities.

Funding for the existing system comes from:

- \$150,000 General Fund
- \$25,000 Host Community Fund (funding set to expire in 2020)
- \$25,000 Capital Facilities Fund (funding set to expire in 2018)

There will be a need for the City Council to establish \$125,000 of additional funding to meet the needs of the existing park system.

Funding for the NW Area park system comes from:

- \$19,000,000 Fund 402 – NW area development fees

As the NW area develops and park amenities are added, additional funding in the amount of \$170,000 annually will be needed to fund future replacement needs of those new amenities.

Funding for Heritage Village Park and Seidl's Lake Park comes from:

- Fund 402, grants, other sources yet to be identified

If and when these Master Plans are completed, additional funding in the amount of \$161,000 annually will be needed to fund future replacement needs of those new amenities.

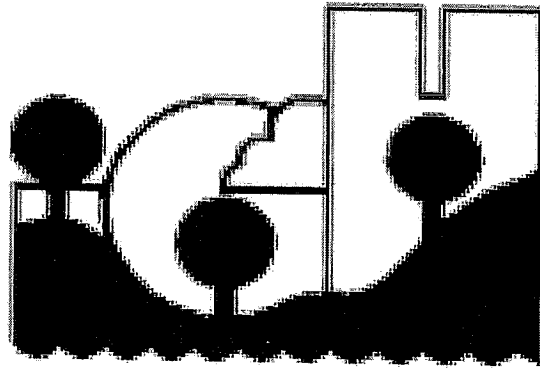
A summary of the funding needs of the park system at complete build out is as follows:

	Funded by 402	Funded by 444	Annual Estimate
Existing Park Amenities		7,600,000	275,000
Existing Bituminous Trails		Pavement Management	Pavement Management
Existing Bituminous Parking Lots		Pavement Management	Pavement Management
Heritage Village Park Master Plan	7,800,000	3,900,000	143,000
Seidl's Lake Park Master Plan	600,000	440,000	18,000
Priority Trail Gaps	2,200,000	Pavement Management	Pavement Management
NW Area Trail Land Acquisition	2,500,000	NA	NA
NW Area Trails	2,500,000	Pavement Management	Pavement Management
NW Area Park Land Acquisition	5,000,000	NA	NA
NW Area Park Improvements	5,000,000	1,500,000	70,000
NW Area Underpasses	4,000,000	4,000,000	100,000
Estimated Total (Rounded)	30,000,000	14,000,000	600,000

Note:

The Park and Recreation Commission has generally seen this information in alternative formats, however, they have not reviewed this specific report. The Commission will review this report at their June 14th meeting.

**CITY OF INVER GROVE HEIGHTS
PARKS AND RECREATION SYSTEM**



LEVEL OF SERVICE COMPARISON

**PARK ACQUISITION FUND (402)
NEEDS ASSESSMENT**

**PARK CAPITAL REPLACEMENT FUND (444)
NEEDS ASSESSMENT**

Level of Service

The Level of Service (LOS) analysis produces guidelines that help the City make investment decisions related to parks, facilities, and other built amenities in our park and recreation system. LOS puts the City's inventory of parkland and facilities in terms of "units per population" and creates recommendations based upon multiple resources:

- Average of "smaller communities" (Rosemount, Andover, Roseville, Shakopee, Cottage Grove, S. St. Paul, Farmington and West St. Paul)
- Average of "larger communities" (Apple Valley, Burnsville, Eagan, Lakeville)
- National Standards collected by the National Recreation Park Association (NRPA)

These standards should be used as a guide and are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the City of Inver Grove Heights. By applying these facility standards to the population of Inver Grove Heights, gaps and surpluses in park and facility/amenity types are revealed and funding decisions can be adjusted appropriately.

Assumptions: Average small city population 28,000
 City of Inver Grove Heights population 34,000
 Anticipated City of Inver Grove Heights full development population 50,000
 Average large city population 59,000

Prior to adding, repurposing, or removing park infrastructure, a strong effort to engage the impacted neighborhood community should be used to gain support and understanding. Understanding the initial capital investment, on-going operational investments, and future capital replacement investment should be a part of the discussion process when making these decisions.

City staff has deployed stationary cameras at the beginning of April at our 5 oldest playgrounds, all of our tennis courts, and basketball courts. We plan to monitor the use these amenities receive through the end of September to help determine how popular they are.

Parks

					Future Build Out @ 50,000	
	Inver Grove Heights Current	Smaller Cities Average	Larger Cities Average	National Cities (20K – 50K) Average	National Standard	To meet our current ratio
Number of parks	28	31	60			
Per capita	1,214	901	977	1,901		
IGH need to meet ratio	28	37	35	18	NA	41

- NW Area Park Plan assumes we will add 5-6 parks in the NW area at full development.
- The City will have 34 – 35 parks at full development.

Park Land

					Future Build Out @ 50,000	
	Inver Grove Heights Current	Smaller Cities Average	Larger Cities Average	National Cities (20K – 50K) Average	National Standard 24.75 per 1,000	In order to meet our current ratio
Acres of Parkland	608	583	1,272			
Acres per 1,000	17.88	20.87	21.69	9.6		
IGH need to meet ratio	608	709	737	326	1,237	894

- NW Area Park Plan assumes we will add 56-82 acres in the NW area at full development.
- The City will have 665-691 acres of park land at full development.

Bituminous Trails

					Future Build Out @ 50,000	
	Inver Grove Heights Current	Smaller Cities Average	Larger Cities Average	National Cities (20K – 50K) Average	National Standard .75 per 1,000	In order to meet our current ratio
Miles of trail	26	35	90			
Miles per 1,000	.76	1.25	1.55			
IGH need to meet ratio	26	42.5	52.7	NA	38	38

- NW Area Park Plan assumes we will add 10-15 miles in the NW area at full development.
- Closing the priority gaps in the trail gap study would add approximately 7 miles of trail
- The City will have 42 – 48 miles of trails at full development.

Picnic Shelters

					Future Build Out @ 50,000	
	Inver Grove Heights Current	Smaller Cities Average	Larger Cities Average	National Cities Average	National Standard 1:5,000	In order to meet our current ratio
Number of shelters	7	11	15			
Per capita	4,857	2,541	3,908			
To meet ratio	7	13	9	NA	10	10

- NW Area Park Plan assumes we will add 1 shelter in the NW area at full development
- Heritage Village Park Plan assumes we will add 2 shelters in the park once developed
- Selde's Lake Master Plan assumes we will add 1 shelter in the park once developed
- Shelter at Oak Wood Park should not be replaced
- The City will have 10 shelters at full development

Recreation Buildings

					Future Build Out @ 50,000	
	Inver Grove Heights Current	Smaller Cities Average	Larger Cities Average	National Cities Average	National Standard 1:10,000	In order to meet our current ratio
Number of shelters	6	3	11			
Per capita	6,800	8,283	5,583			
To meet ratio	6	4	6	NA	5	7

- Recreation buildings at Groveland, Oakwood, and Skyview serve as warming houses in the winter months. Given the unpredictable winters and low usage (an average of 3,500 participants per season across the city not including use at unopened times). The resources dedicated to outdoor skating (personnel, operational and capital investments) should be closely monitored and consideration should be given to lowering this level of service in an effort to reduce our operational exposure and our future capital investments.
- A single location (Oakwood or Skyview) could serve the future winter skating needs
- Recreation building at South Valley Park should be evaluated as part of a Master Plan process for the park.
- Heritage Village Park Master Plan assumes we will add one building
- Recreation buildings at Rich Valley Park should remain
- The City would have 5 recreation buildings at full development (Skyview, South Valley, Rich Valley (2), Heritage Village Park)

Outdoor Hockey Rinks

					Future Build Out @ 50,000	
	Inver Grove Heights Current	Smaller Cities Average	Larger Cities Average	National Cities Average	National Standard 1:2,500	In order to meet our current ratio
Number of hockey rinks	3	5	13			
Per capita	11,333	6,044	4,425	16,572		
To meet ratio	3	6	8	2	20	4

- Outdoor hockey rinks are located at Groveland, Oakwood, and Skyview. Given the unpredictable winters and low usage (an average of 3,500 participants per season across the city not including use at unopened times). The resources dedicated to outdoor skating (personnel, operational and capital investments) should be closely monitored and consideration should be given to lowering this level of service in an effort to reduce our operational exposure and our future capital investments.
- A single location with two hockey rinks (Oakwood or Skyview) could serve the future winter skating needs
- The City would have 2 outdoor hockey rinks at full development

Outdoor Pleasure Skating Rinks

					Future Build Out @ 50,000	
	Inver Grove Heights Current	Smaller Cities Average	Larger Cities Average	National Cities Average	National Standard 1:2,500	In order to meet our current ratio
Number of hockey rinks	5	6	13			
Per capita	6,800	4,970	4,690	16,572		
To meet ratio	5	7	7	2	20	7

- Outdoor hockey rinks are located at Groveland, Oakwood, Skyview, South Valley, and Southern Lakes. Given the unpredictable winters and low usage (3,500 participants per season across the city not including use at unopened times). The resources dedicated to outdoor skating (personnel, operational and capital investments) should be closely monitored and consideration should be given to lowering this level of service in an effort to reduce our operational exposure and our future capital investments.
- A single location (Oakwood or Skyview) could serve the future winter skating needs
- The City would have 1 pleasure skating rink at full development

Tennis Courts

					Future Build Out @ 50,000	
	Inver Grove Heights Current	Smaller Cities Average	Larger Cities Average	National Cities Average	National Standard 1:4,000	In order to meet our current ratio
Number of tennis courts	12	8	22			
Per capita	2,833	3,338	2,695	4,375		
To meet ratio	12	10	13	8	13	18

- To meet National Standards we would need to add one tennis court at future build out. The use of the existing courts will be monitored by our cameras to help us determine the popularity of this amenity. Further analysis is needed before a recommendation can be made.
- The growth of pickle ball is a trend that needs to be monitored...currently all existing courts are set up for tennis or pickle ball...changing some courts to pickle ball only may be advantageous

Basketball Courts

					Future Build Out @ 50,000	
	Inver Grove Heights Current	Smaller Cities Average	Larger Cities Average	National Cities Average	National Standard 1:4,000	In order to meet our current ratio
Number of basketball courts	7	11	22			
Per capita	4,857	2,616	2,635	7,080		
To meet ratio	7	13	13	5	13	10

- NW Area Park Plan assumes we will add 3 courts in the NW area at full development
- Seidl's Lake Park Master Plan assumes we will add one basketball court
- The City will have 11 courts at full development

Playgrounds

					Future Build Out @ 50,000	
	Inver Grove Heights Current	Smaller Cities Average	Larger Cities Average	National Cities (20K – 50K) Average	National Standard 1:2,000	In order to meet our current ratio
Number of playgrounds	14	22	48			
Per capita	2,429	1,285	1,221	3,633		
To meet ratio	14	26	28	9	25	20

- NW Area Park Plan assumes we will add 4 playgrounds in the NW area at full development
- The Heritage Village Park plan assumes we will add one playground once the park develops
- The City will have 19 playgrounds at full development

Baseball/Softball Fields

					Future Build Out @ 50,000	
	Inver Grove Heights Current	Smaller Cities Average	Larger Cities Average	National Cities Average	National Standard 1:2,000	In order to meet our current ratio
Number of ball fields	19	17	51			
Per capita	1,789	2,171	1,150			
To meet ratio	19	16	30	NA	25	28

- Bat and ball sport participation has trended downward over the last few years. It is not anticipated that additional fields will need to be developed. Participation should continue to be monitored closely.

Rectangular Fields

					Future Build Out @ 50,000	
	Inver Grove Heights Current	Smaller Cities Average	Larger Cities Average	National Cities Average	National Standard 1:1,750	In order to meet our current ratio
Number of rectangular fields	6	11	23			
Per capita	5,666	2,458	2,606			
To meet ratio	6	14	13	NA	28	9

- Rectangular field demand is currently being met but will need to be monitored closely. If needed an opportunity to increase the supply likely comes from repurposing existing bat/ball fields.

Summarized Value of Park Systems Current Assets

	Life Span	Investment	Annual Investment
Athletic Lighting	25	\$522,000	\$20,880
Backstops	30	\$225,000	\$7,500
Basketball Courts	20	\$75,000	\$3,500
Bleachers	25	\$50,000	\$2,000
Disc Golf Equipment	20	\$30,000	\$1,500
Fishing Piers	25	\$50,000	\$2,000
Fountains	25	\$60,000	\$2,400
Irrigation Systems	25	\$350,000	\$14,000
Line Fencing	30	\$800,000	\$26,000
Maintenance Buildings	40	\$300,000	\$7,500
Outdoor Hockey Rinks	20	\$190,000	\$9,500
Parking Lot Lighting	25	\$200,000	\$8,000
Picnic Shelters	40	\$805,000	\$20,075
Playgrounds	20	\$1,250,000	\$62,500
Recreation Buildings	40	\$1,925,000	\$47,625
Septic Systems	25	\$50,000	\$2,000
Skate Park	20	\$150,000	\$7,500
Tennis Courts	20	\$540,000	\$27,000
Total (Rounded)		\$7,600,000	\$275,000

- Does not include parking lots (approximately 365,000 square feet = \$1,500,000/20 years = \$75,000/year)
- Does not include bituminous trails (approximately 26 miles = \$5,491,200/ 20 years = \$274,560/year)
- Does not include anything related to the VMCC/Grove
- Does not include anything related to Inver Wood Golf Course

Picnic Shelters

	Life Span	Last Replaced	Age	Investment	Annual Investment
South Valley	40	1980	37	\$150,000	\$3,700
Rich Valley	40	2006	11	\$75,000	\$1,875
Oakwood	40	2002	15	\$20,000	\$500
Lions	40	2002	15	\$30,000	\$750
Simley	40	2002	15	\$30,000	\$750
VMCC	40	2010	7	\$100,000	\$2,500
Swing Bridge	40	2015	2	\$400,000	\$10,000
Total Picnic Shelters	40			\$805,000	\$20,075

Recreation Buildings

	Life Span	Last Replaced	Age	Investment	Annual Investment
Groveland	40	1977	40	\$325,000	\$8,000
Oakwood	40	1975	42	\$325,000	\$8,000
Rich Valley Soccer	40	1997	20	\$225,000	\$5,625
Rich Valley Concessions	40	1997	20	\$400,000	\$10,000
Skyview	40	1976	41	\$325,000	\$8,000
South Valley	40	1980	37	\$325,000	\$8,000
Total Rec Buildings	40			\$1,925,000	\$47,625

Outdoor Hockey Rinks

	Life Span	Last Replaced	Age	Investment	Annual Investment
Groveland	20	2010	7	\$50,000	\$2,500
Oakwood	20	2006	11	\$50,000	\$2,500
Skyview	20	2002	15	\$90,000	\$4,500
Total Outdoor Hockey Rinks	20			\$190,000	\$9,500

Tennis Courts

	Life Span	Last Replaced	Age	Investment	Annual Investment
Groveland (1)	20	2001	16	\$45,000	\$2,250
North Valley (4)	20	1990	27	\$180,000	\$9,000
Oakwood (2)	20	2000	17	\$90,000	\$4,500
Rich Valley (1)	20	1992	25	\$45,000	\$2,250
Salem Hills (2)	20	1991	26	\$90,000	\$4,500
Skyview (2)	20	1999	18	\$90,000	\$4,500
Total Tennis Courts	20			\$540,000	\$27,000

Basketball Courts

	Life Span	Last Replaced	Age	Investment	Annual Investment
Sleepy Hollow (1/2)	20	1992	25	\$15,000	\$750
Ernster (1/2)	20	1997	20	\$15,000	\$750
Groveland (1/2)	20	2001	16	\$15,000	\$750
Salem Hills (Full)	20	1990	27	\$30,000	\$1,250
Oakwood	20	In Tennis Court			
Skyview	20	In Hockey Rink			
Rich Valley	20	In Parking Lot			
Total Basketball Courts	20			\$75,000	\$3,500

Playgrounds

	Life Span	Last Replaced	Age	2014 Age 5-12 served within ½ mile	Investment	Annual Investment
Seidls' Lake	20	1995	22	191	\$75,000	\$3,750
Arbor Pointe	20	1995	22	211	\$50,000	\$2,500
South Valley	20	1999	18	467	\$150,000	\$7,500
Southern Lakes	20	2001	16	202	\$75,000	\$3,750
Salem Hills	20	2001	16	243	\$75,000	\$3,750
Sleepy Hollow	20	2002	15	219	\$75,000	\$3,750
Lions	20	2002	15	70	\$75,000	\$3,750
VMCC	20	2003	14	77	\$150,000	\$7,500
Rich Valley	20	2005	12	30	\$150,000	\$7,500
Broadmoor	20	2006	11	152	\$75,000	\$3,750
Ernster	20	2006	11	310	\$75,000	\$3,750
Skyview	20	2012	5	240	\$75,000	\$3,750
Oakwood	20	2012	5	394	\$75,000	\$3,750
Groveland	20	2013	4	205	\$75,000	\$3,750
Total Playgrounds	20				\$1,250,000	\$62,500

Athletic Lighting Rinks, Tennis Courts, Fields

	Life Span	Last Replaced	Age	Investment	Annual Investment
Groveland	25	2007	10	\$30,000	\$1,200
Oakwood	25	2006	11	\$30,000	\$1,200
Skyview	25	2002	15	\$30,000	\$1,200
South Valley	25	1998	19	\$10,000	\$400
Southern Lakes	25	2010	7	\$2,000	\$80
Rich Valley	25	2002	15	\$160,000	\$6,400
Rich Valley	25	1998	19	\$160,000	\$6,400
Oakwood Tennis	25	2006	11	\$50,000	\$2,000
Skyview Tennis	25	2006	11	\$50,000	\$2,000
Athletic Lighting	25			\$522,000	\$20,880

Miscellaneous

	Life Span	Last Replaced	Age	Investment	Annual Investment
Backstops	30	Varies	Varies	\$225,000	\$7,500
Bleachers	25	Varies	Varies	\$50,000	\$2,000
Disc Golf Equipment	20	Varies	Varies	\$30,000	\$1,500
Fishing Piers	25	Varies	Varies	\$50,000	\$2,000
Fountains	25	Varies	Varies	\$60,000	\$2,400
Irrigation Systems	25	Varies	Varies	\$350,000	\$14,000
Line Fencing	30	Varies	Varies	\$800,000	\$26,000
Maintenance Buildings	40	2002	15	\$300,000	\$7,500
Parking Lot Lighting	25	Varies	Varies	\$200,000	\$8,000
Septic Systems	25	Varies	Varies	\$50,000	\$2,000
Skate Park	20	2003	14	\$150,000	\$7,500
				\$2,265,000	\$80,400

Inver Grove Heights Park and Recreation System Overall Development and Capital Replacement Assessment

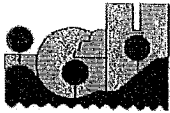
	Funded by 402	Funded by 444	Annual Estimate
Existing Park Amenities		7,600,000	275,000
Existing Bituminous Trails		Pavement Management	Pavement Management
Existing Bituminous Parking Lots		Pavement Management	Pavement Management
Heritage Village Park Master Plan	7,800,000	3,900,000	143,000
Seidl's Lake Park Master Plan	600,000	440,000	18,000
Priority Trail Gaps	2,200,000	Pavement Management	Pavement Management
NW Area Trail Land Acquisition	2,500,000	NA	NA
NW Area Trails	2,500,000	Pavement Management	Pavement Management
NW Area Park Land Acquisition	5,000,000	NA	NA
NW Area Park Improvements	5,000,000	1,500,000	70,000
NW Area Underpasses	4,000,000	4,000,000	100,000
Estimated Total (Rounded)	30,000,000	14,000,000	600,000

- Assumes all first time capital costs to build the system will be funded by the Park Acquisition and Development Fund (Fund 402), grants, partnerships, donations, or other sources
 - Assumes we will collect approximately 19,000,000 in park dedication fees in the NW Area
 - Assumes we will spend approximately 19,000,000 in park development in the NW Area
 - Assumes a gap in funding of approximately 11,000,000 to fund all identified future plans
- Assumes all capital replacement costs to replace the system will be funded by the Park Capital Replacement Fund (Fund 444), grants, or other sources
 - Assumes assets at complete build out will have a value of approximately 14,000,000
 - Assumes current annual replacement need is 275,000 annually
 - Assumes current annual replacement funding of 200,000 leaving a gap of 75,000
 - Assumes at full maturity, the system will need 600,000 annually to sustain capital replacement projects on an annual basis (not including inflation)
- Assumes existing amenities which already are a part of our park system
- Assumes the Heritage Village Park Master Plan will be developed as proposed (see attached)
- Assumes Seidl's Lake Park Master Plan will be developed as proposed (see attached)
- Assumes priority gaps from the trail gap study will be constructed adding approximately 7 miles of trails
- Assumes the City will acquire approximately 24 acres of land for approximately 10 miles of trails in the NW Area
- Assumes the City will acquire approximately 48 acres of land for approximately 1 Community and 4 Neighborhood Parks in the NW Area
- Assumes no improvements to River Heights/Marianna Ranch/Marcott Woods/River Front/Dehrer/Old Town Hall parks
- Assumes the pavement management fund pays for future maintenance of all trails and parking lots

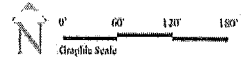
Park Capital Replacement Fund Checkbook (Fund 444)						
	Current Funding (200,000)				Increase Funding (275,000)	
	Revenue	Expense	Balance	Revenue	Expense	Balance
<u>Beginning Balance</u>						
2017 - 2022			\$1,100,000			\$1,100,000
Shelters		\$150,000	\$950,000		\$150,000	\$950,000
Recreation Buildings		\$650,000	\$300,000		\$650,000	\$300,000
Outdoor Hockey Rinks		\$90,000	\$210,000		\$90,000	\$210,000
Tennis Courts			\$210,000			\$210,000
Basketball Courts		\$75,000	\$135,000		\$75,000	\$135,000
Playgrounds		\$575,000	\$(440,000)		\$575,000	\$(440,000)
Lighting			\$(440,000)			\$(440,000)
Miscellaneous		\$375,000	\$(815,000)		\$375,000	\$(815,000)
5- Year Investment	\$1,000,000	\$1,915,000	\$185,000	\$1,375,000	\$1,915,000	\$560,000
2023 - 2028			\$185,000			\$560,000
Shelters			\$185,000			\$560,000
Recreation Buildings			\$185,000			\$560,000
Outdoor Hockey Rinks			\$185,000			\$560,000
Tennis Courts		\$540,000	\$(355,000)		\$540,000	\$20,000
Basketball Courts			\$(355,000)			\$20,000
Playgrounds		\$450,000	\$(805,000)		\$450,000	\$(430,000)
Lighting		\$520,000	\$(1,325,000)		\$520,000	\$(950,000)
Miscellaneous		\$375,000	\$(1,700,000)		\$375,000	\$(1,325,000)
5-Year Investment	\$1,000,000	\$1,885,000	\$(700,000)	\$1,375,000	\$1,885,000	\$50,000
2029 - 2034			\$(700,000)			\$50,000
Shelters			\$(700,000)			\$50,000
Recreation Buildings			\$(700,000)			\$50,000
Outdoor Hockey Rinks			\$(700,000)			\$50,000
Tennis Courts			\$(700,000)			\$50,000
Basketball Courts			\$(700,000)			\$50,000
Playgrounds		\$225,000	\$(925,000)		\$225,000	\$(175,000)
Lighting		\$2,000	\$(927,000)		\$2,000	\$(177,000)
Miscellaneous		\$375,000	\$(1,302,000)		\$375,000	\$(552,000)
5-Year Investment	\$1,000,000	\$602,000	\$(302,000)	\$1,375,000	\$602,000	\$823,000

Park Capital Replacement Fund Checkbook (Fund 444)						
	Current Funding (200,000)			Increase Funding (275,000)		
	Revenue	Expense	Balance	Revenue	Expense	Balance
2035 - 2040			\$(302,000)			\$823,000
Shelters			\$(302,000)			\$823,000
Recreation Buildings		\$625,000	\$(927,000)		\$625,000	\$198,000
Outdoor Hockey Rinks			\$(927,000)			\$198,000
Tennis Courts			\$(927,000)			\$198,000
Basketball Courts			\$(927,000)			\$198,000
Playgrounds			\$(927,000)			\$ 198,000
Lighting			\$(927,000)			\$198,000
Miscellaneous		\$375,000	\$(1,302,000)		\$375,000	\$(177,000)
5-Year Investment	\$1,000,000	\$1,000,000	\$(302,000)	\$1,375,000	\$1,000,000	\$1,198,000

- Current funding of \$150,000 annually from the General Fund
- Current funding of \$25,000 annually from the Host Community Fund
 - Current cash flow projection has Host Community Fund Transfer ending in 2020
- Current funding of \$25,000 annually from Capital Facilities Fund
 - Current cash flow projection has Capital Facilities Fund Transfer ending in 2018
- Does not include Inflation
- Assumes no shelter at Oak Wood Park
- Assumes no building at Groveland, either Oakwood or Skyview
- Assumes no outdoor skating sites at Groveland, either Oakwood or Skyview, South Valley, and Southern Lakes
- Assumes no changes to tennis courts
- Assumes no changes to basketball courts
- Assumes no changes to playgrounds
- Does not factor in any new amenities added to the system (i.e. NW Area, HVP, etc) as they would not need to be replaced in the 20-year timeframe, however we should begin saving for their future replace when they are added to the system

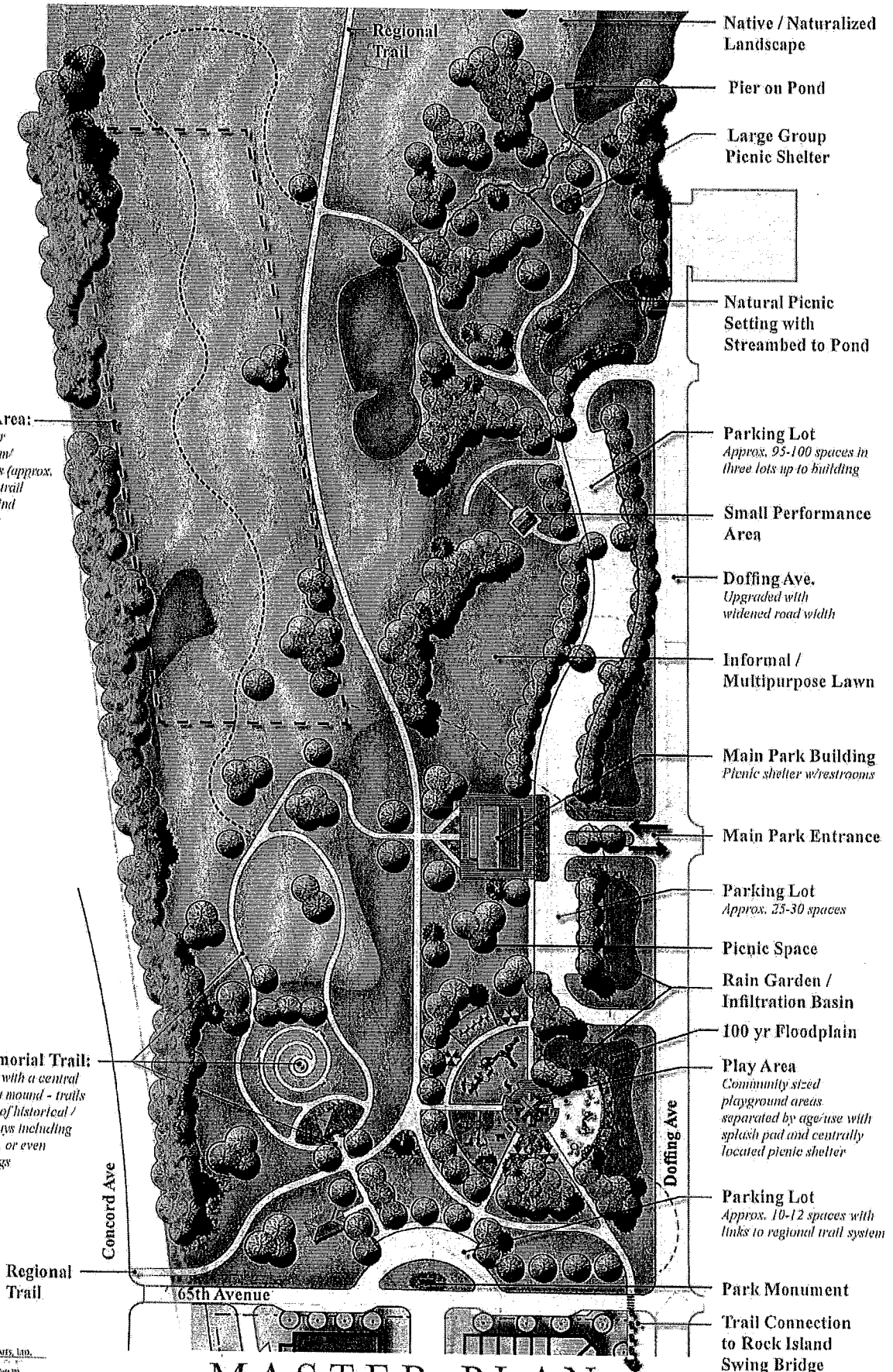


Heritage Village Park ON THE MISSISSIPPI RIVER



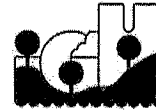
Infiltration Area:
Land set aside for
stormwater system/
infiltration basins (approx.
3 acres) - nature trail
could possibly wind
through this area

Heritage Memorial Trail:
Trail loop system with a central
path rotating up a mound - trails
contain a variety of historical /
interpretive displays including
signage, artifacts, or even
historical buildings

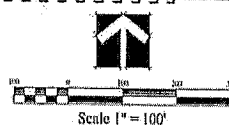


Seidl's Lake Park

Overall Preliminary Master Plan



REFER TO ENLARGEMENT
PLAN FOR INFORMATION
WITHIN THIS AREA



South St. Paul Site
Trails should tie into the South St. Paul's portion of Seidl's Lake Park.

Property Crossing Options
Crossing the two sections of lakeshore to join the Inver Grove Heights site to the South St. Paul site should be pursued.

One option consists of using boardwalks with overlooks across the water in order to bypass the private property.

The other option consists of the city obtaining trail easements from the private property owners to build the trail on solid ground.

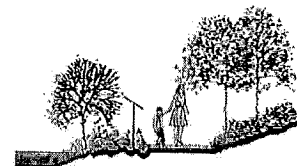
Park Property Lines (typ)

Future Trail Alternate
A future trail to complete a loop around the lake could be implemented, if desired, and would tie into the South St. Paul park site. The trail should be minimal in width, possibly built of a nature trail material (bare soil, wood chips, etc.) and should minimize disturbance to the site.

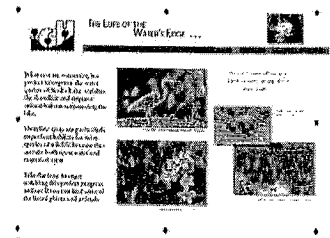
Lakeside Trail
Future lakeside trail should be a minimum of 6' wide, with an ideal width of 8' and should tie into the South St. Paul trail system.

The trail should be built above the future high water level, where feasible, once this is established and control structures are in place. In areas where it is not feasible, use of suitable construction materials shall be used to reduce the propensity for water damage.

Where the trail is adjacent to steep slopes, the edge of the trail shall have retaining walls built of suitable materials that would blend with the natural character of the site, such as limestone blocks, natural boulders, etc.



Interpretive / Educational Information
Placement of interpretive / educational signs along the various park trails would provide the users information about their surroundings and encourage stewardship for the park.



POLICE CHIEF HIRING PROCESS

DRAFT

4/3/17

Preliminary:

1. Search firm/head hunter
 - o Ensure that we get an objectively screened initial pool of serious candidates.
2. Job Description reviewed and approved by council before submitted.

Phase One scored elements:

1. Application review for minimum qualifications –search firm
2. Application scoring scheme: 100+ points
 - Meets minimum qualifications = 50 points
 - Command-level experience = 5-10 points
 - Experience in a public safety (Police/Fire/EMS) environment = 10-15 points
 - Advanced Degree (Masters or doctoral degree) = 5-10 points
 - Community Policing Experience (proven experience getting out in the community) 5-10 points
 - Successful completion of a law enforcement command school (including, FBI National Academy, Northwestern Staff & Command, Southern Police Institute, Minnesota Chiefs of Police Association -Advanced CLEO and Command Seminar, or equivalent = 5-10 points
 - Experience with body cameras a plus
3. Scored Supplemental Questionnaire
 - Supplemental questions reviewed and approved by council before job is posted.
 - Each applicant will submit written responses to X supplemental questions worth X points each.
 - o Experience with protest and demonstration control
 - o Crisis intervention experience
4. All candidates who score X and above will move to Phase Two
5. Some sort of preliminary psychological test to ensure we are moving forward with qualified candidates. (No obvious issues that will prevent them from doing the job)

Phase Two scored elements:

1. Each candidate will participate in X number panel interviews. The interview panels could be as follows, or panels could be a combination of desired members:
 - Police employees (current and past),
 - City Administrator, city department heads, including Fire Chief
 - Business leaders,
 - community-youth panel. (School District can help identify interested students)

- *School district representation*
 - Interested residents representing a demographic cross section of IGH (racial, income, religious, etc)
 - a. Each panel will be equally weighted.
 - b. The final score from each panel will be an average of the panelists scores
 - c. The scores of from each panel shall be averaged to create the final score and ranking for Phase Two
2. Candidates will complete an online leadership and skills assessment that will result in a score and ranking. (We will need to research this and find out more information)
 3. The final ranking of candidates will be based upon candidate interview scores weighted at 65%, the Phase One score weighted at 20%, and the online leadership and skills assessment weighted at 15%.
 4. The final tabulated scores will result in identification of the three finalists, who now become public.

Phase Three scored elements:

1. Each finalist will participate in an evening public meet and greet and interview – members of the public will submit their feedback for decision-making consideration.
2. Each finalist will participate in a 30-minute City Council Workshop interview, with each Councilmember submitting scores/feedback to the City Administrator for decision-making consideration.
3. Each finalist will undergo a leadership/general assessment with the police department's contract psychologist or other qualified psychologist.

Phase Four -- Council and City Administrator makes final decision

Phase Five elements (unscored):

1. Comprehensive background investigation
2. Pre-employment physical
3. Pre-employment psychological

Phase Five - final (unscored):

1. Start date negotiated

From: Janet Shefchik
To: Michelle Tesser
Subject: Police Chief recruitment
Date: Thursday, March 30, 2017 11:56:41 AM

Joe:

From an H.R. standpoint, I feel strongly that this needs to be a transparent and fair process, so that we can rebuild trust within the community. I've been doing H.R. for 20 years, and although director level positions don't come open that often, I've done about a half dozen or so over the years in addition to hundreds of regular recruitments. I believe this can be handled internally with appropriate admin. support; however, if the Council would prefer to use a consultant I certainly respect that.

Regarding the 100 pt. scale, this would need to be based the BFOQ (bona fide occupational qualifications) as listed on the City's job description. We do a "training and experience" (T&E) rating for all non-seasonal/temp. positions, and then apply Veteran's preference points. This will be important, especially as law enforcement positions typically have at least a few Veteran applicants. As far as Community Policing goes, it would be difficult to score from an application, unless we asked about it in the supplemental questionnaire. I would suggest moving it to the supplemental questionnaire, or vetting this out during the interview process. I would suggest moving questions about specific experience such as experience with body cameras to the interview process, as that should not be given significant weight in terms of the 100 pt. scale.

H.R. would develop a 100 pt. scale that is appropriate for the position based on the job description and BFOQ's. Also, the scoring is normally not shared in advance of when the posting closes, so that inside information isn't leaked out and candidates then try to tailor their application materials to that. They should simply be responding to the posted qualifications and supplemental questions. Again, normally H.R. does the initial T&E rating, and it would be my suggestion that from a political standpoint, Council review the applications and ratings after H.R. has done an initial rating. They can then weigh-in on that. Also, with 5 Council members and varying opinions, having H.R. do the initial T&E will help simplify the process.

I would like Council input on the types of supplemental questions they would like to be asked, and those can be added directly to the on-line application process. I will have a few that I believe make sense given what we are looking for, but again, I think it is ultimately important that the Council provide input on the characteristics they are seeking, above and beyond the requisite qualifications. We do psych. evaluations on all law enforcement personnel; however, our Psychologist will not do them until after a conditional offer of employment has been made. This helps keep us in line with employment laws and law enforcement protocols. The psych. process includes both a written test and an interview with the psychologist. All regular employees also go through a pre-employment physical and drug screen process, after a conditional offer is made. For Law Enforcement personnel, we do a thorough back-grounding process which can be done in advance of an employment offer, and I would suggest that we contact another trusted agency and conduct these for the top candidates.

I also believe we should do small group interviews with stakeholder/constituency groups, department heads, and staff. I do not believe that these should be scored and/or weighed, as the individuals that participate at this level are not trained in interviewing and non-discrimination, etc. I would suggest that we allow them to recommend their top 3 candidates, or something to that affect. I believe that this process is too subjective to try and give a quantitative score to. If everything in the process is quantified and scored, it removes the flexibility of the Council to choose the person that is the best fit to the position.

After that, I would like to invite the semi-finalists to present at a televised Council meeting (or before a normal meeting), to give their bio and answer important questions, such as what they feel are important issues facing law enforcement, and how they are going to address those. Staff would also solicit input from residents via Facebook, the website, and comment cards for those in attendance. Lastly, Council will review these (e.g. at a work session) and determine their chosen candidate - or

candidates- if there is not a clear winner. Council should interview the top candidate or candidates and make their selection. H.R. will then make a conditional offer and start the back-grounding and pre-employment process, etc. Once that is satisfactorily completed and communicated back to council, the City will communicate to the public via social media, etc., who has been hired. Here is my idea for the process. Item 1 is what we will work on at the first work session. I left off dates for now as we need to talk to Council about process first.

1. Council reviews job description, determines candidate characteristics, constituency groups, process and timeline
2. H.R./Admin. creates community profile, posts position, and communicates process to public via social media
3. After position closes, H.R. conducts training and experience rating, and provides the scores and applicant info. to Council for review
4. Council selects first round interview candidates
5. H.R./Admin. convenes small groups and conducts interviews; groups prepare recommendations regarding semi-finalist candidates
6. Semi-finalists present to Council at televised session; City solicits citizen input via Facebook, website, and comment cards, and forwards to Council
7. Council meets in work session and determines finalists to interview
8. Council conducts finalist interviews, makes hiring decision; communicates to City Administrator
9. H.R. makes offer, initiates back-grounding/pre-employment process, and communicates results to Council; notifies other candidates
10. City communicates to public via social media
11. New Chief begins on-boarding process

I hope this helps. Please let me know if you need anything else.
Thanks,
Janet

Janet Shefchik | Human Resources Manager

Tel: 651-450-2512 | Fax: 651-259-8022

City of Inver Grove Heights | 8150 Barbara Ave | Inver Grove Heights | Minnesota | 55077

jshfchik@invergroveheights.org | www.invergroveheights.org

I.G.H. Police Chief – 2017 Recruitment Process

PHASE 1	■ Council defines candidate characteristics, constituency groups, process and timeline
PHASE 2	■ H.R./Admin. creates community profile, posts position, and communicates to public
PHASE 3	■ H.R. rates applications/applies veterans' preference points, forwards info. to Council
PHASE 4	■ Council selects first round interviews
PHASE 5	■ Small groups conduct interviews; recommend semi-finalists to Council
PHASE 6	■ Semi-finalists make presentation to Council (video feed); City solicits resident comments/feedback
PHASE 7	■ Council meets, review comments and select finalists
PHASE 8	■ Council conducts finalist interview(s)
PHASE 9	■ Conditional offer made, back-grounding/pre-employment process initiated
PHASE 10	■ Chief selection announced to public
PHASE 11	■ New Chief starts, on-boarding begins

POLICE CHIEF PROCESS 1ST + LAST



Springsted | Waters
380 Jackson Street, Suite 300
Saint Paul, MN 55101-2887

Tel: 651.223.3000
Fax: 651.223.3002
www.waters-company.com

MEMORANDUM

TO: Inver Grove Heights City Council

CC: Joe Lynch, City Administrator
Janet Shefchik, Human Resources Manager

FROM: Sharon Klumpp

DATE: July 5, 2017

SUBJECT: Police Chief Search

On behalf of Springsted Waters (SJW), I want to thank you for the opportunity to assist the City of Inver Grove Heights in the recruitment of your next Police Chief. SJW has recently completed police chief searches for the cities of St. Louis Park, Brooklyn Center, and Fairmont and for the University of Minnesota. I served as the lead consultant on these searches and have developed a good network of law enforcement professionals which will be beneficial to this search. Above all, SJW understands that selecting a Police Chief is among the most important decisions that a City Council makes. We recognize that a well-executed search process will help the City of Inver Grove Heights establish the qualifications and competencies desired in the next Police Chief, recruit qualified candidates who may not be looking for a new professional opportunity, and provide an objective and unbiased assessment of the candidates.

I am looking forward to meeting with the City Council on Monday, July 10 to provide an overview of the search process and to listen to your thoughts on the qualifications and experience you are looking for in your next Police Chief. On July 11 and 12 I will be meeting with City department heads and with the sworn and civilian members of the Police Department to listen to their thoughts. Because the role of the Police Chief is so highly visible in the community, we are also planning to invite community stakeholders identified by the City to a focus group to get public input on its hopes and expectations for the position.

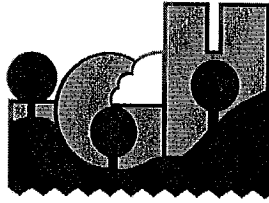
Overview. Attached to this memo, you will find a tentative timeline to complete the search process. Some of these dates may change based on the availability of City officials and candidates. It is important to move through a search expeditiously but not to do so in a way that jeopardizes the quality of the process.

Questions for Listening Sessions. General questions for the listening sessions are listed below. Information gathered in the listening sessions will be compiled and summarized in the recruitment brochure. The City Council will have an opportunity to review the recruitment brochure before advertising for the position begins.

1. Describe the leadership and management characteristics that you would like the next Police Chief to possess.
2. Identify what you consider to be the high priority issues that the new Police Chief should address in his/her first year of employment.
3. Are there initiatives, programs, services, or processes you would like the Police Chief to evaluate, implement, or change?
4. Please provide additional comments that would be helpful to S|W as we develop the recruitment brochure and work with you in the recruitment of the next Police Chief.

**City of Inver Grove Heights, Minnesota
Police Chief Search Timeline (June 28, 2017)**

Project Tasks	Deliverables	Target Date
Listening Sessions	Conduct meetings with the City Council, department heads, Police Department staff, and community stakeholders	July 10 - 24
Recruitment Brochure	Prepare recruitment brochure and request City review	July 25 – August 4
Candidate Recruitment	Advertise the position and conduct outreach to qualified candidates	August 7 – September 6
Applicant Review	Screen applications and administer/review supplemental questionnaires	September 7 - 22
Semi-Finalist Report	City receives confidential Semi-Finalist Report and reviews candidate materials.	September 25
Review candidate recorded videos	Candidate recorded interviews are reviewed and rated by the City	September 26 – 30
Finalists Selected	City selects finalists and discusses options for conducting interviews	October 2
Background check and reference checks	S W completes reference checks/background checks/ academic verification on finalists.	October 3 - 13
Finalist Report	City Council receives Finalist Report.	October 15
On-site interviews with finalists.	Interviews are conducted. Top candidate is selected	October 16 - 20
Employment offer	S W assists the City in developing an employment offer.	Week of October 23
Employment offer made / accepted	Employment offer extended to selected candidate.	November 6



INVER GROVE HEIGHTS
Inver Grove Heights Special City Council Meeting
November 9, 2017
8150 Barbara Avenue
6:00 p.m.

1. POLICE CHIEF CANDIDATE DISCUSSION
2. ADJOURN

If you need an accommodation to participate in the meeting, please contact the ADA Coordinator at 651-552-4108, TDD 651-322-2323 at least 5 business days prior to the meeting. EOE/AA

This is a web-based version of the agenda and not an official City document.

CITY OF INVER GROVE HEIGHTS

REQUEST FOR COUNCIL ACTION

Pavement Management Program (PMP) Discussion

Meeting Date: September 6, 2017
 Item Type: Worksession
 Contact: Scott D. Thureen, 651.450.2571
 Prepared by: Scott D. Thureen, Public Works Director
 Reviewed by: *SDT*

Fiscal/FTE Impact:

- ☐ None
☐ Amount included in current budget
☐ Budget amendment requested
☐ FTE included in current complement
☐ New FTE requested – N/A
☐ Other:

PURPOSE/ACTION REQUESTED

Discuss PMP challenges and provide direction to staff with regard to programmatic changes.

Introduction

The issue of funding for the Pavement Management Program (PMP) was the top priority for the Public Works Department in the presentation to the City Council in April of this year. As noted in that presentation, approximately 16 percent of the existing City street system has a marginal condition rating and approximately 40 percent of the existing street system has a poor condition rating (see Exhibit 1). Streets with a marginal rating are potential mill and overlay candidates, and streets with a poor rating are reconstruction candidates.

The results from the latest update of the ICON rating for the entire street system, presented for the urban street system and the rural street system, are shown below:

	Urban Lane Miles	Rural Lane Miles
Good	114.6	17.6
Marginal	44.5	4.9
Poor	59.4	60.5
Total	218.5	83.0

In 2013, geotechnical testing of a sampling of streets that the ICON program identified for a mill and overlay over the next five years showed that many needed to be reconstructed. The level of pavement deterioration and the condition of the underlying soils ruled out the use of a mill and overlay.

History of the PMP

- Pavement Management Program (PMP) adopted in 2001 with a goal of keeping the street system Pavement Condition Index (PCI) value at or above 70, on a 100-point system (see Exhibit 2).
- Prior maintenance program consisted of crackseals, sealcoats, and one neighborhood project that included mill and overlay and reconstruction.
- Initial funding projection called for an annual City contribution of \$1,250,000.

- Annual funding started at \$200,000 and increased to \$1,200,000 by 2007.
- City funding was reduced to \$500,000 in 2013.
- City funding was increased to \$1,200,000 in 2015.
- City funding was increased to \$1,400,000 in 2016.
- Average annual total cost of all PMP projects for 2005-2016 was \$3,663,899.

Future Needs

The street system size (currently about 301 lane miles) is expected to increase by 20 to 25 percent by the time the City is fully developed.

The 2017 update of the 30-year projected PMP needs resulted in projected average annual funding need of \$11.3 million (see Exhibit 3). This is a significant increase from the estimate presented in the 2013 update that projected an average annual funding need of \$7,500,000. While the model results are only a projection, the trend that they show is accurate. Exhibits 4 and 5 show the projection for the urban street system and the rural street system separately.

Current funding sources for PMP projects include an annual transfer from the General Fund of \$1,665,000; an annual allocation of Municipal State Aid (MSA) Funds of \$1,568,000 for work done on MSA streets (or the City's share of costs for work on County State Aid Highways); and special assessments. The current plan for use of the annual MSA allocation results in no MSA funds being available for the PMP until 2021.

Issues

In recent years, two issues have arisen with regard to funding PMP projects. First, the recommended assessment amount determined from a benefit analysis by a property appraiser has been far below the assessment amount called for in the City's assessment policy. Second, even with a recommendation of the lower recommended assessment amount in the benefit analysis, there has been strong resistance to the amount by residents, resulting in a final assessment amount that was reduced further. This is creating a greater funding problem.

Staff have taken steps to reduce the PMP project cost; and thus, the assessments. When assembling a funding package for a PMP project, the cost for any water or sanitary sewer work is placed in a separate project and funded from the Water Fund and the Sewer Fund.

At the August 14, 2017 public hearing to consider franchise fees, a resident presented the idea of funding the drainage-related portion of the reconstruction project costs using the Storm Water Utility Fund. The goal was to reduce special assessments for PMP projects.

Their idea follows the aforementioned practice of moving all water and sanitary sewer work associated with a reconstruction project to a separate project, funded from the respective utilities. This was presented as a suggested use for Storm Water Utility Funds at the time the City Council was deciding whether or not to establish a Storm Water Utility. Unfortunately, the current fees for the utility would need to be quadrupled to cover our current operating costs, maintenance/repair projects on the existing storm water management system and assist with funding the drainage component of PMP projects.

The portion of the project costs covered by special assessments needs to be held as close to the policy amount as possible if we intend to stop the continuing decline in the street system's condition. The PMP was originally adopted because, if followed, it would result in a lower life-cycle cost for the street system (the analysis estimated a 10- to 15-percent savings). For various reasons, the necessary funding level has not been attained, and the overall condition of the City's street system continues to decline.

Potential Program Changes

While the increase in funding from adoption of a franchise fee would help the program, we may want to consider some additional programmatic changes to address the large number of streets that are in poor condition.

In 2013, we experimented with what we call "broad area patching". We were trying to find a quicker, more effective method of dealing with rural cross-section streets that were requiring multiple trips by maintenance crews each year to patch potholes and bad pavement areas. It was also hoped that broad area patching would serve as a stop-gap and provide four or five years of additional service life; allowing us to focus the PMP on other areas of the City where broad area patching was not an option. We modified our process through the first two years of the broad area patching program to increase the thickness of the patch. Now, we feel that we can extend the service life of broad area patching streets by seven or more years. The current 2018 budget request asks for an additional \$30,000 to purchase bituminous mix for the portion of the broad area patching program performed by City staff.

This summer, a resident in one of the neighborhoods where we installed a broad area patch voiced a concern over the cost effectiveness of having City crews do the work. They presented calculations that showed it would be cheaper to hire a contractor to do the work. The cost for the City staff and equipment is a budget expense regardless of what the staff do. So, the matter becomes an issue of resource allocation. With the current budget, we accomplish more broad area patching if our crew does a portion of the work. We feel that keeping as much of the street mileage as possible in reasonable condition is a high priority. If the budget for contract work could be increased, so we could accomplish the same amount of broad area patching each year, we would gladly redirect our crews to address other tasks that are not being accomplished as soon as desired due to the focus on patching.

The contract cost for broad area patching is approximately \$0.80 per square feet of street surface. A rural reconstruction project would cost approximately \$4.00 per square feet of street surface. The broad area patching would reduce the cost of the rural reconstruction because the material used for the patching could be recycled in place as part of the reconstruction project. In effect, the broad area patching is subsidizing rural street reconstruction because the City is paying for more of the material that will be used when the streets are finally reconstructed. This should be recognized when there are requests to reduce assessments for rural reconstruction projects on streets that receive broad area patching.

An additional change that could be considered is adding complete removal and replacement of the bituminous pavement to our list of PMP options. If a geotechnical analysis showed that the material below the pavement was adequate, this method would provide a 20- to 25-year life for some of the pavement that is in too poor a condition to mill and overlay. We would need to conduct borings on about 70 lane miles of streets to assess the viability of this option. The benefit of using this option would be providing a new street surface at less than half the cost of a full reconstruction. While it would increase the life cycle cost for a street, it would allow us to improve more lane miles each year with the funding currently provided.

Our current per-square-foot of street surface cost estimate for each practice is shown below:

Broad area patching	\$0.80
Rural reconstruction	\$4.00
Mill and overlay	\$2.70
Urban full depth pavement removal and replacement	\$4.55
Urban partial urban reconstruction	\$9.10
Urban full reconstruction	\$12.90

Staff requests Council direction with regard to the use of broad area patching and with regard to preparing a request for proposal for geotechnical services to assess the viability of complete bituminous pavement removal and replacement versus a complete reconstruction. This information will allow staff to develop a plan that considers maximizing the number of lane miles of streets addressed by the PMP annually.

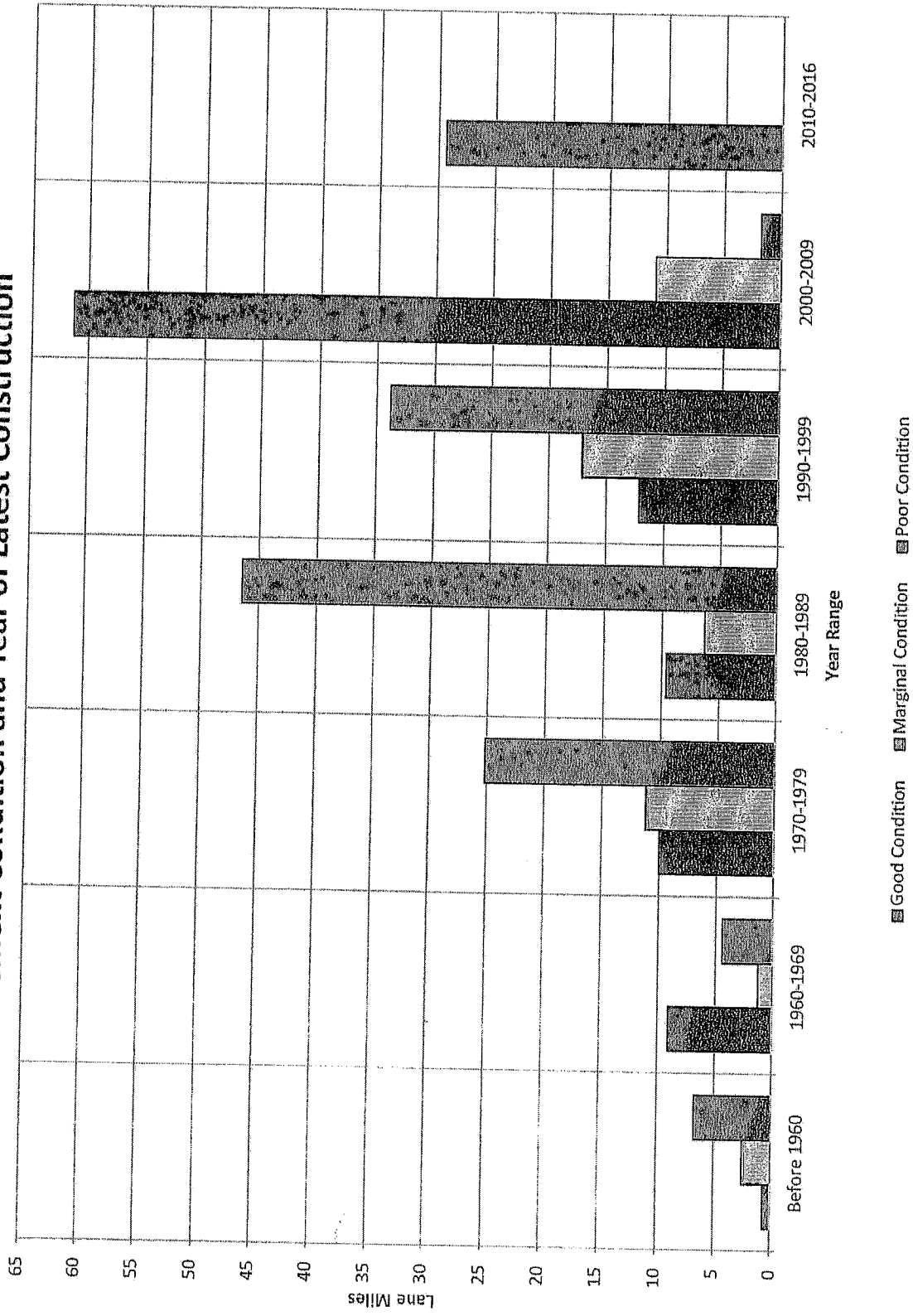
SDT/kf

Attachments: Exhibits 1 through 5

PREPARED BY: NWH

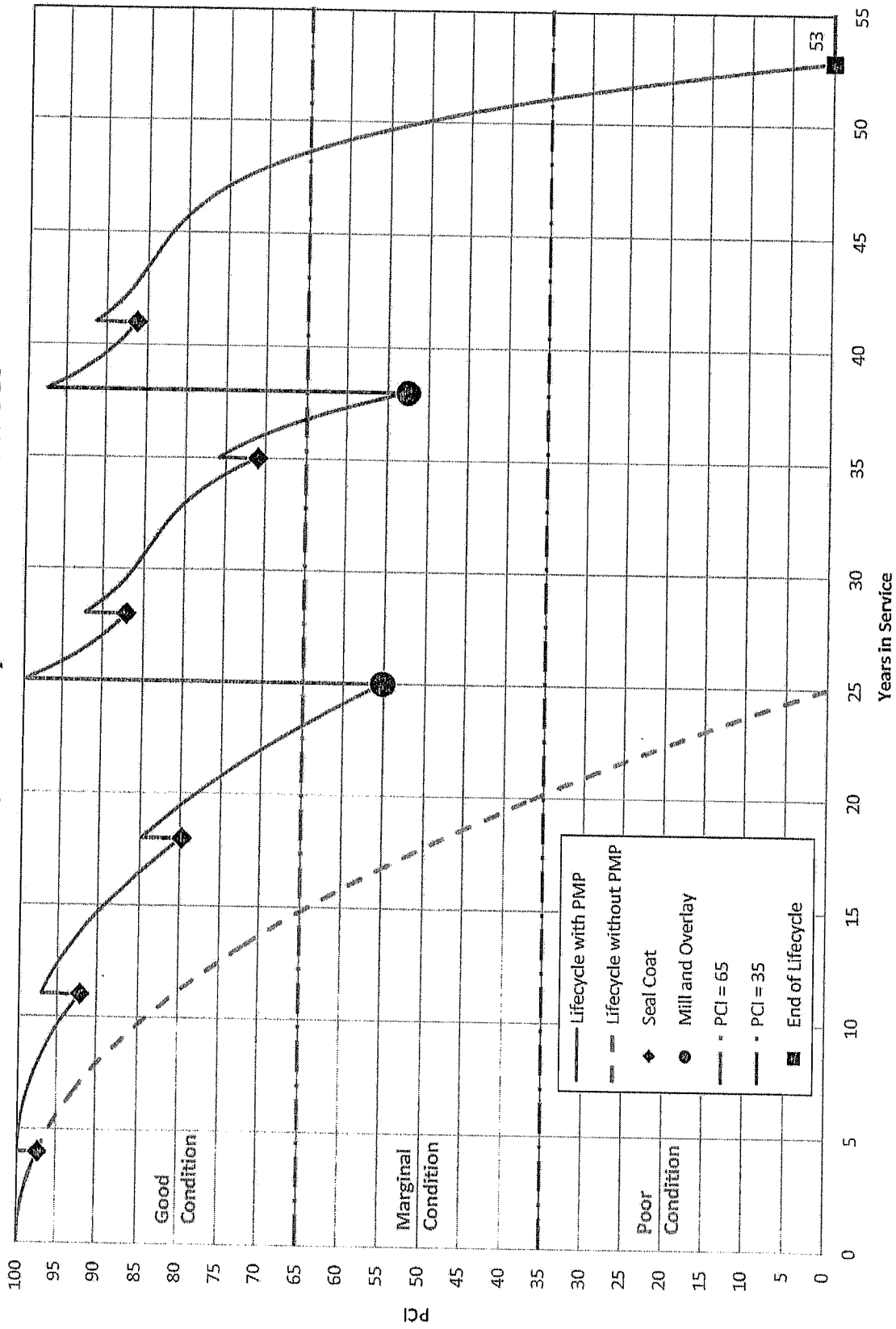
DATE: DECEMBER 27, 2016

Pavement Condition and Year of Latest Construction

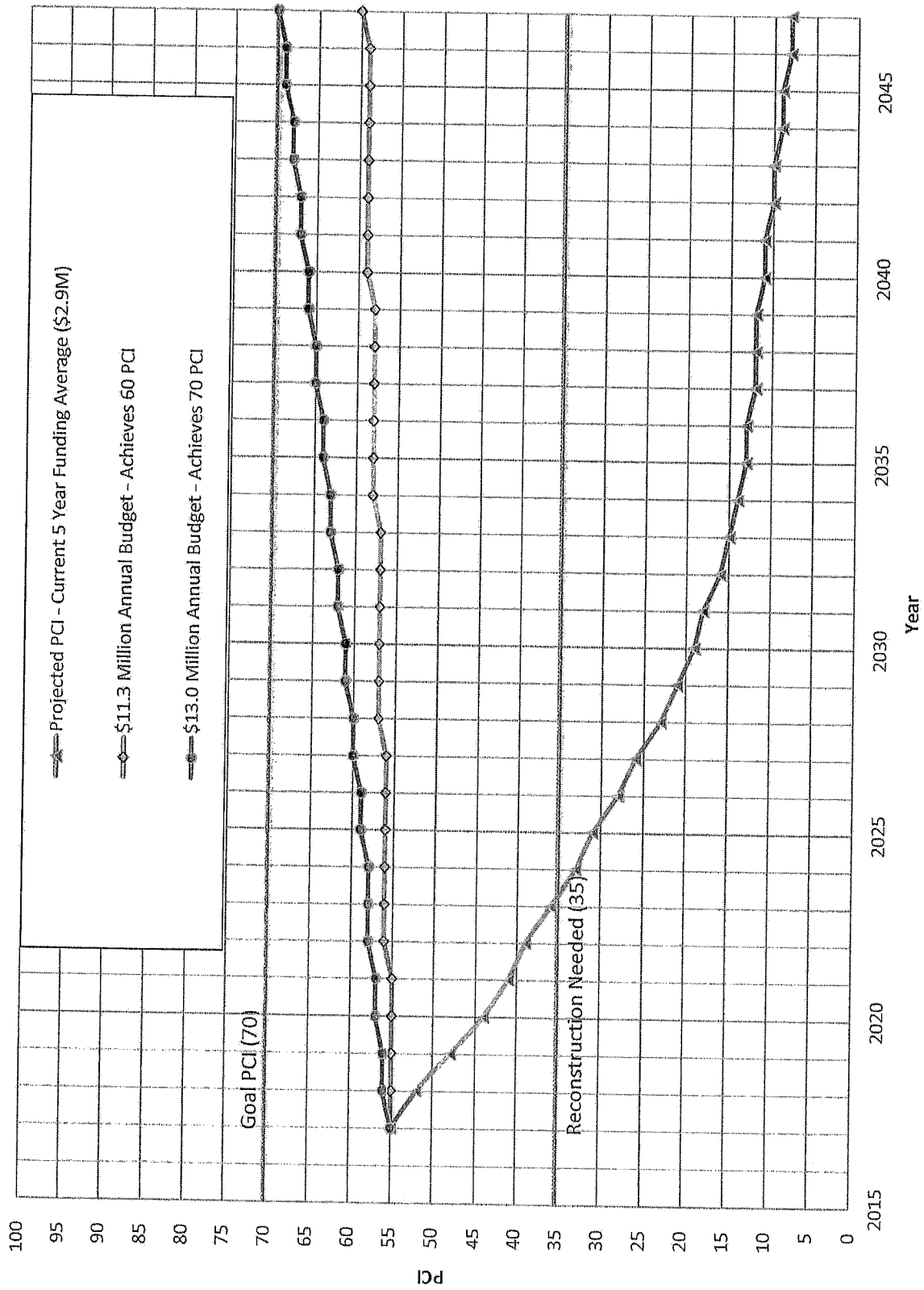


PMP Lifecycle Analysis for Urban Street

DATE: JANUARY 6, 2016

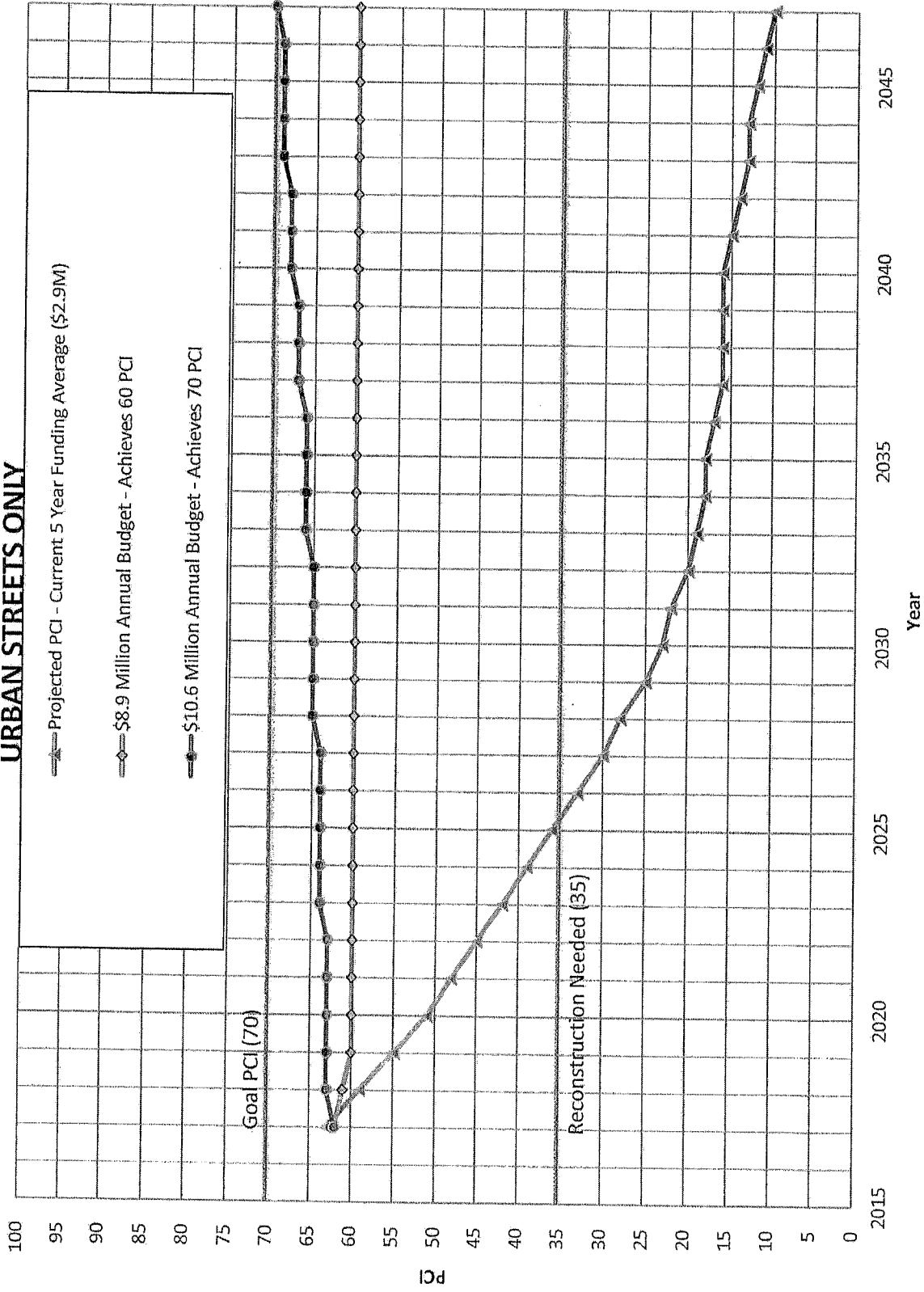


PAVEMENT CONDITION INDEX (PCI) FUTURE PROJECTIONS



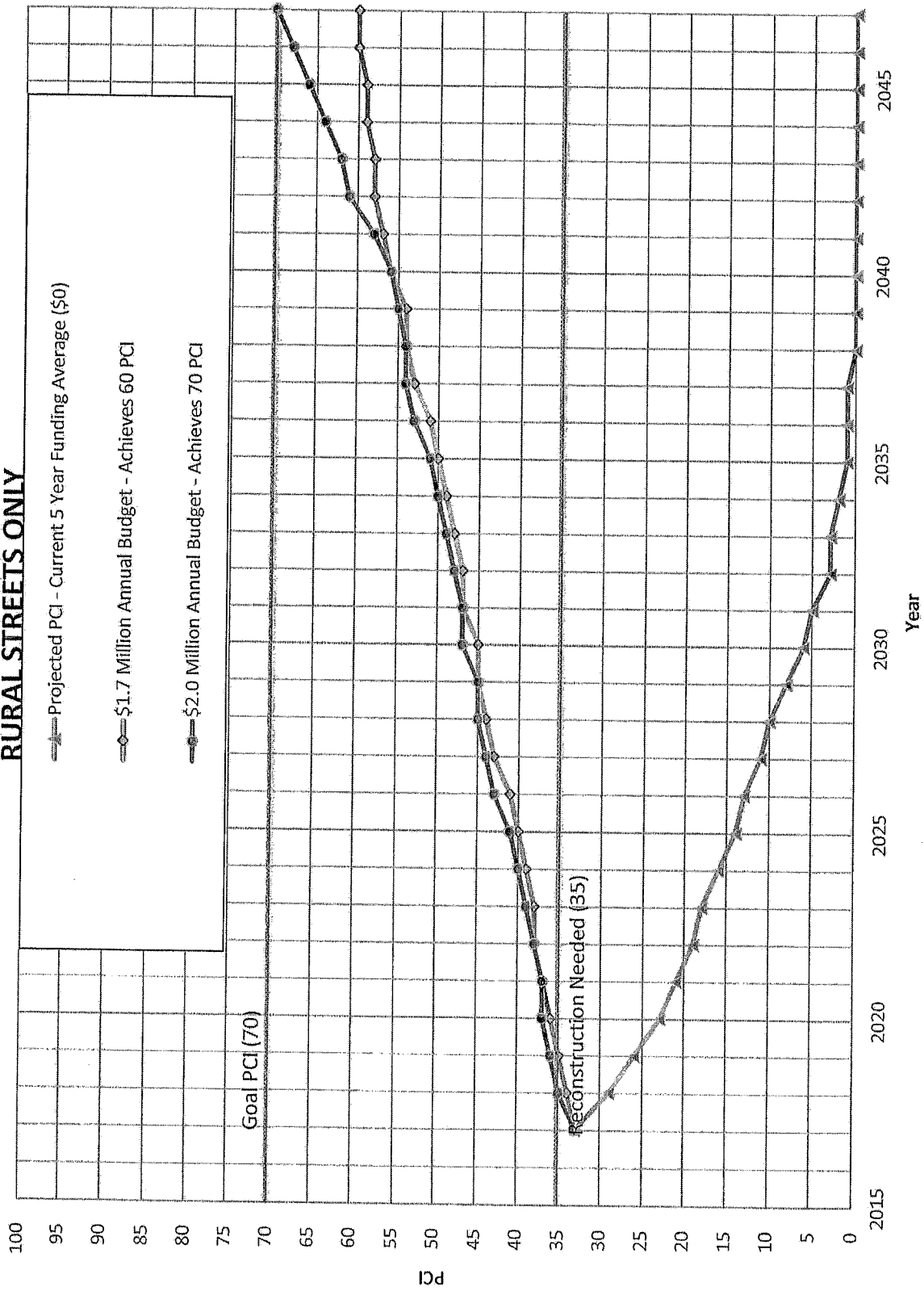
PAVEMENT CONDITION INDEX (PCI) FUTURE PROJECTIONS

URBAN STREETS ONLY



PAVEMENT CONDITION INDEX (PCI) FUTURE PROJECTIONS

RURAL STREETS ONLY



**LEVANDER,
GILLEN &
MILLER, P.A.**

ATTORNEYS AT LAW

**CONFIDENTIAL
MEMO**

TIMOTHY J. KUNTZ
DANIEL J. BEESON
*KENNETH J. ROHLF
°STEPHEN H. FOCHLER
°JAY P. KARLOVICH
ANGELA M. LUTZ AMANN
*KORINE L. LAND
□*DONALD L. HOEFT
DARCY M. ERICKSON
DAVID S. KENDALL
BRIDGET McCAULEY NASON
AARON PRICE
•
HAROLD LEVANDER
1910-1992
•
ARTHUR GILLEN
1919-2005
•
ROGER C. MILLER
1924-2009

*ALSO ADMITTED IN WISCONSIN
°ALSO ADMITTED IN NORTH DAKOTA
°ALSO ADMITTED IN MASSACHUSETTS
□ALSO ADMITTED IN OKLAHOMA

TO: Mayor and City Council Members
FROM: Timothy J. Kuntz & Kenneth Rohlf, City Attorneys
DATE: October 2, 2017
RE: Purchase of Property from William G. Carlson and Muriel J. Carlson

5 Acre Parcel

Section 1. Background. At the October 9, 2017 City Council meeting, the Council will consider approval of two Purchase Agreements with William G. Carlson and Muriel J. Carlson ("Carlson"). The property owned by the Carlson's is located at Highway 52/55 and Concord Boulevard and will be used as the location of the City's new fire station.

Section 2. Salient Provisions. The salient provisions of the Purchase Agreement are as follows:

1. The City will be acquiring all 11.68 acres of the Carlson's property. However, the City's acquisition will be done under two Purchase Agreements; one for a 5 acre tract and the other for the remaining 6.68 acre tract. The acquisitions will be done simultaneously.
2. The Purchase Price paid to the Carlson's for the 5 acre parcel is \$840,000.00. The purchase includes the lands and the buildings located on the 5 acre property. Carlson's are entitled to remove certain "rock boulders;" (ii) certain flowers and/or landscaping items and (iii) a small portable garden shed from the property.
3. The City will pay a non-refundable earnest money deposit of \$5,000.00 that the Carlson's will receive and use for their down payment toward a replacement property they are buying.
4. The Purchase Price will be paid at Closing.
5. The Closing will occur on or before October 31, 2017.
6. The Carlson's have agreed to waive any relocation benefits they may be entitled to receive as part of the acquisition of the 5 acre parcel. The Carlson's will not receive any moving costs.
7. The Carlson's will deliver a Warranty Deed.

8. Real Estate taxes payable in the year 2017 will be prorated as of the Closing Date.
9. There are no levied and pending assessments that exist against the property.
10. The Carlson's are responsible for utilities until the Closing Date.
11. The Carlson's will pay all mortgages, judgments, liens and/or tax liens that exist against the Property as of the Closing Date.
12. The Carlson's are paying the state deed tax.
13. The City is paying all closing fees for Closing at the title company.
14. The Carlson's are paying for the cost of recording all documents necessary to place record title in the condition warranted by the Carlson's in this Agreement and the City is paying for the cost of recording the Warranty Deed and all other documents.
15. The City is paying for the title commitment and the title insurance premium.
16. Closing is contingent upon:
 - a. Standard contingencies related to title, environmental, structural, engineering, geological and legal evaluation;
 - b. The City approving a lot split for the 5 acre and 6.68 acre parcels;
 - c. Simultaneous closings on the 5 acre and 6.68 acre parcels;
 - d. The Carlson's acquisition of the Dalton Court property occurring on or before the Closing on the 5 acre parcel; and
 - e. Planning Commission finding that acquisition of the 5 acre tract is consistent with the Comprehensive Plan.
17. Closing is NOT contingent upon:
 - a. Modification of the City's Comprehensive Plan to permit the City's use of the property as a fire station;
 - b. Rezoning of the property to and an Institutional Zoning; and
 - c. The extension of MUSA to service the Carlson property.
18. The Carlson's have agreed that, prior to Closing, the City may co-occupy that portion of the 5 acre parcel other than the dwelling and auxiliary building for the purposes of investigating, surveying, performing soil or environmental testing, installing sewer and water lines and all other uses necessary to prepare for the construction of a fire station, provided such co-occupancy does not interfere with Carlson's use and occupancy of the dwelling and auxiliary building.

19. After Closing, while they are building their new house, the Carlson's will occupy the 5 acre property under a leaseback agreement with the City.

- a. Rent on the lease will be \$1.00 per month;
- b. The Lease will terminate on or before June 30, 2018;
- c. Carlson's will pay utilities during tenancy;
- d. The City will pay real estate taxes during the lease;
- e. Carlson's will pay for any repair/replace/maintenance up to \$25,000 for a single repair; and
- f. City will pay for any repair/replace/maintenance over \$25,000 for a single repair.

FIRE STATION

**LEVANDER,
GILLEN &
MILLER, P.A.**

ATTORNEYS AT LAW

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CONFIDENTIAL MEMO

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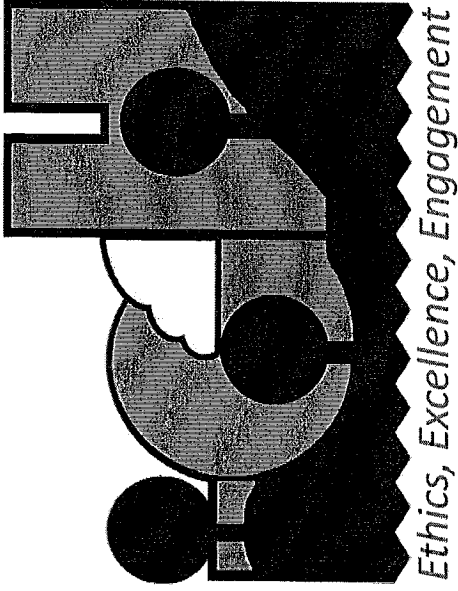
6.68 Acre Parcel

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3. The City will pay a non-refundable earnest money deposit of \$5,000.00 that the Carlson's will receive and use for their down payment toward a replacement property they are buying.
4. The Purchase Price will be paid at Closing.
5. The Closing will occur on or before October 31, 2017.
6. The Carlson's are not entitled to any relocation benefits as part of the acquisition of the 6.68 acre parcel. The Carlson's will not receive any moving costs.
7. The Carlson's will deliver a Warranty Deed.
8. Real Estate taxes payable in the year 2017 will be prorated as of the Closing Date.

9. There are no levied and pending assessments that exist against the property.
10. The Carlson's are responsible for utilities until the Closing Date.
11. The Carlson's will pay all mortgages, judgments, liens and/or tax liens that exist against the Property as of the Closing Date.
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Community Source
12/4/17

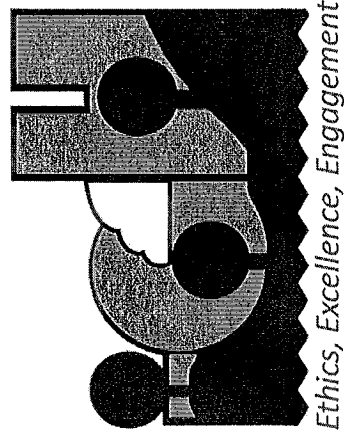
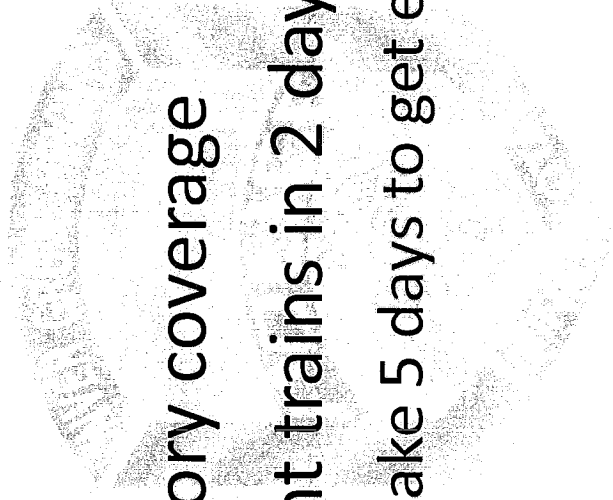
Yearly Review of 12 Hour Shifts

Presented by: Sean Folmar, Interim Chief of Police

8150 Barbara Ave. Inver Grove Heights, MN 55077
651-450-2500 www.invergroveheights.org

2017 Changes

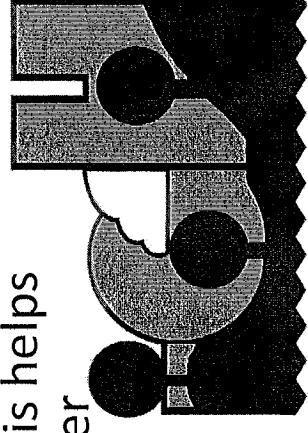
- ▲ 12 hour shift for Patrol and Sergeants
- ▲ Team Policing
- ▲ 24 hour Supervisory coverage
- ▲ Entire department trains in 2 days
 - Training used to take 5 days to get everyone through the training



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Positives

- ▲ There are more officers working at any given time than ever before.
 - 6 patrol officers instead of 4 (before benefit time)
- ▲ Officer initiated productivity has increased.
 - Up 2500 for same period last year, 3700 vs. 1200
- ▲ Positive citizen observations and comments on officer visibility and presence is being received.
- ▲ Overall department morale has improved.
 - Officers like working in teams, they like having every other weekend off, and they work many less days than on 9 hour shifts.
- ▲ 24 hour supervision, every day of the year.
 - Each team has a sergeant they work with day in day out, this helps with getting to know their expectations and allows for better performance evaluation.



Ethics, Excellence, Engagement

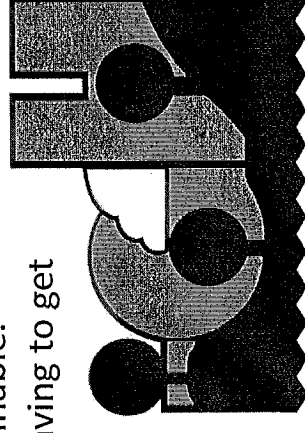
Concerns

▲ Patrol

- Vacation benefit time is not being used as in years past.
- 8 or 9 Pitman days coupled with 8 Holidays
 - Employees were allowed to select their days (Pitman days) throughout the year.
 - Because of the 16 or 17 days for Holiday and Pitman, very little vacation was used and is driving everyone closer to the 240 cap which is unsustainable.
 - For 2018, officers will select 1 day per month (except June, July, and August) which should spread out the time off and require the use of benefit time to take off longer stretches.

▲ Sergeants

- Vacation benefit time is not being used as in years past.
- Comp time will be eliminated for 2018
- 8 or 9 Pitman days coupled with 8 Holidays
 - Sergeants also were allowed to select their days and with Holidays created little use of vacation and they too are all very near the 240 cap which again is not sustainable.
 - For 2018, sergeants will be given 4 hours off every 2 weeks to keep from having to get full days off to reduce the 2080 work hours (see schedule on last page)



Ethics, Excellence, Engagement

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Statistical comparison for 2016 and 2017

(dates below are 1-1 to 10-31 of each year)

▲ Officer initiated activity comparison (dates below are 1-1 to 10-31 of each year)

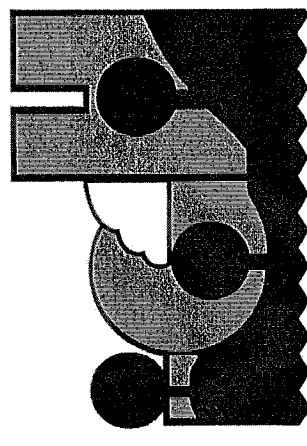
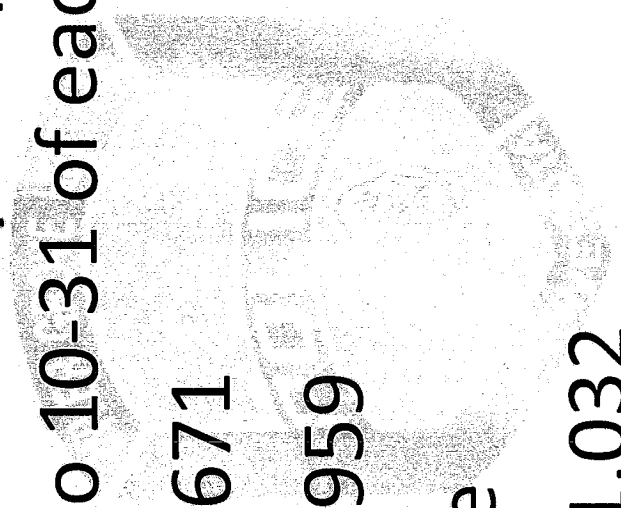
■ For 2016---3,671

■ For 2017---8,959

▲ Calls for Service

■ For 2016---21,032

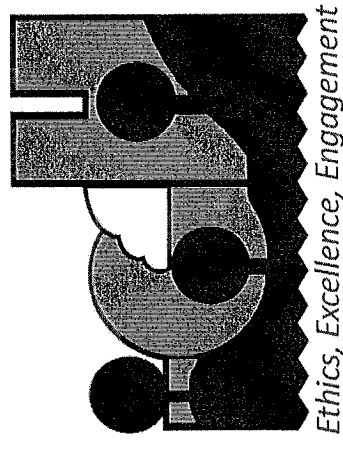
■ For 2017—27,631



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Summary

- ▲ As you can see from this presentation there are positives that we will keep improving on. There are some concerns that have been raised and with a few adjustments, I feel those will become positives as well.
- ▲ The Patrol and Sergeants unions have signed an MOU for 2018 to continue the 12 hour shifts for another year. Bidding is almost complete for 2018.



12 Hour Shift Example

	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
A Day	12	12	off	off	12	12	12	off	off	8*	12	off	off	12
A Night	12	12	off	off	12	12	12	off	off	8*	12	off	off	12
A Admin	12	12	off	off	12	12	12	off	off	12	8*	off	off	12
B Day	off	off	3	12	off	off	off	12	12	off	off	12	12	off
B Night	off	off	3	12	off	off	off	12	12	off	off	12	12	off
B Admin	off	off	12	8	off	off	off	12	12	off	off	12	12	off

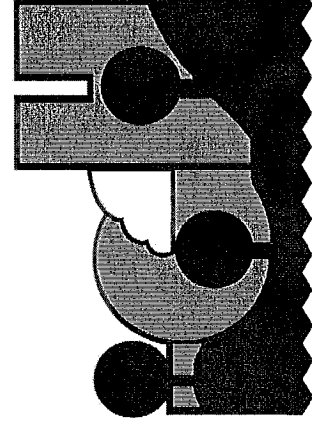
For the 8 hour days:

*Day shift off at 1300

*Night shift in at 2100

*Admin works 0900-1700 next day

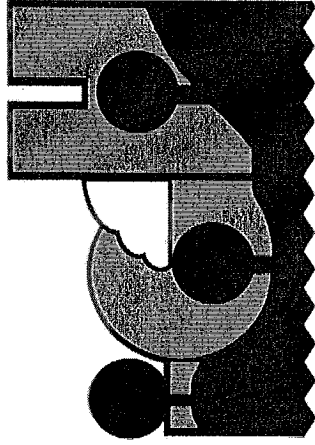
Admin 0900-2100 to cover both



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2/09/18

DEPT. HEAD Discussion



Ethics, Excellence, Engagement

CITY OF INVER GROVE HEIGHTS

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PP1

Strategic Issues

Feb. 9, 2018

- Confluence

Tying together the Long Range Plans with the demands of the operations today to met expectations and afford operations.

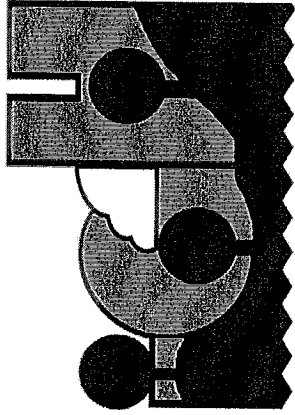
Mission

Values

Excellence – Ethics - Engagement

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pp2



Ethics, Excellence, Engagement

Strategic Issues Discussion

Feb. 9, 2018

Senior Management Team

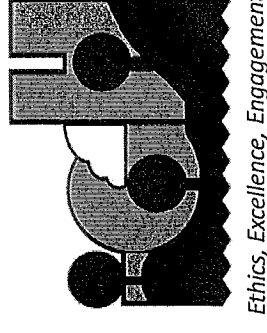
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Strategic Issues

Feb. 9, 2018

- Ground Rules
- Open Forum
- 1 Speaker at a time
- Feedback & comment designed to add to conversation to improve our organization
- All are involved-at times may pertain to some more than others
- Not for public consumption

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Strategic Issues

Feb. 9, 2018

• Sustainability			
• Economic Sustainability	Environmental		
• Operations	2015	2016	2017
GF Tax Levy Inc	7%	7%	12%
Total Tax Inc	9%	7%	10%
Non Tax Revenue Inc (Mil)	3.65	3.68	3.30
		0.69%	-10.1%

Strategic Issues

Feb. 9, 2018

- Funding

Net Tax Capacity	2016	2017	2018
	8%	3%	10%

Growth?

Mean Home Value	5%	3%	9%
Median HV	6%	4%	10%
Commercial	0%	1%	4%

Strategic Issues

Feb. 9, 2018

- Cost Factors
- Personnel
- Services & Programs
- Regulation & Process

	2016	2017	2018
Labor as %			
GF	73%	72%	69%
Overall	63%	63%	64%

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Strategic Issues

Feb. 9, 2018

- Tax Levy Rate Averaging over 8% increase, and values increasing 7%
- Labor as % of GF over 70%
- Need 90 homes/year @ \$350,000 value to generate \$160,000 in new revenue (city portion)
- Have not averaged 90 new homes/year for the last 3 years

Strategic Issues

Feb. 9, 2018

- 2018 initial requests were for over \$1M in new expenditures
- New expenditures for 2018 were for over \$300K, almost double what the 90 homes would generate
- What can we do?

Strategic Issues

Feb. 9, 2018

- Other cost factors
- GF reliance on HCF - \$100,000
- Debt Service Reliance on CBF - \$200,000
- VMCC Operations – HCF reliance averaging over \$500K/year next 5 years
- VMCC Capital – HCF reliance averaging \$900k/year next 5 years
- PMP - \$4M+ shortfall annually
- New Capital Facilities- add \$1.26M annually for 25 years

Strategic Issues

Feb. 9, 2018

- What to do?

Examine need for services/programs-should we continue doing what we are doing?

Examine our process & regulations-are these adding costs such as personnel?

Examine alternative revenue sources-is there anything we are missing? Should we push any boundaries?

Establish priorities and support decisions to fund those-can't have it all

Others? Are we missing anything

Strategic Issues

Feb. 9, 2018

- Communications
- Website management-500,000 visits in 2017
- Social Media platforms- need to add others
- PD, FD Facebook and Twitter accounts
- Insights Newsletter
- Need for internal communication device
- Marketing P&R, VMCC, Golf Course and City
- Annual Reports
- Press Releases
- Standardized format, style and text

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Strategic Issues

Feb. 9, 2018

- Communications Positions
- Communications Manager/Coordinator/Supervisor
- Marketing Coordinator
- Report to City Administrator
- Communications Manager supervises Marketing Coordinator
- Work with Dept. heads on Strategic Communications Plan

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Strategic Issues

Feb. 9, 2018

- Communications

Costs

Communications Manager

FT position –funding would have to come from \$ already in 2018 budget

Marketing Coordinator

PT – 30 hours/week

\$ already budgeted between P&R/VMCC in 2018

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Strategic Issues

Feb. 9, 2018

- Communications

- Cost - \$190K salary & benefits based upon current compensation plan and adjusted for change to new plan

- Need Department allocations

- Allocations – Admin, Finance, PW, CD \$5,000 each
- PD/FD - \$10,000 each
- Utilities - \$40,000 total
- Sustainability Funds - \$15,000
- Recycling Grant - \$12,000

Strategic Issues

Feb. 9, 2018

- Communications

Costs

\$83,800 already in VMCC and P&R budgets

Total = \$190,800

Strategic Issues

- Communications

Timing

- CC Work Session March 5 for proposal
- Seek authorization to proceed and advertise for both
- May 1 start – this would reduce first year cost
- Commitment- Support positions & funding formula in 2018

Be a part of hiring process

Be a part of Communications Plan

Strategic Issues

Feb. 9, 2018

- Technology
- History
- 2006 4 FTE – 2 MIS Technicians, 2 GIS Technicians
- Reported to ACA
- No in squad cameras
- No integrated systems
- No digital telephone system
- Less than 100 units

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Strategic Issues

Feb. 9, 2018

- Technology
- Current situation – 3 MIS Technicians, 1 Technology Manager, 1 GIS Technician
- Current Funding formula
- Allocations- based upon revised criteria, does include # of units, # of staff, # of users
- Capital is a part of budgeted allocation

Strategic Issues

Feb. 9, 2018

- Technology
- Draft 5 Year Plan
- Initiatives

Broadband- I-Net/C-Net- serve public buildings, possibly private enterprise

VOIP Protocol-allow offsite work

Mobile Apps

Citywide Security Plan

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Strategic Issues

Feb. 9, 2018

- Technology
- Funding Change
- Operations

Add \$850K to GF – offset by reduction of same amount as allocations to each Dept.

No Allocations

GF account, part of Admin.

Capital to be accounted for separately- allocation & funding formula devised

Strategic Issues

Feb. 9, 2018

- Confluence

Tying together the Long Range Plans with the daily demands of operations and meeting expectations and affordability

Mission – The Mission of the City of Inver Grove Heights is to provide service and facilities that enhance the Quality of life in our vibrant community

Engagement – Ethics - Excellence

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Strategic Issues

Feb. 9, 2018

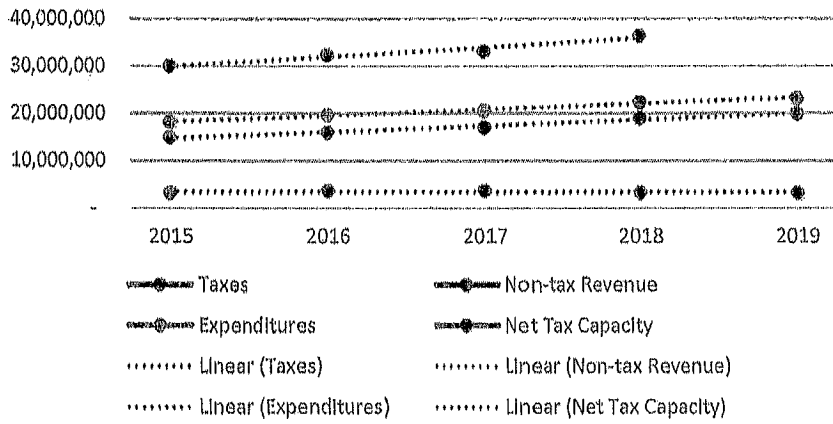
- Comprehensive Plan
10 Year Window
2 – 5 year Plans
- Using this as a backdrop, all plans going forward should be for the next five (5) years. Use the 2040 Plan as the backdrop for setting up all others.

City of Inver Grove Heights
2015-2019 Adopted Budgets

Account Description	2015 Adopted Budget	2016 Adopted Budget	% Change	2017 Adopted Budget	% Change	2018 Adopted Budget	% Change	2019 Preliminary Budget	% Change
GENERAL FUND REVENUES									
TAX REVENUE	14,918,500	15,907,800	7%	16,988,400	7%	19,036,200	12%	19,875,300	4%
LICENSES AND PERMITS	887,900	1,147,800	29%	1,173,100	2%	1,131,800	-4%	1,154,400	2%
INTERGOVERNMENTAL	576,800	612,300	6%	618,200	1%	615,700	0%	628,000	2%
CHARGES FOR SERVICES	1,040,500	1,119,300	8%	1,113,800	0%	1,017,800	-9%	1,038,200	2%
FINES & PENALTIES	120,000	136,200	14%	128,800	-5%	140,000	9%	142,800	2%
MISC. REVENUES	345,900	339,500	-2%	446,800	32%	300,800	-33%	306,800	2%
OTHER SOURCES	300,000	300,000	0%	200,000	-33%	100,000	-50%	-	-100%
TOTAL GENERAL FUND REVENUES	18,189,600	19,562,900	8%	20,668,900	6%	22,342,300	8%	23,145,500	4%
GENERAL FUND EXPENDITURES									
MAYOR/COUNCIL	143,800	166,700	16%	177,000	6%	179,000	1%	181,600	1%
ADMINISTRATION	664,300	721,900	9%	743,300	3%	805,400	8%	838,500	4%
ELECTIONS	30,000	54,500	82%	31,000	-43%	96,000	210%	99,700	4%
FINANCE	871,500	831,000	-5%	864,700	4%	914,500	6%	945,400	3%
COMMUNITY DEVELOPMENT	349,700	390,200	12%	440,000	13%	466,200	6%	486,500	4%
PLANNING	342,500	340,300	-1%	458,700	35%	338,300	-26%	352,900	4%
INSPECTIONS	522,700	618,700	18%	693,000	12%	750,600	8%	782,800	4%
POLICE	6,469,600	7,056,700	9%	7,409,000	5%	7,738,600	4%	8,117,600	5%
FIRE	2,175,600	2,423,300	11%	2,615,600	8%	2,785,200	6%	2,854,400	2%
PUBLIC WORKS	233,000	232,500	0%	241,700	4%	248,500	3%	262,500	6%
ENGINEERING	961,600	993,200	3%	1,021,000	3%	1,127,900	10%	1,181,400	5%
STREETS	2,465,300	2,561,400	4%	2,541,700	-1%	2,668,400	5%	2,750,100	3%
STREET LIGHTING	187,200	187,200	0%	197,200	5%	197,200	0%	201,100	2%
PARKS	1,790,400	1,867,900	4%	1,903,600	2%	2,016,900	6%	2,075,800	3%
CONTINGENCY	-	-	-	-	-	100,000	6%	103,000	3%
TRANSFERS									
Recreation	331,900	331,900	0%	359,300	8%	352,100	-2%	377,400	7%
EDA	500,000	500	0%	94,100	18720%	83,100	-12%	84,800	2%
Pavement Management	500,000	665,000	33%	665,000	0%	1,250,000	88%	1,200,000	-4%
Parks Capital Replacement	150,000	150,000	0%	150,000	0%	250,000	67%	250,000	0%
TOTAL GENERAL FUND EXPENDITURES	18,189,600	19,592,900	8%	20,605,900	5%	22,367,900	9%	23,145,500	3%
Personnel Costs	10,723,300	11,544,100	62%	12,155,200	63%	12,784,000	63%	13,145,500	3%
Personnel Costs as % of Exp w/o Txfrs	62%	63%		63%		63%			
TAX LEVIES									
General Operating Levy	1,405,566	2,057,450	46%	2,200,392	7%	1,941,197	-12%	1,879,373	-3%
Debt Levies	-	-	-	-	-	-	-	640,331	
Potential New Debt Levy	-	-	-	-	-	-	-100%	-	
2010C Storm Water WMTD Levy	45,683	48,745	7%	24,033	-51%	-	-	-	0%
2012A Storm Water Refund WMTD Levy	109,095	18,200	-83%	-	-100%	-	-	22,230	0%
2001-02 Babcock Trail SWMTD	-	-	-	-	-	22,230	41,285	41,285	0%
2001-02 South Grove SWMTD	-	-	-	-	-	15,879	15,879	15,879	0%
2001-02 70th Street SWMTD	-	-	-	-	-	15,879	15,879	15,879	0%
NET TAX CAPACITY	29,997,664	32,727,465	9%	33,092,973	3%	36,404,276	10%	36,404,276	0%
TAX CAPACITY RATE	0.48131	0.49266	2%	0.51644	5%	0.50863	-2%	0.50863	0%
TAXABLE VALUATIONS									
Mean Homestead	214,070	225,219	5%	231,176	3%	251,074	9%	251,074	0%
Median Homestead	175,419	186,810	6%	194,834	4%	215,259	10%	215,259	0%
Business	583,200	583,200	0%	563,700	-3%	586,900	4%	586,900	0%
Business	3,080,800	3,080,800	0%	3,058,200	-1%	3,065,500	0%	3,065,500	0%
90 residential properties valued at \$350,000 each would provide property taxes of	151,650	155,160		162,720		160,200		160,200	

U.S. 6
C. 1
D. 6

2015-2019 Budgets



City of Inver Grove Heights
Unfunded/Underfunded

General Fund Reliance on Host Community Fund

\$100,000 reliance in 2018

Debt Service Reliance on Closed Bond Fund

\$200,000 reliance in 2018

City Facilities - Maintenance

currently the City Facilities budget only accounts for operations primarily related to City Hall

City Facilities - Capital Replacement

no funds are being set aside for future replacement of City Hall

Technology - Capital Replacement

replacement schedule is a work in progress and doesn't include software, average over next 5 years, \$200,000

Park Capital Replacement

2018 funding increased to \$250,000 but still short

VMCC - Operations

funded by Host Community Fund, average over next 5 years, \$500,000

VMCC - Capital Replacement

funded by Host Community Fund, nearing \$900,000

Community Development - land purchases

Doffing-Outside Flood Plain, Concord Redevelopment (Dickman, 66th St, Concord West), Gun Club, Other Acquisitions
\$9,400,000

Public Works and Parks - NWA

Continued development needed to pay on current debt as well as future infrastructure needs (Water, Sewer, Storm Water, Streets, Parks)

Public Works - Pavement Management Plan

funding shortfall for current street replacement needs

Public Works - Local Improvements

Public Works - Storm Water

40% increase to rates for 2018, however, additional increases still needed

Public Works - Street Reconstruction and Overlay Plan

included 2015-2019 projects (local improvement and PMP) totalling \$27,000,000, not-yet-funded \$13,400,000, annual debt payment of \$1,165,000 for 10 years

Public Works Facility

estimate is \$9,613,000, annual debt payment of \$620,000 for 25 years

Fire Station

current estimate is \$10,378,450, annual debt payment of \$640,000 for 25 years

Long-term, sustainable funding sources are needed.

Technology, Fund 606 – accounts for costs related to technology operations and replacement. Two allocations are included, one based on replacement schedules which were updated for the 2016 budget process but exclude software, the other for operations. Previously the operations allocation was based on PCs, users, dedicated printers/fax/scanners, servers, data storage, SQL servers and VOIP phones. Beginning in 2016 the operations allocation is based on personnel costs and cost of equipment replacement.

	2018 Base	2018 Original Cost of Replacement	2018 Operations Portion	*2018 Tech Repl Portion	2018 Replacement Portion	2018 Allocation	2018 Add'l	2018 Allocation
COUNCIL	49,900	17,250	3.74%	4,529	4,542	26,100		26,100
ADMINISTRATION	586,000	27,960	6.07%	10,731	7,004	58,100	57,000	65,100
FINANCE	707,400	15,685	3.40%	32,219	4,271	45,100		45,100
COMM DEVELOPMENT	367,600	6,189	1.77%	14,948	1,606	20,500	33,600	54,100
PLANNING	262,500	4,153	0.90%	10,430	2,772	14,300		14,300
INSPECTIONS	578,600	12,589	2.73%	26,133	3,302	36,400	16,600	53,000
POLICE	5,611,200	198,667	43.11%	323,493	58,130	467,600		467,600
FIRE	1,342,600	56,278	12.21%	85,400	14,287	122,400		122,400
PUBLIC WORKS	196,200	5,389	1.17%	9,887	1,543	14,100		14,100
ENGINEERING	845,900	29,717	6.45%	48,554	9,097	70,600		70,600
STREETS	941,800	18,599	4.04%	40,805	4,551	56,200		56,200
PARKS	1,032,600	6,534	1.42%	32,061	1,809	42,400		42,400
RECREATION	434,100	19,831	4.30%	29,108	5,077	41,900		41,900
COMM CENTER	1,978,900	3,076	0.67%	52,802	909	67,700		67,700
EDA (incl in Comm Dev)	-	-	0.00%	-	-	-		-
WATER	668,700	6,425	1.39%	22,770	1,613	30,400		30,400
SEWER	403,500	6,425	1.39%	16,071	1,613	22,000		22,000
GOLF	684,825	26,122	5.67%	41,197	7,363	59,500		59,500
CENTRAL EQUIPMENT	-	-	0.00%	-	-	-		-
CITY FACILITIES	-	-	0.00%	-	-	-		-
TECHNOLOGY	-	-	0.00%	-	-	-		-
	<u>16,692,325</u>	<u>460,890</u>	<u>100.00%</u>	<u>843,300</u>	<u>127,844</u>	<u>1,195,300</u>	<u>57,200</u>	<u>1,252,500</u>

Inspection software purchased in 2016 \$50,000 - repayment \$16,700 in 2016 & 2017 and \$16,600 in 2018

Community Development software purchased in 2016 \$50,000 - repayment \$16,700 in 2016 & 2017 and \$16,600 in 2018

Community Development software purchased in 2017 \$50,000 - repayment \$17,000 in 2017 & 2018 and \$16,000 in 2019

Administration software purchased in 2017 \$22,000 - repayment \$7,500 in 2017 & 2018 and \$7,000 in 2019



City of Fort Worth

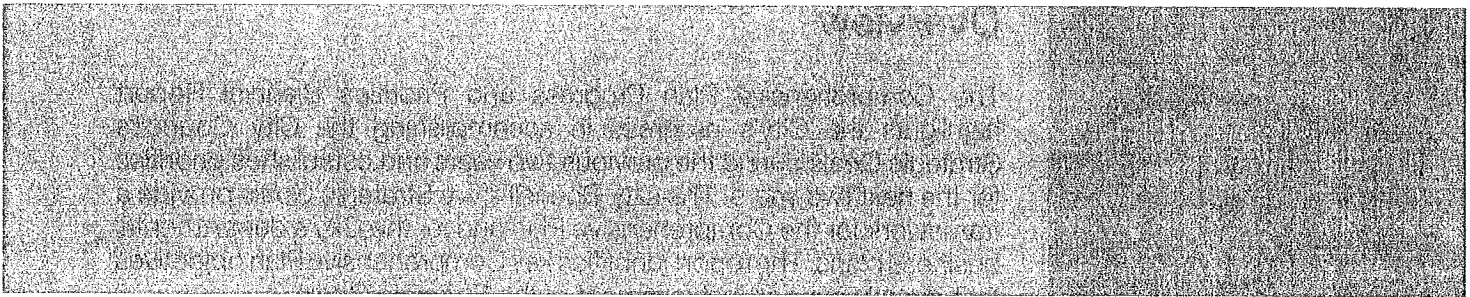
2015 Comprehensive Plan Progress & Priorities Biennial Report

FY13-FY14 Progress

FY15-FY16 Priorities

Prepared by:
Planning and Development Department

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2.0 Make Fort Worth the Nation's Safest Major City	16
2.1 Improve Mobility and Air Quality	20
2.2 Create and Maintain a Clean, Attractive City	23
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2.4 Promote Orderly and Sustainable Development	30

Major Capital Improvement Projects Completed36

3.0 Make Fort Worth the Nation's Safest Major City	36
3.1 Improve Mobility and Air Quality	36
3.2 Create and Maintain a Clean, Attractive City	38
3.3 Promote Orderly and Sustainable Development	40



Figure 5: Fort Worth is home to the Texas Christian University (TCU) Horned Frogs.



Figure 6: Sundance Square Plaza, Downtown Fort Worth.

Fort Worth's Recent Recognitions

Fort Worth continues to be recognized for its outstanding quality of life and is currently ranked as one of the nation's top 10 most livable cities by Partners for Livable Communities. In addition, Fort Worth has also topped several other list rankings and received many accolades, some of which include:

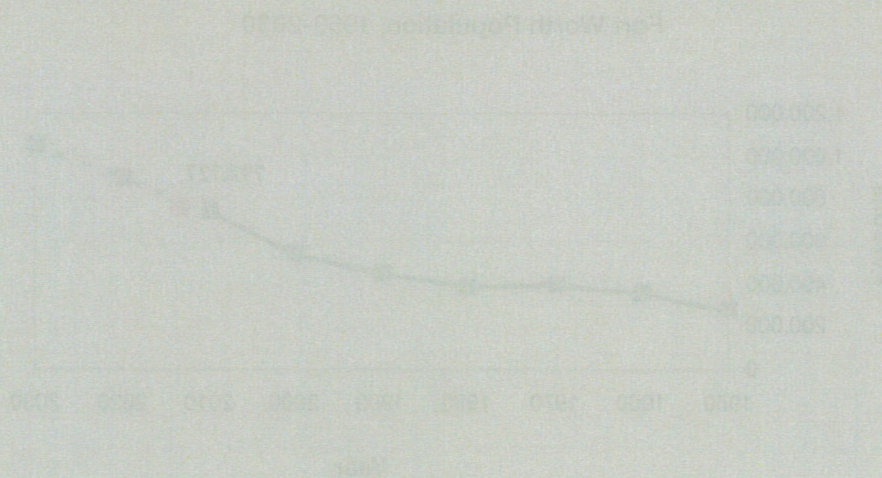
- Downtown Fort Worth is No. 1 on Top 10 Best Downtowns according to *Livability.com*. (2014)
- *Forbes Magazine* ranked Fort Worth No. 3 on its list of "Best Cities for Job Seekers." (2013)
- Fort Worth ranks No. 6 on the list of "Fastest Growing Cities Since the Recession" by *Forbes Magazine*. (2013)
- Fort Worth is the top Texas city for job growth and No. 4 in the U.S. according to *NewGeography.com*. (2013)
- Fort Worth is the No. 1 Big City for Home Ownership among the 25 most populous cities in the U.S. according to *nerdwallet.com*. (2013)

Figure 7: Downtown Fort Worth Sky Line.



Fort Worth Overview

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1.1 Economy

Building permit volume remained steady during the fourth quarter, with volume remaining consistent compared to the same quarter in FY13. Existing values have seen a positive trend. According to the Dallas Morning News, Dallas-area home sales have risen almost 20 percent from the last year, and prices have jumped more than 10 percent — more than double the average annual increase North Texas usually sees¹.

The overall economic outlook for Fort Worth remains positive. Sales taxes have climbed steadily since the recession ended in late 2010. Declining unemployment rates and continued population growth suggest these trends should continue through the end of 2015. Existing households are likely to continue spending at current rates, while new residents will add to the City's sales tax base. Population growth and steady strides in the residential real estate market support improved property tax revenue in the future. The increasing volume of building permits increases the overall tax base. Demand for existing homes supports the slow but steady growth in values, which also yields more property tax revenues. Property tax revenue will be slower to materialize than sales taxes, as homes built in 2014 are added to the tax roll in 2015 and actually do not begin paying taxes until 2016. However, this revenue growth is more certain than other sources, as the lagging nature of the revenue buffers property tax revenue from short-term economic trends. Although the City faces budget challenges, current economic trends continue to offer reasons for optimism².

1 City of Fort Worth. "FY15 Adopted Annual Budget and Program Objectives: Section D" Web. 19 December 2014. [http://fortworthtexas.gov/uploadedFiles/Budget_and_Management_Services/FY2015/0_-_ADOPTED_Budget_Book_FINAL_FY2015_\(Secured\).pdf](http://fortworthtexas.gov/uploadedFiles/Budget_and_Management_Services/FY2015/0_-_ADOPTED_Budget_Book_FINAL_FY2015_(Secured).pdf)

2 City of Fort Worth. "FY15 Adopted Annual Budget and Program Objectives: Section D" Web. 19 December 2014. [http://fortworthtexas.gov/uploadedFiles/Budget_and_Management_Services/FY2015/0_-_ADOPTED_Budget_Book_FINAL_FY2015_\(Secured\).pdf](http://fortworthtexas.gov/uploadedFiles/Budget_and_Management_Services/FY2015/0_-_ADOPTED_Budget_Book_FINAL_FY2015_(Secured).pdf)

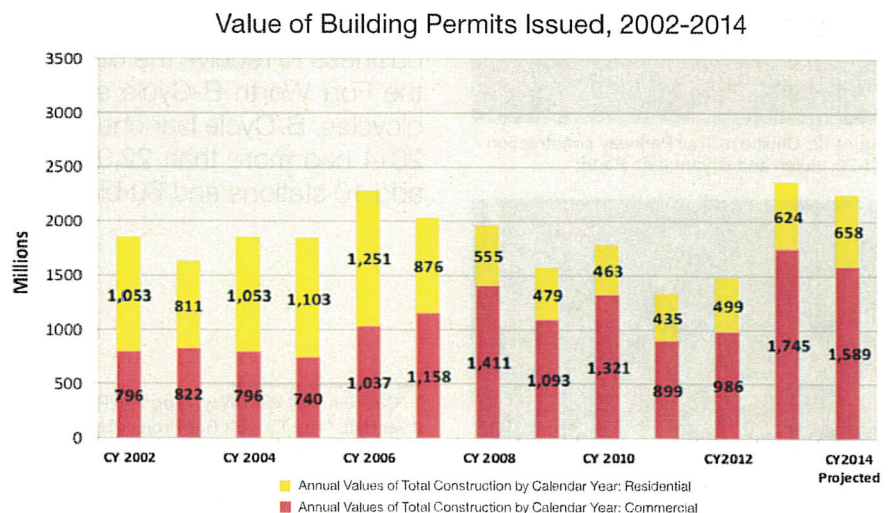


Figure 9: Source: City of Fort Worth Planning and Development Department, 2014



Figure 14: The longest segment of managed toll lanes in North Texas opened in October of 2014 as part of the North Tarrant Expressway project.



Figure 15: Improvements at Tower 55 will meet freight and passenger rail demand well into the future.



Figure 16: The Trinity River Vision project started construction on three signature bridges that will serve as the gateways to Panther Island.

On October 4, 2014 the North Tarrant Expressway (NTE) fully opened with the toll lanes becoming operational. The 13.3 mile, \$2.5 billion dollar project included the rebuilding of highway lanes, frontage roads, and the TEXpress toll lanes. The toll lanes give drivers the option of paying a toll to use them. The project was completed 9 months ahead of schedule⁴. In conjunction with the NTE project, construction began on the I-35W expansion project. The \$1.6 billion dollar project will add four toll lanes, auxiliary lanes and frontage roads. The project is intended to double the existing capacity and is expected to be completed by 2018⁵.

Significant capacity improvements at Tower 55 were completed in early November 2014. This railroad intersection is one of the busiest at-grade intersections in the country, with as many as 100 freight and passenger trains moving through the area daily. The completed project will relieve freight rail congestion in Downtown Fort Worth, where five major freight and passenger rail routes converge, as well as reducing rail crossing blockages throughout the county. Other benefits of the project include improved at-grade pedestrian crossings, improved rail traffic flow, and less highway congestion in the area⁶.

Lastly, construction is underway on the new Trinity River Vision bridges. The project will include the construction of three V-Pier bridges at Henderson Street, North Main Street and White Settlement Road. The bridges will have 10-foot lighted sidewalks, bicycle facilities, and enhanced landscaping. The new bridges will serve as the gateways to Panther Island (formerly known as Trinity Uptown), an urban waterfront community. Once the bridges are completed, construction on the new bypass channel project will commence, allowing for redevelopment of the former industrial area adjacent to Downtown⁷.

While the major projects described above represent large contributions to the improvement of transportation throughout Fort Worth, it should also be noted that streetscape improvements, bike/pedestrian improvements, and multimodal transportation planning efforts were completed in FY2013 and 2014, all of which support the City's mission to build strong neighborhoods, develop a sound economy, and provide a clean, safe community — in addition to enhancing mobility.

4 North Tarrant Express. "FAQ's, 2014 NTE TEXpress Lanes" Web. 22 October 2014. <http://www.ntetexpress.com/faq-page>.

5 "I-35 Corridor Project" 2014 Texas Department of Transportation. Web. 22 October 2014. <http://www.txdot.gov/inside-txdot/projects/studies/fort-worth/i-35w.html>.

6 City of Fort Worth. "Tower 55 reconstruction on track for October Completion" Web. 28 October 2014. <http://fortworthtexas.gov/citynews/default.aspx?id=135036>

7 Trinity River Vision. "Crossing the bridge Trinity Uptown enters major phase as \$81.9 million project begins" Web. 28 October 2014. [http://www.trinityrivervision.org/newsandinfo/2014/03/25/crossing-the-bridge-trinity-uptown-enters-major-phase-as-\\$81.9-million-project-begins](http://www.trinityrivervision.org/newsandinfo/2014/03/25/crossing-the-bridge-trinity-uptown-enters-major-phase-as-$81.9-million-project-begins)



Figure 21: A new 14,000 seat Multipurpose Arena was approved by voters in November of 2014.

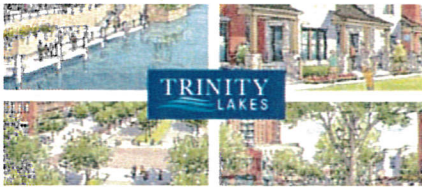


Figure 22: Trinity Lakes is a master planned community located between the Trinity Railway Express and the Trinity River in Northeast Fort Worth.



Figure 23: Illustrative concept for the Federal Aviation Administration's (FAA) new Southwest regional office center in North Fort Worth.

2013 also saw major health care facility additions to the Near Southside Medical District. Construction began on two new surgical centers, one by Baylor Health Care System and United Surgical Partners International (USPI) on Park Place Ave and another by Victory Medical at South Main Street and Pennsylvania Avenue. In addition to the new medical facilities in the area, the four-story Phoenix Apartments began leasing its 170 residential units¹.

In June 2013, the Dallas-based Trammell Crow Co. landed the deal to build the \$160 million dollar Federal Aviation Administration's (FAA) new Southwest regional center office in north Fort Worth. The project will be constructed on a 45-acre tract at the northwest corner of Heritage Parkway and Interstate I-35W. Designed by Gensler Architects, the six-story complex will house almost 1,600 FAA workers and include 357,214 square feet of office and support space. The completion date for the project is set for October 2015².

Trinity Lakes, another mixed-use planned community, began development in fiscal year 2013-2014, with 1,350 single-family homes developed to date. The 1,600-acre master planned community is located between the Trinity Railway Express and the Trinity River in northeast Fort Worth. The design plan has devoted 200 acres of the project to mixed-use development. The community will also feature an urban waterfront with outdoor dining and entertainment as well as direct access to the Trinity River and its 40 miles of hike and bike trails that connect the development to West Fort Worth and Arlington³. The development has an adopted form-based code, making it one of five areas within the City to have this specific type of zoning.

As 2014 came to a close, Fort Worth residents overwhelmingly approved three propositions that will provide funding for a new Multipurpose Arena adjacent to the Will Rogers Memorial Center. The new facility will complement the architectural style of the Will Rogers District and will host concerts, family shows, sporting events, ceremonies, rodeos and equestrian shows. A group of private-sector donors has agreed to provide half of the \$450 million projected costs, with no increase in property tax or sales tax and no expected impact on the City's General Fund⁴.

While the above developments are noteworthy contributions to Fort Worth's economic vitality and community livability, they are only a sampling of the notable development projects from which Fort Worth benefited from in fiscal year 2013 and 2014.

¹ "2014 Near Southside Progress Report." Fort Worth South Inc. Web. October 2014. <http://www.fortworthsouth.org/wp-content/uploads/2011/12/FWSI-2014-Report-DIGITAL2.pdf>

² "Trammell Crow Co. Lands FAA regional office project in North Fort Worth." Dallas News. Web. October 2014. <http://bizbeatblog.dallasnews.com/2013/06/trammell-crow-co-lands-faa-regional-office-project-in-north-fort-worth.html/>

³ Trinity Lakes. Web. October 2014. <http://www.trinitylakes.com/>

⁴ "Residents approve multipurpose arena proposition by wide margins." City of Fort Worth. Web. November 2014. <http://fortworthtexas.gov/citynews/default.aspx?id=135662>

Strategic Goals

2.0 Make Fort Worth the Nation's Safest Major City.....	16-19
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2.2 Create and Maintain a Clean, Attractive City.....	23-26
2.3 Strengthen the Economic Base, Develop Future Workforce, & Create Quality Job Opportunities.....	27-29
2.4 Promote Orderly and Sustainable Development.....	30-33



Figure 27: Firefighters working a residential structure fire on David Strickland Rd, in January of 2014.



Figure 28: Firefighters working a residential structure fire on S. Adams Street, January of 2014.



Figure 29: Firefighters responding to a vehicle fire.



Figure 30: Firefighters pulling hose onto the scene of a garage fire in January of 2014.

a 30-member task force to establish a vision, goals, and strategies for the department for the next five years. Concurrently, FWPD staff is creating a Facility Plan to guide facility decisions for the next 20 years. The Facility Plan will be incorporated into the overall Strategic Plan and will be updated annually. In the past two years, new vehicles were deployed to field personnel including 60 Chevrolet Tahoe SUV's and more than 200 Ford Interceptor Front Line Patrol Vehicles that enhance officer safety and capabilities as well as operational performance. Additional body cameras were also purchased in FY14.

2. **Maintain the 2012 crime rate of 10,806.01 per 100,000 population through proactive enforcement and increased community participation.**

FY13 Progress: Fort Worth's crime rate was 10,361.65 per 100,000 people, which is a 4.1% decrease from the previous year.

FY14 Progress: Fort Worth's crime rate was 9,877.99 per 100,000 people, which is a 4.7% decrease from the previous year.

3. **Arrive to emergency calls within five minutes 75% of the time.**

FY13 Progress: Responders arrived to emergency calls within five minutes 61% of the time compared to 63% in FY11 and 63% in FY12.

FY14 Progress: Responders arrived to emergency calls within five minutes 56% of the time.

4. **Confine residential structure fires to the room of origin 45% of the time. (The International City County Management Association (ICMA) reports that the national average is 40%)**

FY13 Progress: Confined fires to the room of origin 45%, of the time compared to 49% in FY11 and 49% in FY12.

FY14 Progress: Confined fires to the room of origin 55% of the time.

5. **Maintain restaurant health inspections passing rate to at least 95%.**

FY13 Progress: 97.7% received a passing health inspection, compared to 96.9% in FY11 and 97.6% in FY12.

FY14 Progress: 98.7% received a passing health inspection in FY14.

6. **Ensure there is sufficient supportive housing inventory to help end chronic homelessness.**

FY13 Progress: 1,482 units in inventory.

FY14 Progress: 1,666 units in inventory.



Figure 35: New Weapon's Range Facility.

Code Compliance

- In FY15, continue to implement the Crime Free Multi-Housing ordinance by verifying the city's 523 apartment complexes have complied with the new regulations adopted in 2011.
- In FY15, complete 100% of high risk and medium risk restaurant health inspections. These risk categories, high being inspected 4 or more times a year and medium being inspected 2-3 times a year, are established by the Food and Drug Administration and the Texas Department of State Health Services. They are based on the complexity of how the food is prepared, the types of food they handle, the number of people they typically serve per day and how the restaurant has performed on health inspections in the past.

Multiple Departments

- Complete construction of the Public Safety Training Center, located at W. Felix and Hemphill Streets in FY15.

Completed Priorities from 2013 Progress & Priorities Report

Police

- Held a minimum of 7 Police Department Community forums/meetings in FY13.
- Implemented the Crime Free Multi-Housing ordinance by verifying the City's 523 apartment complexes complied with the regulations adopted in 2011.

Fire

- Conducted a Station Location Study in FY13.
- In FY14, upgraded the aging Public Safety Radio System that ensured timely response of public safety personnel to emergency calls. Worked with other agencies and developed a regional radio system that enhances interoperability between responders and jurisdictions while delivering the needed communications capabilities at the most cost effective level.
- Kept pace with improvements in technology such as medical records management software, data visualization software, and new devices for fire apparatus.

Code Compliance

- Completed 90% of Phase I and 30% of Phase II on implementing the Crime Free Multi-Housing ordinance.
- In both FY13 & FY14, completed 100% of high risk and medium risk restaurant health inspection.



Figure 39: Completed construction of the overlay for Runway 17/35 at Meacham International Airport.



Figure 40: When completed in 2015, the realignment of the BNSF rail line will allow a runway extension at Alliance Airport.

FY14 Progress: The BNSF railroad's contractor has been working steadily on the construction and the realignment is scheduled to be completed in early fall of 2015.

5. Complete design and construction of overlay for Runway 17/35 at Meacham Airport.

FY13 Progress: Engineering phase was completed.

FY14 Progress: Construction began and was completed in FY14.

6. Complete design and construction of East Side Apron A improvements, Taxiway Charlie, and Non-movement Perimeter Road at Spinks Airport.

FY13 Progress: Engineering phases for Taxiway Charlie and the Non-Movement Perimeter Road at Spinks Airport began in July 2014.

FY14 Progress: Design phases for both projects was completed in December 2014, with construction planned to be completed in FY15.

FY15-FY16 Priorities

Transportation and Public Works (TPW)

- Complete construction of the following projects:
 - Alsbury (I-35W to Stone Road)
 - Avondale Haslet (Water Tank to Willow Creek)
 - Dirks East (Future SW Pkwy. to Granbury Rd.)
 - East Rosedale (I-35W to US 287) Retrofit Project
 - East Rosedale (US 287 to Miller)
 - N. Beach (Vista Meadows to Shiver)
 - N. Riverside (Dalton to Shiver)
 - N. Riverside (Heritage Trace to Golden Triangle)
- Begin Construction of the Hemphill Lamar Connector Project.
- Complete 127 lane miles of asphalt street overlays.
- Complete 53,600 square yards of concrete street restoration.
- Complete the design of the following projects:
 - North Beach Street (Loop 820 to Fossil Creek Blvd.)
 - Risinger Road (McCart Avenue to Crowley Road)
 - North Riverside Drive (South of Summerfields Blvd. to North Tarrant Parkway)
 - Timberland Boulevard (Excelsior Lane to US377)
 - Park Vista (Timberland Blvd. to Caylor Road)

Planning & Development

- Evaluate the creation of a transportation utility to fund street construction and maintenance in FY16.
- Support Fort Worth Bike Sharing in the expansion of 10 stations in FY15 from 35 to 45.



Figure 43: JFK Tribute - General Worth Square, downtown Fort Worth.



Figure 44: Opened in 2013, Marine Park Pool is a new pool facility located on the site of one of Fort Worth's former most popular aquatics centers.



Figure 45: Developer-Constructed Park Improvements: West Fork Ranch Park.



Figure 46: Developer-Constructed Park Improvements: Saratoga trails and playground.

2.2 Create and Maintain a Clean, Attractive City

Objectives

1. Assist 355 homeowners annually with sustaining the quality of homeowner single family units through home repairs performed by the Priority Repair Program and providing the exterior paint for at least 80 houses through the Cowtown Brush-Up Program.

FY13 Progress: 347 homeowner units were repaired through the Priority Repairs Program services and the Cowtown Brush-Up program.

FY14 Progress: 330 homeowner units were repaired through the Priority Program services and Cowtown Brush-Up program.

2. Provide new park facilities in areas where service levels fall below standards by the end of 2025.

FY13 Progress: One new park (0.61 acres) was completed and 11.38 acres of land were added to existing parks for a total of 12 acres added to the overall park system.

FY14 Progress: Two new parks were completed, adding 49.60 acres to the system with about half of this acreage being added to existing parks. Over \$42 million has been budgeted for park improvements over the next three years ranging from new community centers to additional outdoor recreational facilities. In order to maintain standards for meeting park and recreation needs, 4,873 acres of parkland will need to be acquired by 2025 to meet the 21.25 acres of parkland per 1,000 population standard, based on projected population.

3. Complete 8 new public art projects each year and continue to maintain and conserve the Fort Worth Public Art Collection.

FY13 Progress: 12 public art projects were completed at the following locations:

- Marine Park Pool (*Dreams at 100 Fathoms* by Ken O'Toole)
- Clearfork Main Street Bridge (*Trailing the Trinity* by Devon Nowlin)
- Clearfork Main Street Bridge (*Oxbow Traces* by Tommy Fitzpatrick)
- Fire Station 27 (*Cascading Waters* by Frances Bagley and Tom Orr)
- Near East Side Urban Village (*Avenue Tapestry* by Michael Pavlovsky)
- Police Crime Lab (*Regrowth* by Tommy Fitzpatrick)
- East Lancaster at Sargent Street (*Trout Lily Street Clock* by Jack Mackie)



Figure 50: *Trailing the Trinity* by Devon Nowlin, located at the Clearfork Main Street Bridge.

- Oakmont Linear Park south trail development
- Northwest Community Park development
- Hallmark Park improvements
- Cobb Park – road & drainage improvements
- Hillside Park trail installation
- West Vickery streetscape
- Jefferson Davis park improvements
- Kellis Park neighborhood transportation connection

Public Art

Complete public art projects at the following locations:

Regional/Citywide

- Chisholm Trail Parkway, Phase 2 (SH121T)
- Henderson Street Roundabout (TRV Bridges)
- Public Safety Training Center

Council District 2

- Brennan Street Bridge
- Rockwood Park
- Meacham Airport Terminal
- Rosen Park CID

Council District 3

- North Z. Boaz Park (Bomber Heights)
- Overton Park, Phase 2

Council District 4

- North Beach Street Corridor
- East Regional Library (CID)
- North Beach Street at Loop 820

Council District 5

- Plaza Circle (CID)
- Stop Six (Ramey and Stalcup Triangle)
- Handley Urban Village
- East Division Police Station (East Lancaster at Dallas Avenue)

Council District 6

- Summer Creek Boulevard Roundabout
- Fire Station 42 (near Spinks Airport)
- Chisholm Trail Park

Council District 7

- Earth Fountain, Phases 2 and 3
- Northwest Community Park



Figure 52: Emergency Medical Center at Alliance on North Tarrant Parkway.



Figure 53: Renaissance Square development at US 287 and Berry Street.



Figure 54: NBC-5/KXAS new production facility on Amon Carter Blvd. in Centreport Business Park.



Figure 55: Nation's Best Sports Sporting Goods new headquarters facilities on Fossil Creek Blvd. by I-35N and 820.



Figure 56: Bell's upgraded headquarters facilities on Hurst Blvd.

2.3 Strengthen the Economic Base, Develop Future Workforce & Create Quality Job Opportunities

Objectives

1. Coordinate the annual implementation of real estate and business development projects that meet City Council and community objectives and create/retain a minimum of 9,000 jobs.

FY13 Progress: 14,067 jobs were created or retained, compared to 8,659 in FY11 and 10,300 in FY12.

FY14 Progress: 15,000 estimated jobs were created or retained.

2. Provide skills development, technical advice, and financial assistance annually to 1,500 entrepreneurs and small/medium-sized businesses, especially women-owned and minority-owned companies.

FY13 Progress: 1,788 entrepreneurs were trained or counseled through the Business Assistance Center, compared to 1,536 in FY11 and 1,434 in FY12.

FY14 Progress: 2,070 entrepreneurs were trained or counseled through the Business Assistance Center.

3. Provide 100 workforce development classes annually to increase the number of residents eligible for workforce placement and to increase opportunities for residents to locate employment.

FY13 Progress: The Library Department conducted 648 workforce development classes, compared to 279 in FY11 and 631 in FY12.

FY14 Progress: The Library Department conducted 526 workforce development classes in 2014.

FY15-FY16 Priorities

Housing & Economic Development (HED)

- Provide economic development assistance that results in the development of a minimum of \$20 million in new taxable value and the creation/retention of 3,000 jobs in FY15 and FY16.
- Continue the development of the new general business incubator with the Business Assistance Center Board of Directors to provide skills development, business technical advice/counseling, and financial assistance to 1,500 entrepreneurs in FY15 and FY16.



Figure 59: The library's 3rd Thursday Jazz Series draws large crowds to the Central Library Gallery each May through September.

Completed Priorities from FY13/FY14 Progress & Priorities Report

Library

- Implemented a mobile phone app, expanded downloadable titles available, added downloadable music and video services and formats.
- Increased the number of times the library's electronic and digital resources were used remotely to over 7.4 million.
- Implemented virtual desktop (VDI) technology at all 16 library locations.
- In FY13, implemented Worth Reading 365, a year round reading program, with 22 community partners that included FWISD and the informal educators network. The programs pilot segment produced 3,365 participant completions and in FY14 produced over 25,000 participant completions.
- In FY13, developed educational partnerships that increased the number of children's material checked out from 1,673,039 to 1,677,529 items.
- In FY13, conducted early literacy classes for 36,780 low-income residents.
- Completed updates to the Ridglea Branch Library with new finishes, upgraded equipment and improved services.
- In FY14, recognized the 50th anniversary of the death of President Kennedy with a special exhibit, *JFK in Fort Worth: A Lasting Impression*. In addition, hosted *An Evening with Bob Schieffer: Remembering JFK's visit to Fort Worth*, with over 800 attendees.
- Continued successful 3rd Thursday Jazz Series averaging 440 in attendance per concert.
- Highlighted Fort Worth's rich and diverse cultural heritage by digitizing seven archival collections in FY13 and three more in FY14.



Figure 64: The City of Fort Worth has three Drop Off Stations currently available for Fort Worth residents needing to dispose of extra garbage or recycling. Two more drop off stations are planned in order to better serve Fort Worth residents.



Figure 65: Fort Worth's newest Drop Off Station includes solar panels to reduce their electricity use from the grid.



Figure 66: Members of the Fort Worth Symphony Orchestra "Green Team" help concert goers "recycle right".



Figure 67: Polytechnic High School Students participate in the 28th annual Cowtown Great American Cleanup and combat litter around their school.

Citywide Zoning Percentages, 2014

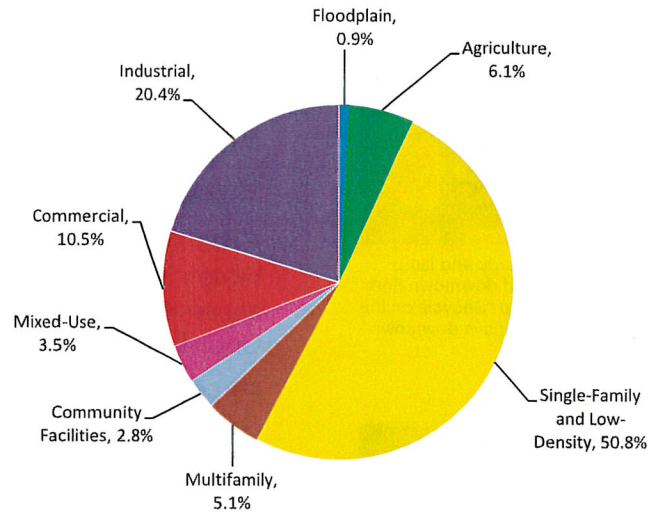


Figure 68: Citywide Zoning Percentages, Source: Planning and Development Department, 2014

3. Design and construct streetscape improvements in selected urban villages and transit-oriented development (TOD) locations by 2016.

FY13 Progress: Completed streetscape construction in the Berry/Riverside, Berry/University, and Near Eastside Urban Villages. Final design for streetscape improvements in the Historic Handley Urban Village was completed.

FY14 Progress: Completed streetscape construction in the Historic Handley Urban Village and on West Rosedale. Final design for streetscape improvements in the Ridglea and South Main Urban Village were completed. Construction is well underway in the Polytechnic/Wesleyan and Magnolia Urban Villages with construction scheduled to be completed in FY15.

4. Reduce the five-year average water consumption 1% annually from 184.12 gallons per capita day (GPCD) in 2010 to 171.86 GPCD in 2015.

2013 CY Progress: GPCD is a statistic that is produced annually on a calendar year rather than quarterly. In 2013 average gallons per capita day was reduced to 171.91, nearing the 2015 reduction goal.

2014 CY Progress: In 2014, the annual GPCD was 156.42 bringing the five-year average to 172.78. During 2014, the Five-Year Water Conservation Plan was adopted by City Council. Under this plan the GPCD goals were revised from 179 for the five-year goal in the previous plan to 160 by 2020. The 10-year goal was revised from 170 to 152 by 2025. A no more than twice per week watering schedule was also adopted as a permanent ordinance in 2014.



Figure 73: The Loft Vue Apartments opened up in the Berry/University Urban Village in 2013.



Figure 74: Parkside Urban Apartments opened in the West 7th urban village in 2014.



Figure 75: The White Buffalo Apartments opened up in the West 7th Urban Village in 2014.



Figure 76: W. Rosedale streetscape enhancements project.

North Service Center at the northeast corner of US 287 and Bonds Ranch Road where several other City departments will also be located.

- Determine a location for Drop-off Station #5 to serve residents in west Fort Worth by FY17.
- The Solid Waste Services Division to complete two major projects:
 - The 2015-2035 Comprehensive Solid Waste Management Plan, scheduled to be completed by FY16.
 - The procurement of a resource recovery facility and associated recycle processing services, due to be completed by early 2015.

Multiple Departments

- Begin development of a Facilities Master Plan to guide future decisions on the organization and delivery of City services and facilities in FY15.

Completed Priorities from 2013 Progress & Priorities Report

Planning & Development

- Completed 100% construction plans for streetscape improvements in the Historic Handley, Ridglea, and Six Points (striping only) urban villages.
- Completed construction of streetscape improvements in four urban villages: Berry/Riverside, Berry University, Near East Side, and Historic Handley.
- Hired a consultant and began preparing a development plan and form-based code for the TCU/Berry Station transit-oriented development area in FY13.
- Began design phase of the federally funded Six Points Urban Village streetscape improvement project in FY13.
- Initiated the Sustainable Development project in the South Main Urban Village in FY13.

Major Capital Improvement Projects Completed

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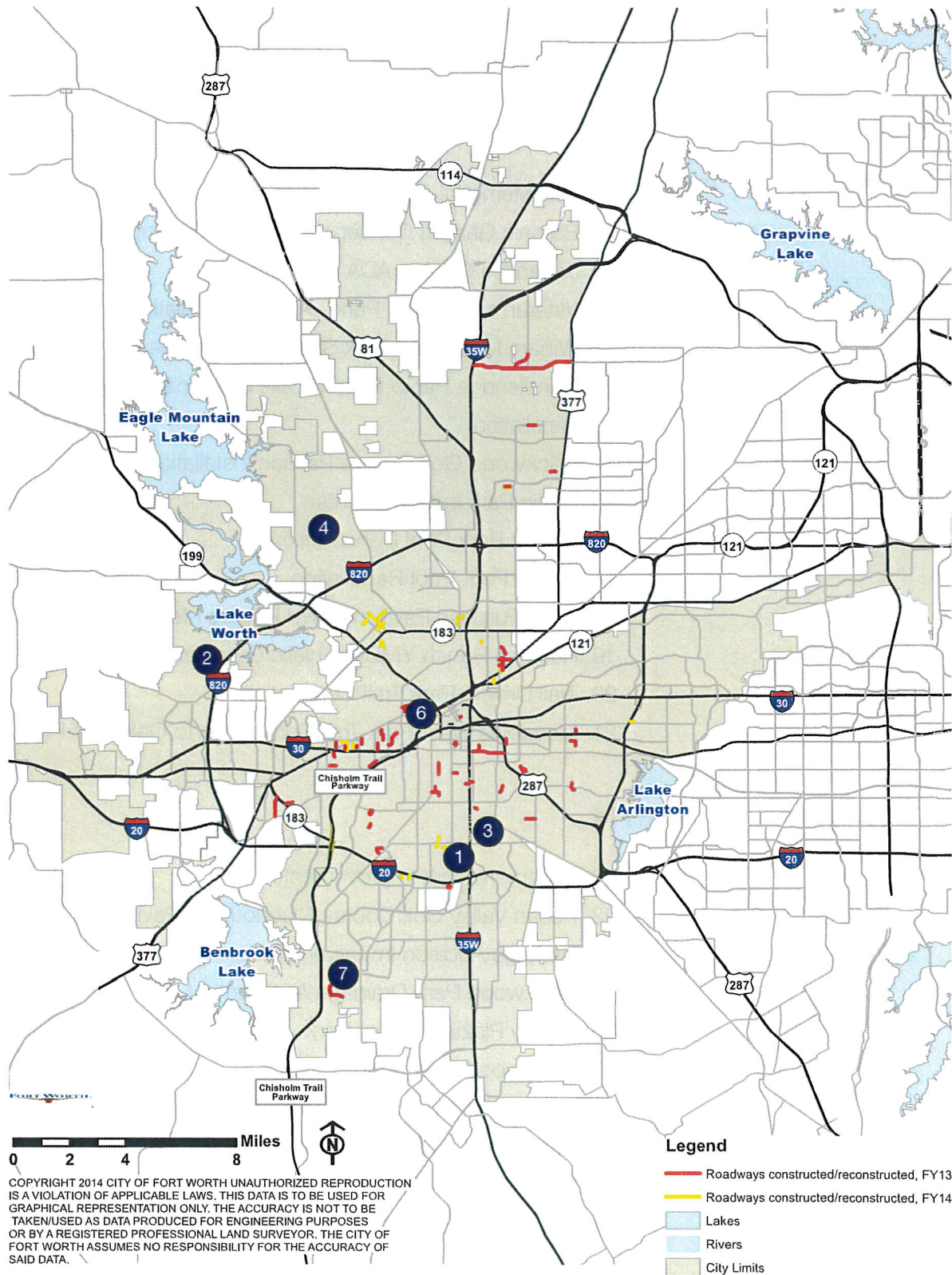


Figure 77: Locations of Major Capital Improvement Projects completed in FY13-FY14, Source: Planning and Development Department, 2014. For more information on capital improvement projects within Fort Worth, visit <http://www.fortworthgov.org/tpw/projects>.

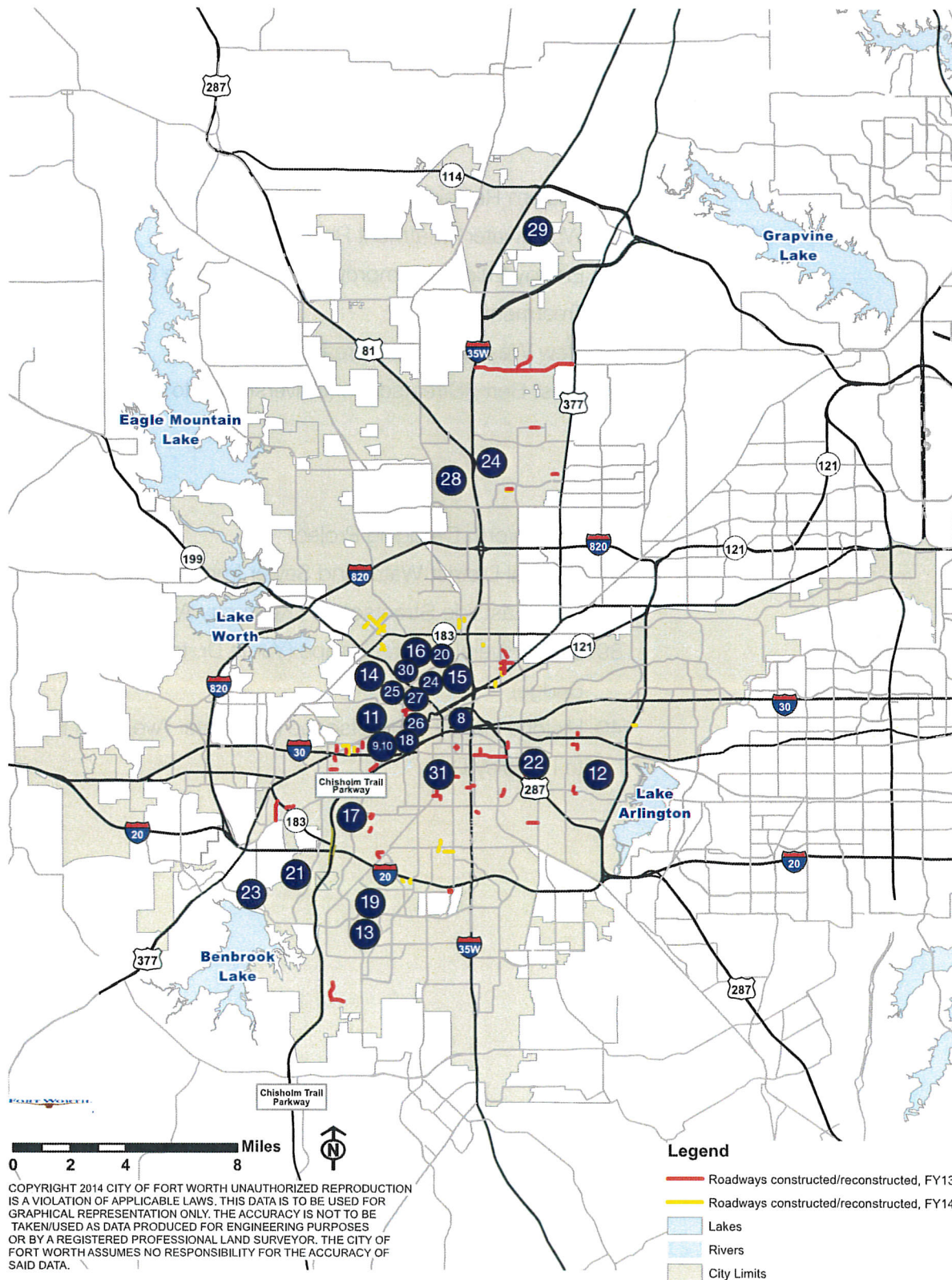


Figure 78: Major Capital Improvement Projects Completed in FY13-FY14. For more information on capital improvement projects within Fort Worth, visit <http://www.fortworthgov.org/tpw/projects>.

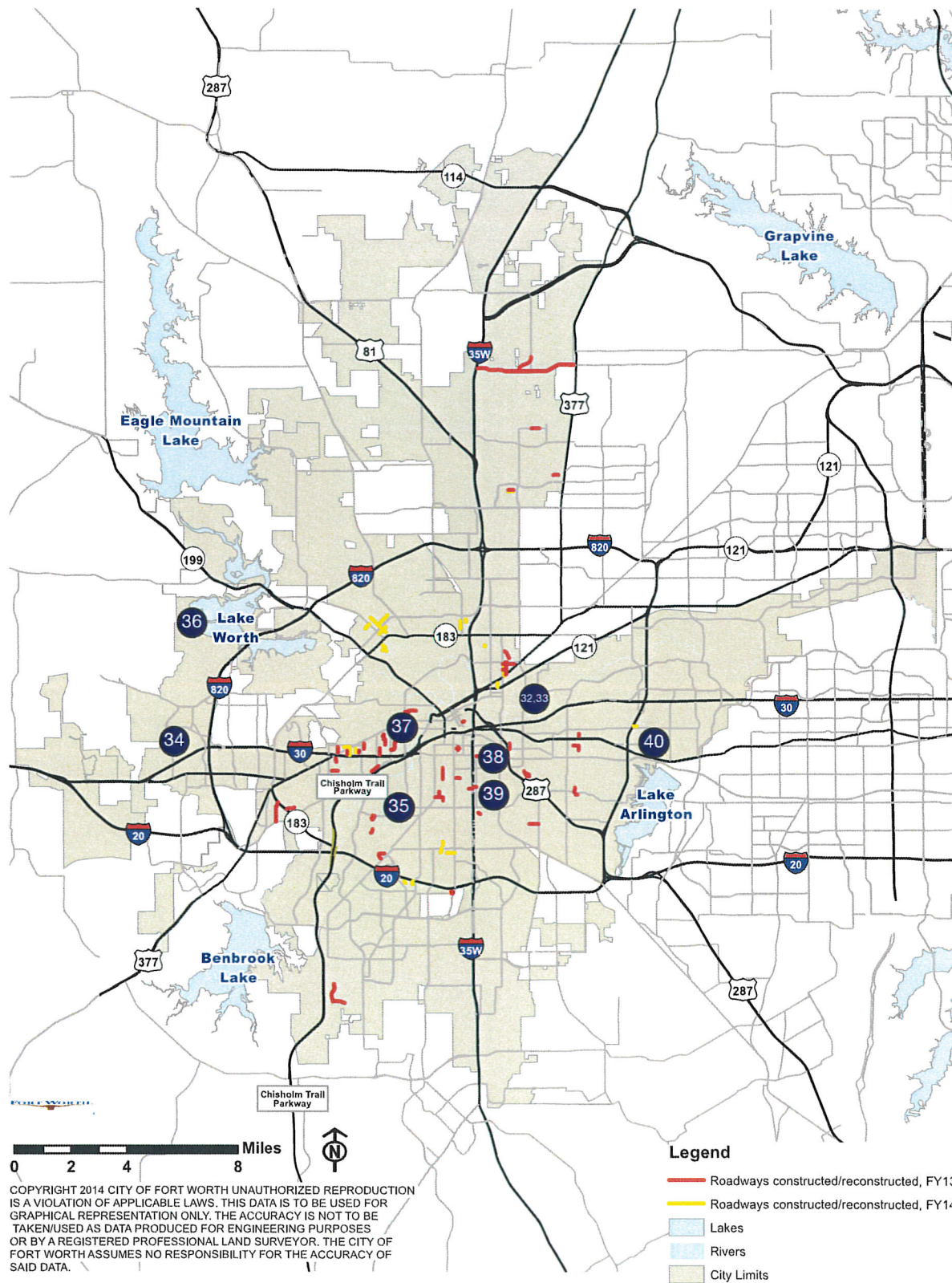
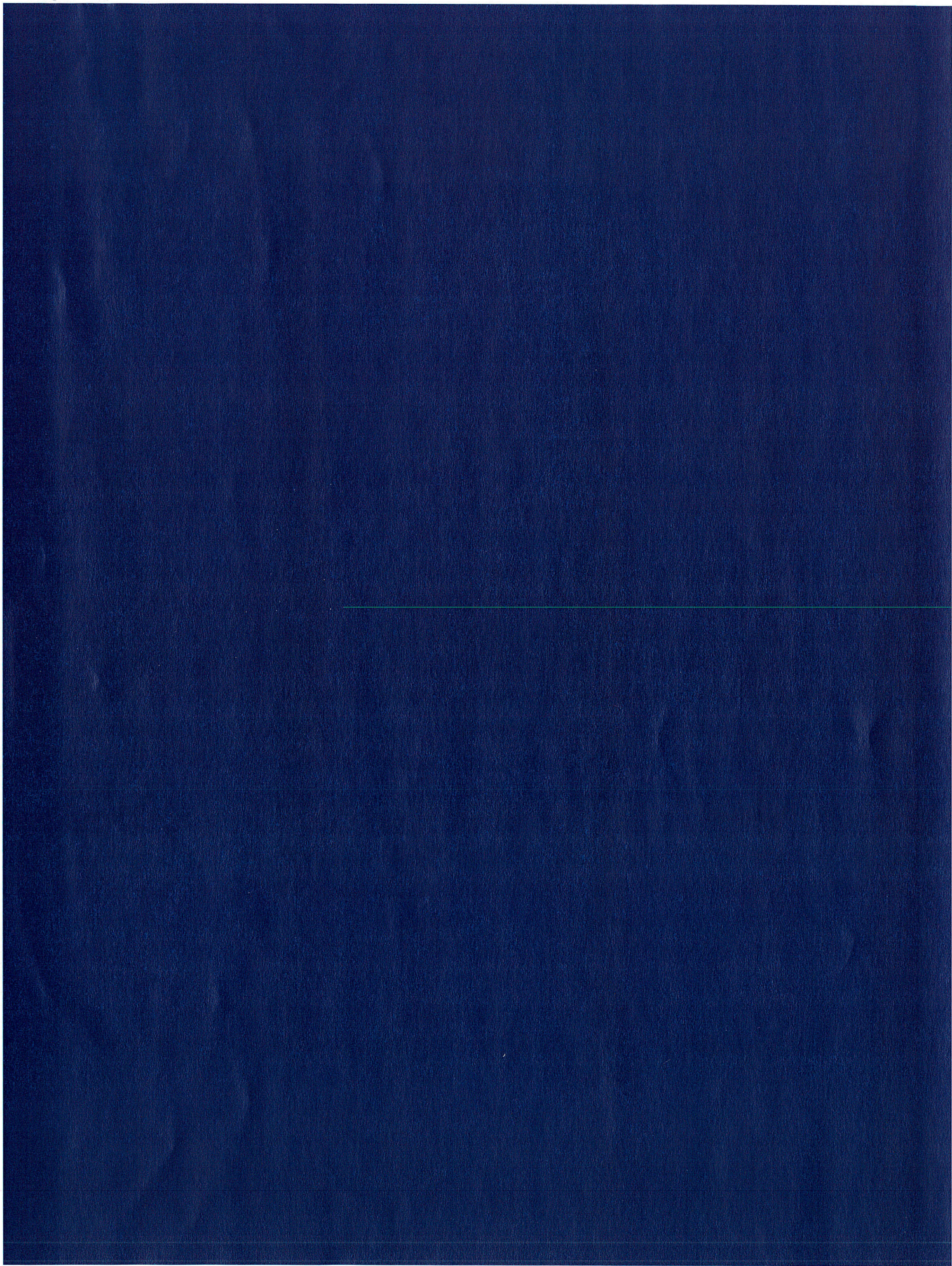


Figure 79: Major Capital Improvement Projects Completed in FY13-FY14. For more information on capital improvement projects within Fort Worth, visit <http://www.fortworthgov.org/tpw/projects>.





Leading the way...



CITY OF MANKATO

Strategic Plan

through 2023

Mankato's five-year Strategic Plan is a road map that helps guide city service and initiatives needed by detailing challenges and strategies.

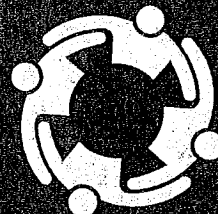


AFFORDABILITY



STEWARDSHIP

Leading the way
as a vibrant
diverse regional
community



COMMUNITY BUILDING



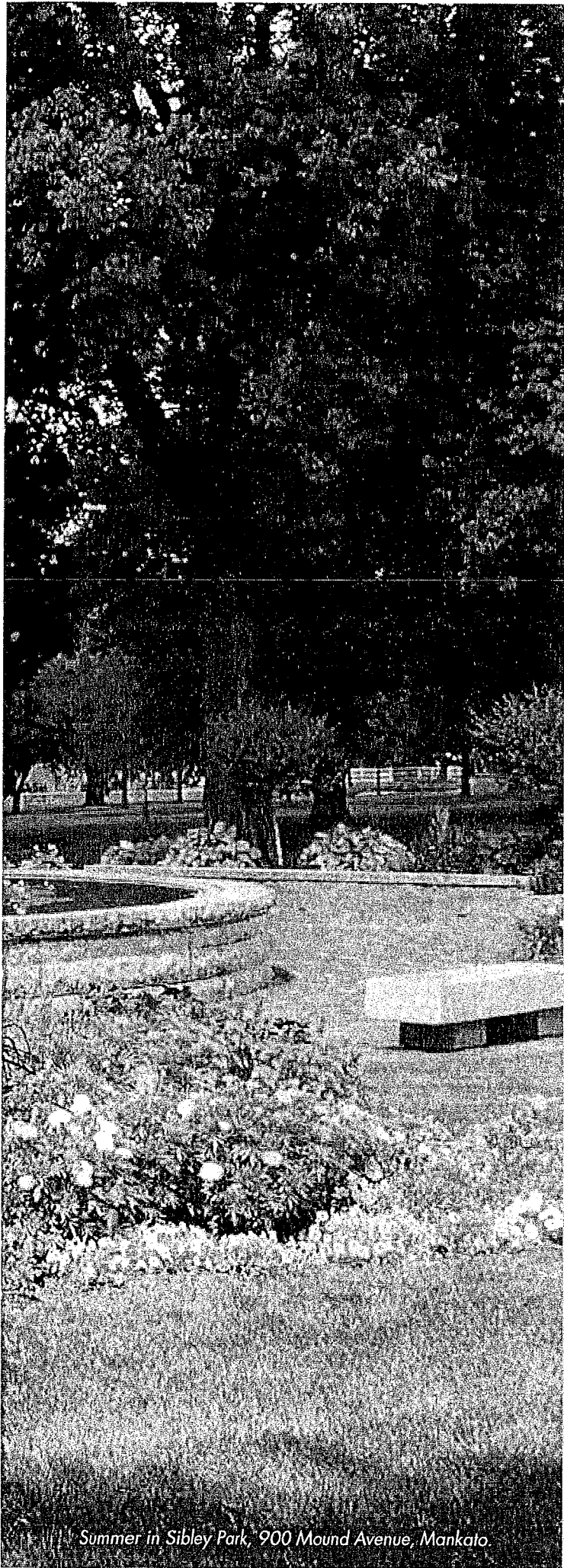


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Community building

- 17 Diversifying engagement, social networks and outreach
- 18 Maintaining, improving and expanding the built environment
- 19 Building and leveraging partnerships

PUBLIC SERVICE PRINCIPLES

Responsive—Prompt to respond and serve.

Efficient—Highest performance at greatest economy.

Greater good—Serve for the good of the community and region.

Innovation—Embracing new ideas and methods to improve service delivery.

Open—Spirit of accessibility in policy making and operation.

Neighborly—Concern and compassion for others.

CORE VALUES

Respect—We treat others with courtesy and dignity and value their perspectives, embracing our differences.

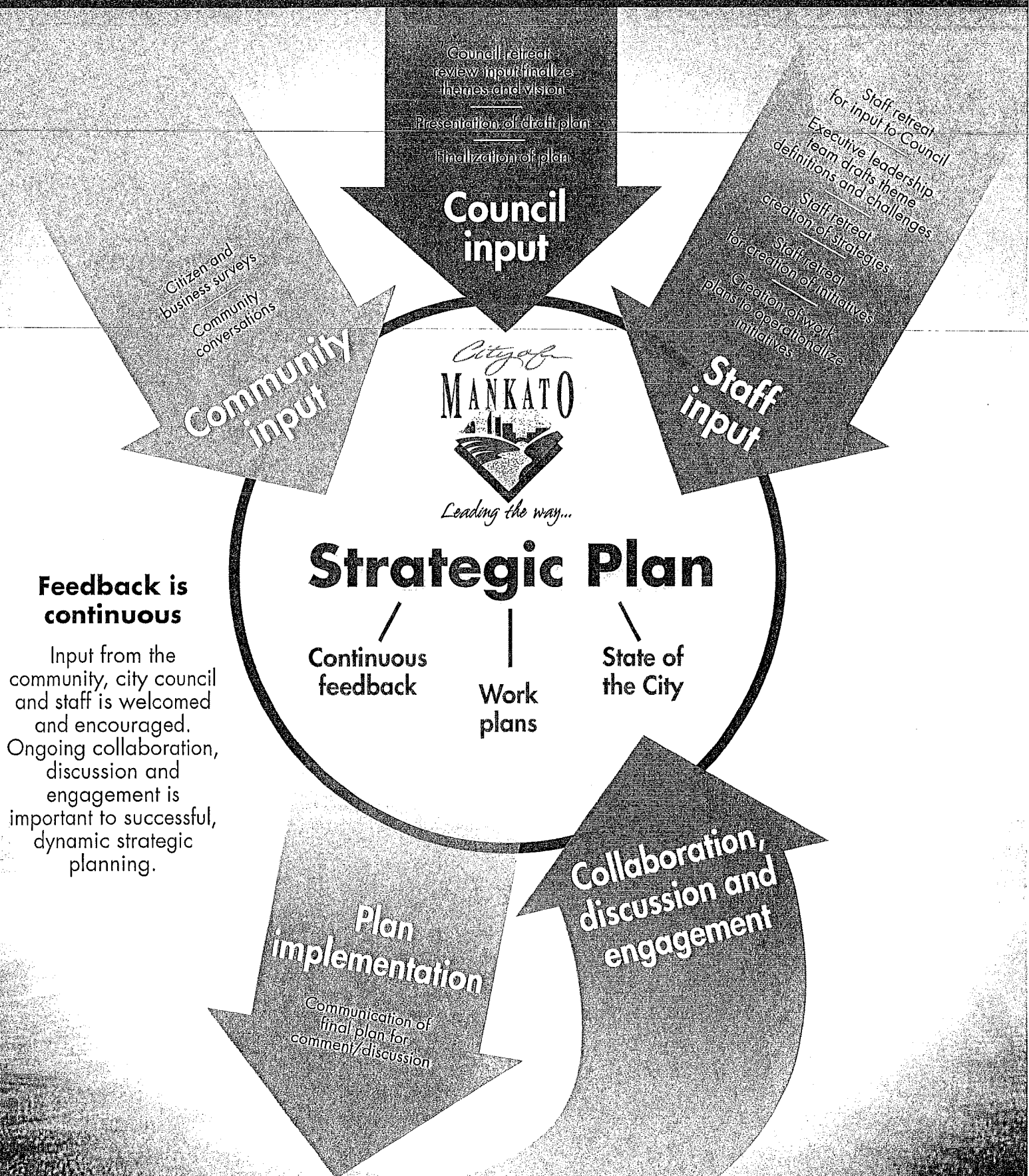
Integrity—We lead by example by being honest, doing the right thing and by having actions that reflect our words.

Positive attitude—We use a positive approach, take initiative, are motivated to perform a good job and take pride in the work we do.

Teamwork—Together, we collaborate on ideas and share information, resources and responsibility for the best possible outcomes.

Accountability—We take responsibility for our actions and the completion of our work.

Strategic planning – a dynamic process





Dear resident,

Discussion. Idea sharing. Collaboration. Planning. Action. All are important to implementing change. Mankato's tool for change is its Strategic Plan, the result of a yearlong process that involved the community, Mankato City Council, city staff and partners. Feedback was gathered through community surveys and conversations, internal staff engagement and Council and partner input. All led to the Council determining three strategic themes: affordability, community building and stewardship.

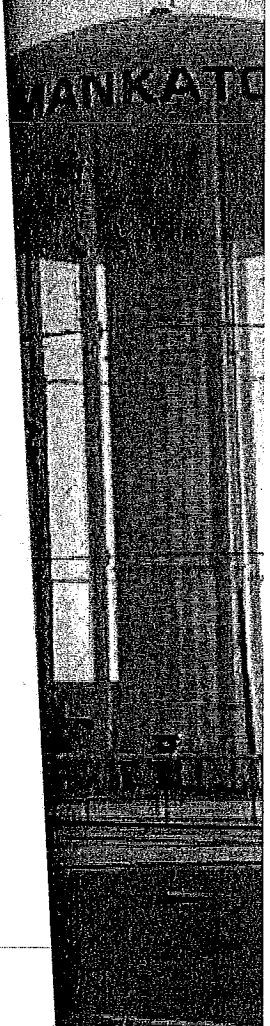
Within each of these themes, challenges and strategies are identified, and broad, yet specific initiatives are outlined to help be successful. Work will be done within a guiding framework designed to help meet plan goals: economic and financial stability, organizational development, communication and collaboration, and race, equity and leadership.

Since the Strategic Plan is a working document, constant feedback will be sought to continue to validate and update it. The Mankato team commits to the city's future and providing high quality services residents expect while remaining a lean organization. All contributes to making Mankato a city that's a great place to live, work and play.

At your service,
Mayor and City Council
City Manager and Employees

Next steps

- ◆ Plan implementation,
- ◆ Cross-departmental work teams create work plans, timelines and performance measures. Plans are measurable, achievable and incremental.
- ◆ Performance measures determined by tracking progress and successful efforts recognized.
- ◆ Annual report, State of the City, reviews and shares progress on the Strategic Plan and focuses on next steps.
- ◆ Supplemental council retreat to review and update plan.





WELCOME TO MANKATO

Welcome to Mankato by Rick Buckmister, Mankato.

Affordability is comprised of four major elements—housing, transportation, services and cultural/recreational opportunities. For the economy to remain robust and the community to experience enhanced vibrancy, it's essential to maintain and advance affordability efforts. Quality of life will be strengthened and displacement of residents and businesses minimized. Success directly impacts community attraction and retention of individuals, families and businesses.

Quality, affordable housing is fundamental to a community's health and well-being. All are necessary to a thriving economy that supports a variety of industries. As income gaps grow and technology changes the job market landscape, the number of households that can afford to live and work within the same community is diminishing, globally, in the greater area and in Mankato.

Equity issues associated with race, socio-economic factors, age and disability are important considerations in examining affordability. Certain populations are disparately impacted by systems, and as a result they experience reduced access to housing, transportation, services, and cultural/recreational opportunities. Affordability goals and strategies must provide equal access for all populations in Greater Mankato. In addition to direct impact of city programming and policy, the city can influence and support regional government and private partners. This collaboration is key in providing additional housing opportunities, enhanced wages and benefits, quality affordable childcare and schedules that allow for shared transportation. Direct action and influence of affordability partners are essential for Mankato to lead the way as a vibrant diverse regional community.

Housing variety and affordability



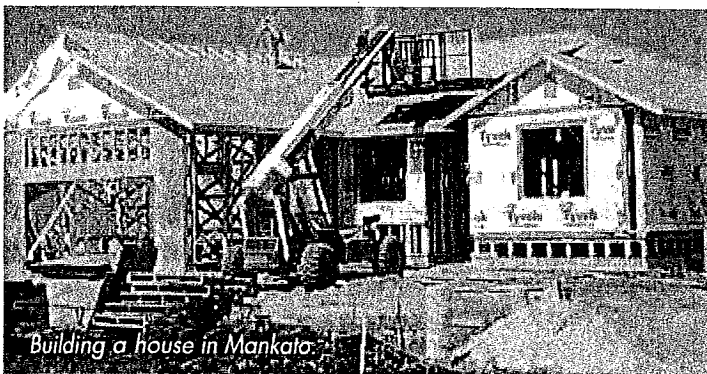
CHALLENGES

- ◆ At current level of market rate rents, single-family ownership may be a better option because it may possibly be more affordable and cost-effective. However, the existing single-family market is tight, and new single-family construction is lagging.
- ◆ Low-income housing tax credits are extremely competitive considering state-wide issues with preserving existing stock and new affordable products.
- ◆ Maintaining public housing stock and level of service in the face of reduced federal funding.
- ◆ For some residents, traditional mortgage products conflict with beliefs. This possibly leads to longer tenancy in rental market when home ownership may be a better option.
- ◆ Potential loss of Community Development Block Grant funds for housing rehabilitation and other services.
- ◆ Distribution of affordable housing options throughout all geographic areas within the city to avoid affordability and equity disparities within and between neighborhoods.



STRATEGIES

- ◆ Balance and structure city regulations and policies to promote and foster affordability while preserving assets and public interest.
- ◆ Use a range of tools to encourage reinvestment and new investment that provides sustainable affordable options.



INITIATIVES

Create affordable housing plan. Develop a plan that details number and type of affordable housing needed along with a "toolbox" of financing options and best practices recommended to achieve plan findings.

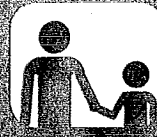
Align local regulations to promote affordability. Review city's existing regulations and policies to determine affordable housing obstacles. Propose amendments/adjustments to increase options available while protecting neighborhood integrity.

Align local incentives and financing to promote affordability. Review existing incentives/public financing (special assessments and tax increment) guidelines and policies to include in affordable housing regulations.

Preserve existing affordability and increase availability through redevelopment. Pursue redevelopment options for city land dispositions and private property that include new and preservation of existing affordable housing, such as the Jefferson Quarry (if feasible), Good Counsel and Walnut Towers.

Leverage existing Economic Development Authority (EDA)/city assets. Develop options to leverage EDA industrial building and public housing assets for affordable housing project development.

Activate areas in transition for housing. Create incentives to encourage affordable housing development throughout the community and within context of promoting densification, activation of underutilized parcels, adaptive reuse of existing buildings (highway retail centers) and transit-orientated designs.



Transportation options and access



CHALLENGES

- ◆ There is strong demand and support for transit in university populations and desire for transit in other populations, including those with disabilities and elderly. Federal and state funding availability is expected to decline as demand rises.
- ◆ Demand for mobility bus services continues to increase in association with Olmstead Plan compliance and as aging Baby Boomers require increased medical care.
- ◆ Attracting part-time bus drivers is becoming increasingly difficult. The current transit model, where service is reduced or increased depending on Minnesota State University, Mankato schedule, demands more reliance on part-time staff to meet staffing needs.
- ◆ Restricting transportation options in certain areas of the city will result in limiting affordability in those areas. A consequence is economic segregation in neighborhoods.



A Mankato bus at Minnesota State University, Mankato



INITIATIVES

Create opportunities for affordable transportation choices. Develop actionable multimodal plan that includes new transit development plan implementation and expanded complete streets plan for bike/pedestrian connections.

Establish innovative partnerships for expanded transit services. Develop public/private partnerships and strategies for providing public transportation to refine existing fixed route and mobility services and interconnect service from other transit providers into Mankato.

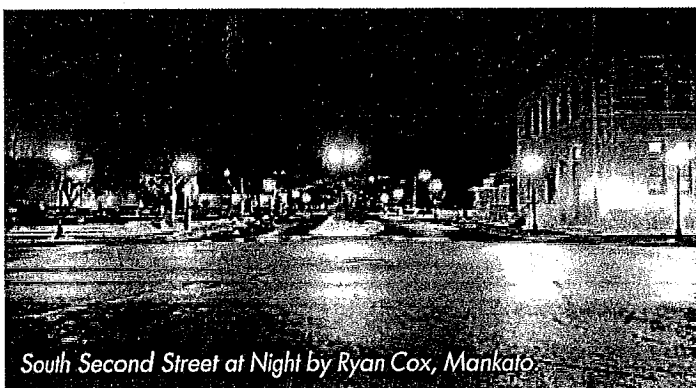
Develop transportation hub for local and regional connections. Identify strategic areas to locate a multimodal transportation hub to support existing transit operations and possible future rail passenger service. As part of this, develop neighborhood transit stop locations that have passenger support elements.

Apply transit supportive design. To complement affordable housing efforts, develop land use standards that encourage and support transit routes, such as high density residential centers throughout the community, and within commercial areas of underused land resources.



STRATEGIES

- ◆ Provide and promote affordable multi-modal transportation involving public and private partnerships.
- ◆ Examine non-traditional modes and land use decisions that impact availability and feasibility.



South Second Street at Night by Ryan Cox, Mankato

Service equity and tax impacts



CHALLENGES

- ◆ Continued expectation by large-scale developments that the city will provide parking and parking maintenance in the City Center.



STRATEGIES

- ◆ Create consultative decision-making process that incorporates cumulative impact of other jurisdictional fees/taxes and regulations into final outcome.
- ◆ Examine opportunities to identify and remove structural or situational barriers to affordability.



INITIATIVES

Consolidate and streamline service delivery with governmental partners. Determine areas of duplication in process/requirements and services that could be streamlined and possibly consolidated, including staffing.

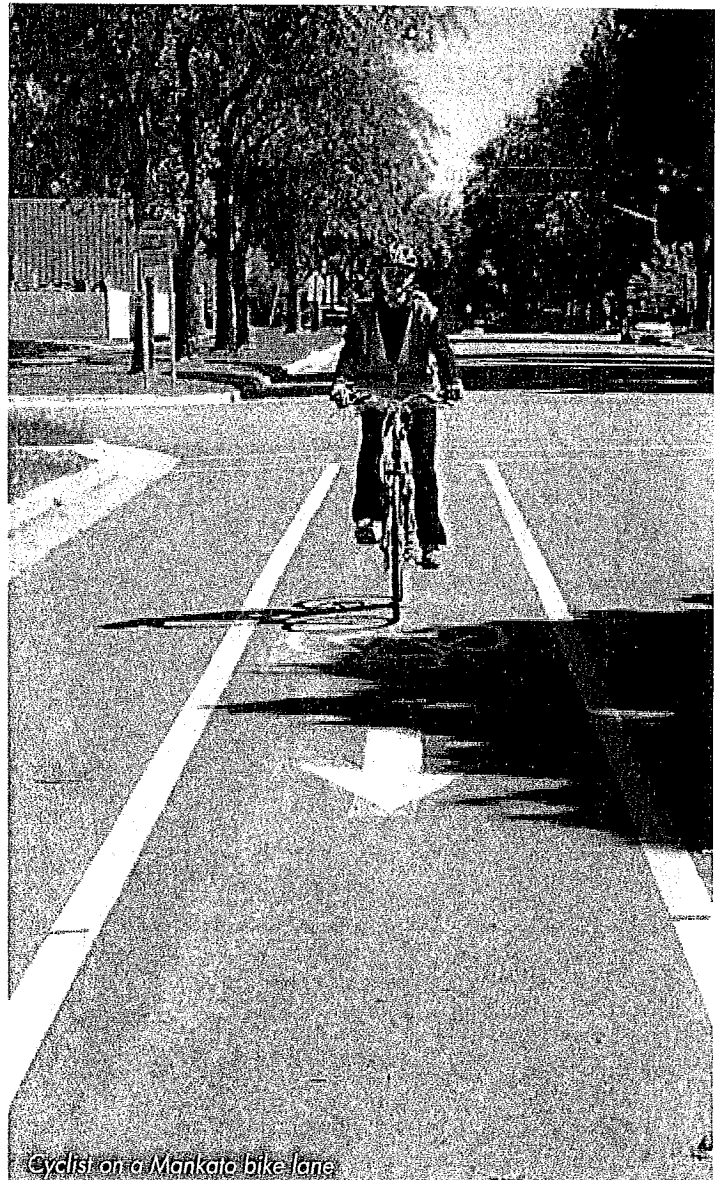
Address state mandates on affordability. Communicate impact of state mandates on affordability and quality of life to the State of Minnesota. Seek administrative and/or legislative relief from mandates.

Review environmental justice and community investment and service delivery. View city investment, operational and maintenance plans through diversity and affordability lens to address areas where residents are disparately impacted.

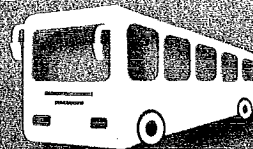
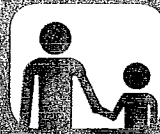
Use equity in incentives and leverage for providing community gaps of service. Expand incentive programs beyond existing industry and geographic sectors to encourage reinvestment and to meet community needs, such as childcare.



Airplane at the Mankato Regional Airport, 3030 North Airport Road



Cyclist on a Mankato bike lane



Quality of life opportunities



CHALLENGES

- ◆ Competing interests for limited physical, fiscal and human resources for creation, operation and maintenance of cultural and recreational facilities and spaces.
- ◆ Pressures for new investment may undermine upkeep and maintenance of existing assets.



STRATEGIES

- ◆ Invest in cultural and recreational opportunities using "lenses" of access and equity to reach and benefit the community.
- ◆ Engage community to determine what "quality of life" means to various groups and how to best to meet those needs.



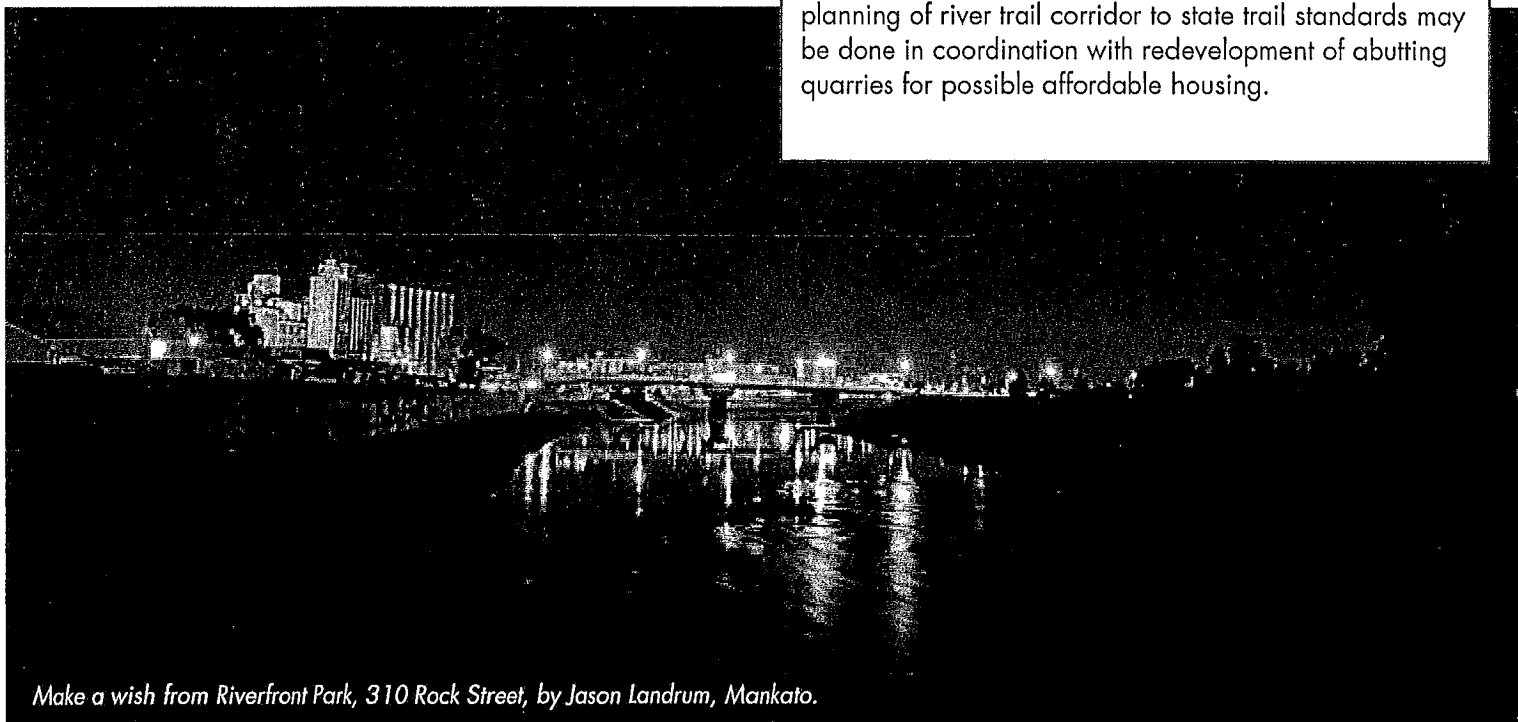
INITIATIVES

Determine recreation needs and changing demographics. Engage neighborhoods and diverse populations to determine park and recreation needs and associated improvements.

Reinvest in existing facilities and community access for new facilities. Use of sales tax policy for improvement of existing community recreation assets and development of new regional recreation facilities. Include consideration of community access, especially for populations with limited access and mobility.

Address barriers to fuller utilization. Address and remove barriers in existing recreation facilities that impact full use and create a perceived need for new facilities.

Leverage recreation with development and redevelopment. Recreation assets may complement and support development and redevelopment activities and strengthen existing neighborhoods. For example, master planning of river trail corridor to state trail standards may be done in coordination with redevelopment of abutting quarries for possible affordable housing.



Make a wish from Riverfront Park, 310 Rock Street, by Jason Landrum, Mankato.

Building and leveraging partnerships



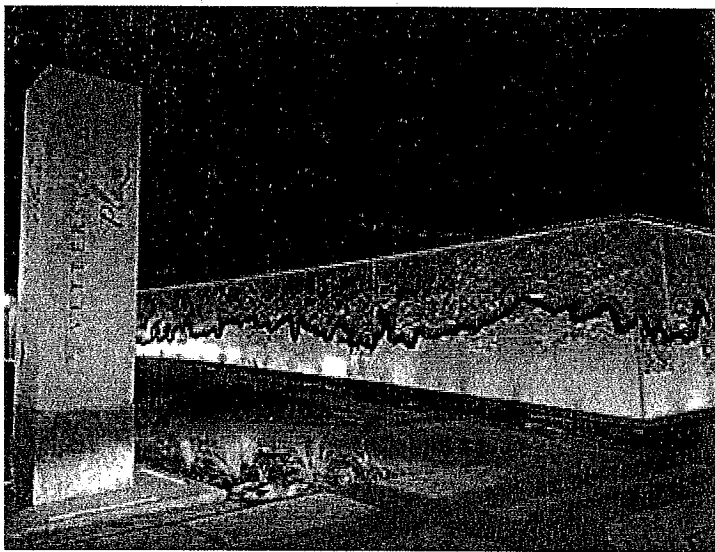
CHALLENGES

- ◆ Issues, such as competitive wages, training and retaining existing residents for available jobs, quality affordable childcare provided during all working hours and connections with affordable neighboring communities are important to fully address and influence affordability.
- ◆ Perception of how affordability is distributed throughout the community.



STRATEGIES

- ◆ Seek public and private partnerships to provide affordable services, programs and advocacy.
- ◆ Evaluate which partner is best equipped to be lead provider.



Vetter Stone Plaza, corner of Second and Walnut Streets.

Vetter Stone Company, Mankato is the generous donor of Minnesota Stone, native to the area and used around the world, in the outdoor space at the city of Mankato's new Grand Hall. It creates gathering space that draws off natural beauty to create Vetter Stone Plaza at Second and Walnut streets. The space includes art which builds from a compressed image of the Minnesota River.



Swimmer's sunset at Tourtellotte Pool, 300 West Mabel Street. The city of Mankato partners with the YMCA on pool operations. Photo by Jacelyn Hanson, Mankato.



INITIATIVES

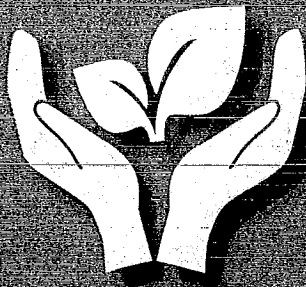
Gain clear understanding in partnerships. Clarify and reevaluate current partnerships. Engage in facilitated process to identify new partnerships and involvement opportunities. Create standard partnership agreement outlining roles and responsibilities that includes provisions for an annual review and evaluation.

Balance the reflection of community. Coordinate with governmental and educational partners to address perceived economic and diversity disparities.

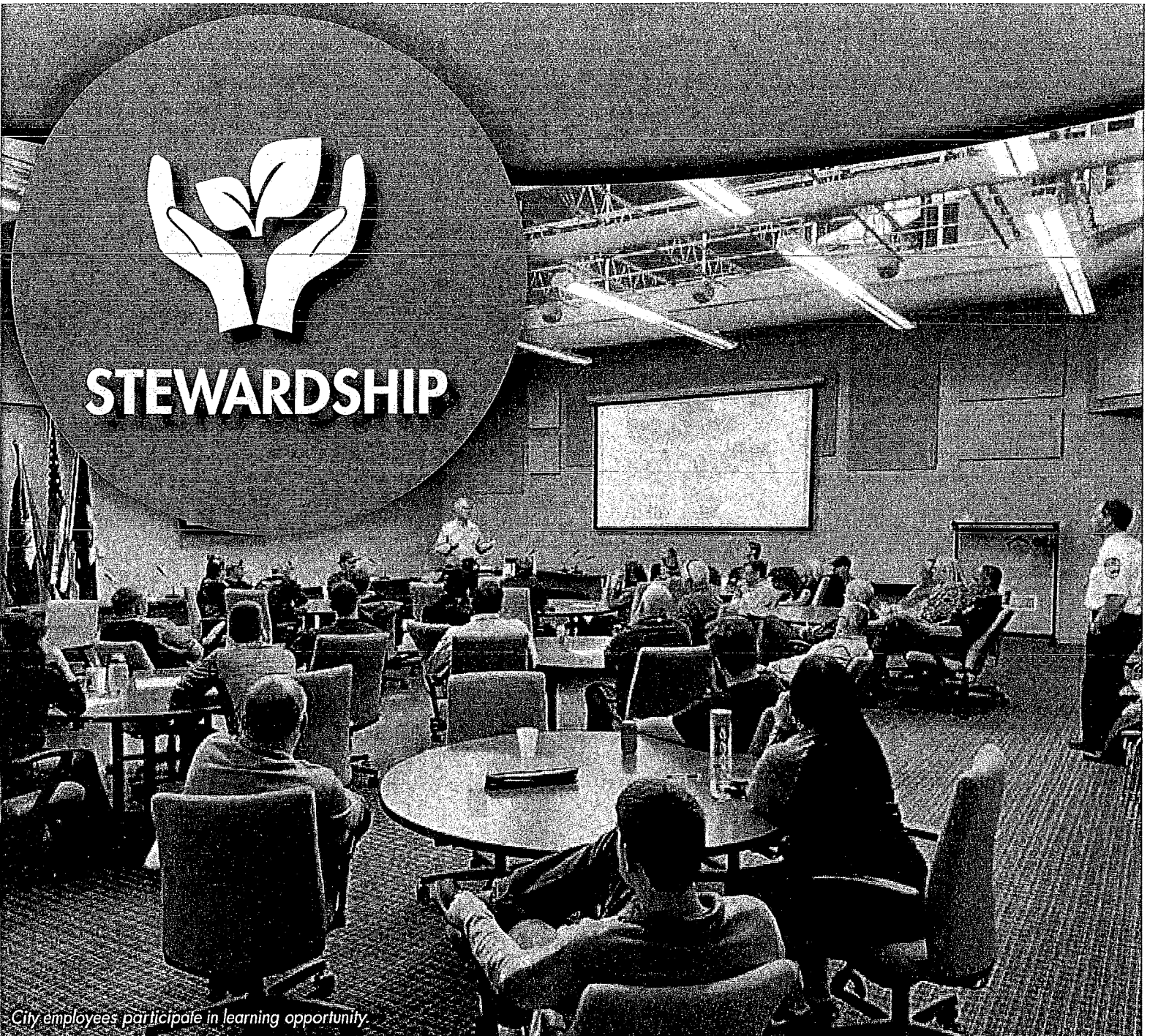
Address regional strategies for shared community needs. Coordinate with Greater Mankato Growth and Regional Economic Development Authority to address issues at a regional scale, such as affordable housing and workforce development.

Partner to address facility needs. Coordination between Mankato, North Mankato, Mankato Area Public Schools, YMCA and All Seasons Arena to address maintenance, operations, and eventual upgrades of regional recreation assets.

Coordinate with non-profits to support community needs. Coordinate with local non-profit service providers to support delivery of community services, such as homeless shelters, transitional/supportive housing and child/adult daycare.



STEWARDSHIP



City employees participate in learning opportunity.

Stewardship is management of available human, fiscal and environmental capital resources. The city is entrusted to use these resources to meet community needs. A primary objective is creating and maintaining an effective organization that meets community needs and promotes regional prosperity.

Staff (human capital) is the city's most valuable asset. Mankato strives to be the "Employer of choice" in the region. Fiscal capital is how the organization gets services and materials to meet community needs and must be directed at providing the best value.

Environmental capital encompasses the natural and built environment which provides basic physical and quality of life needs.

Effective and sustainable use of resources requires balancing the community's wide range of needs and wants. Effective management can only be achieved through collaboration and support of stakeholders, partners and community members.

Human capital



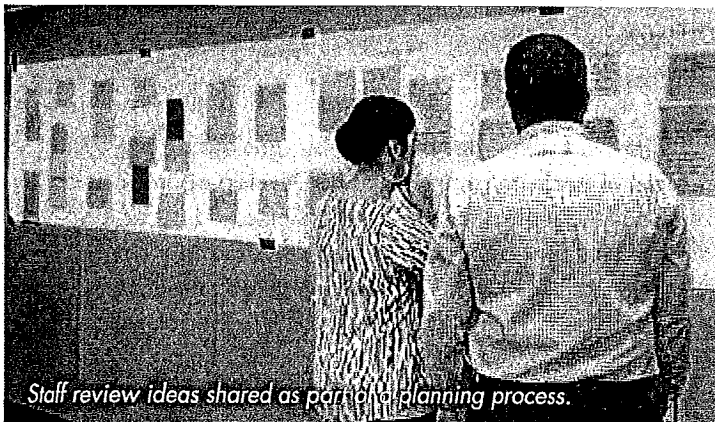
CHALLENGES

- ◆ Changing demographics of the city's workforce, such as retirements, recruitment and retention.
- ◆ Maintaining and expanding services that meet community expectations without increasing workforce to keep taxes and fees low.
- ◆ Coordination between departments, such as dealing with nuisance complaints, sustainability initiatives and other issues.
- ◆ Increases in the complexity and number of regulatory mandates and requirements drive the need to prioritize providing appropriate tools and training to staff.

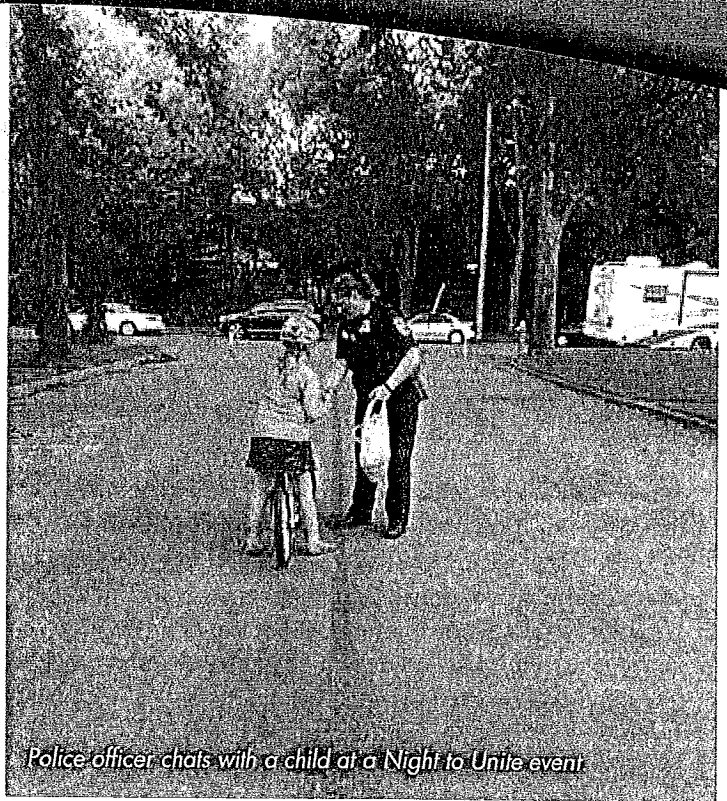


STRATEGIES

- ◆ Strive to be a diverse "Employer of choice" within the region through recruitment and retention of experienced employees and promote the city's excellent workplace culture.
- ◆ Evaluate new and existing tools and processes that encourage collaboration and increase problem solving capabilities.
- ◆ Continue to build volunteer efforts through various opportunities, such as part-time public safety volunteers, because they are important to city service delivery. Their work contributes to the high quality of life and services provided to residents and helps the city continue to operate as a lean organization.



Staff review ideas shared as part of a planning process.



Police officer chats with a child at a Night to Unite event.



INITIATIVES

Provide organizational professional growth and development opportunities. Give existing and new employees tools for success by creating a comprehensive mentorship, training and development program with recognition, rewards, growth and advancement opportunities. Align city facilities, staff, volunteers and organizational needs to maintain staffing capacity to meet service expectations.

Market and advertise Mankato's workplace culture. Reinvent how open positions are marketed and advertised by promoting the organization's culture and create a sense of community in the workplace.

Promote a workplace culture that encourages and values continuous improvement, employs leading business practices and fosters financial stability. Further develop Higher Performing Organization (HPO) principles through cross-functional collaboration of work teams, parallel teams, project teams, management teams and virtual teams with the goal of streamlining processes wherever needed. For each department and division, develop a supporting mission statement, vision, values, leadership philosophy and core competencies that define how the organization is supported from bottom to top.



Fiscal capital



CHALLENGES

- ◆ Priorities between projects that most directly benefit citizens or businesses, and which are eligible to be funded by the half cent sales tax, need to be balanced.
- ◆ A number of ongoing operational costs ideally should be funded by dedicated resources, either through policy or concept, because lack of funding and timely completion results in higher ongoing cost.
- ◆ Financial resources to fund maintenance and improvements of infrastructure are either flat or growing slower than needs.
- ◆ Prioritizing projects that will result in external community investment.

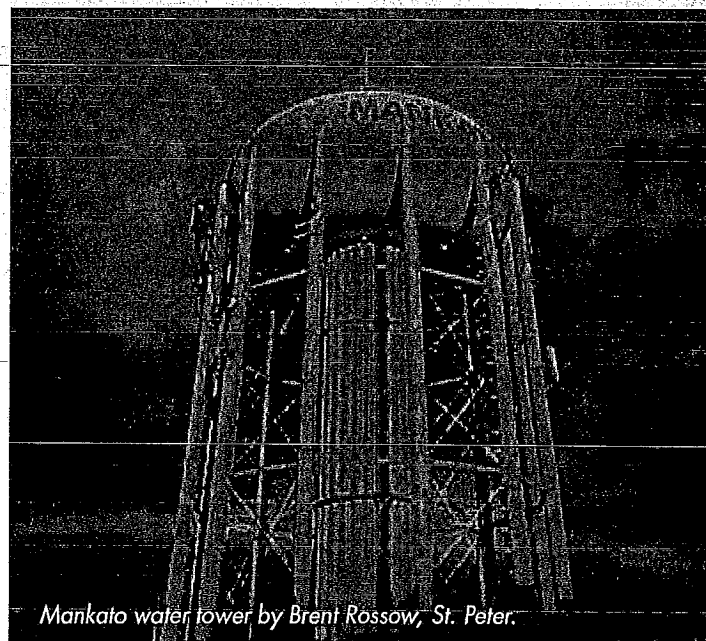


STRATEGIES

- ◆ Improve sound asset management by evaluating existing and using new processes and/or tools.
- ◆ Evaluate funding so budgets adequately cover operating and maintenance costs.
- ◆ Ensure the community and city employees understand the budget, fund structure and organizational priorities.



Fishing at Hiniker Pond
by Sean Danner-Mankato



Mankato water tower by Brent Rossow, St. Peter.



INITIATIVES

Maximize city and utility asset life through performance based asset management tools and policies while meeting community infrastructure needs. Develop sound performance based asset management tactics and policies that set the long-term direction for managing assets to maximize their economic value.

Develop participatory budgeting practices through open platforms that bring citizens and staff together in a collaborative budgeting process. Use applications, processes and tools to increase transparency and enhance communication internally and externally of the city's budget through charts, graphs and other visual presentations.

Improve budget development by considering life-cycle cost of projects/improvements. Develop operations and maintenance tactics, models, policies and/or criteria that consider costs associated with ongoing operations including, but not limited to, scheduled and unscheduled asset maintenance/repairs and site management in the project development process.

Environmental capital



CHALLENGES

- ◆ Pursuing programs to divert more tonnage to sustainable practices, such as recycling and composting, to reduce volume of solid waste being landfilled.
- ◆ Availability of financial resources from federal and state sources to fund capital improvements needed to meet identified challenges, provide adequate potable water, protect Minnesota River water quality and provide solid waste reduction are not anticipated to grow and may decline, leaving a higher burden on consumers.
- ◆ Maintaining a level of overall community cleanliness for various city and other government owned rights of way, private property, ponds and other public spaces and medians.



STRATEGIES

- ◆ Create a structure to evaluate environmentally sustainable practices and develop long-range strategies to financially support them.
- ◆ Develop programs to promote environmentally sustainable practices that encourage broad community participation.
- ◆ Be a leader in addressing water quality of the Minnesota River.



INITIATIVES

Ensure a safe and healthy environment for residents, visitors and employees by restoring and protecting land, water, air and other natural resources. Develop and maintain adaptable services, policies and regulatory frameworks that protect natural resources.

Sustain resources. Reduce consumption, minimize waste and use less energy through education, reduction, reuse and recycling. Promote and expand recycling and reuse throughout the organization and community by providing educational opportunities, more recycling/reuse options and incentives.

Promote and protect the Minnesota River watershed. Develop programs to coordinate water quality efforts and promote Minnesota River watershed's importance to the region and state.

Building and leveraging partnerships



STRATEGIES

- ◆ Identify existing partnerships and actively engage them in exploring more ways to collaborate.



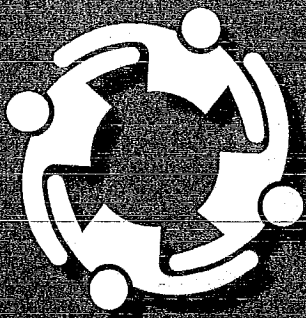
INITIATIVES

Coordinate with partners on infrastructure improvement. Identify and approach local and regional private and public stakeholders to review and coordinate upcoming projects.

Identify stakeholders in the Minnesota River watershed. Identify private and public entities and state and federal regulators within the watershed. Create a forum to identify common interests and goals with the intent of developing a comprehensive framework focused on water quality and promoting recreational use.



First time at the pond by Paulino Comodaro, Menkato



COMMUNITY BUILDING

Fall reflecting bridge by Mary Kay Ash, Mankato

The city builds civic capacity through partnerships with community members to have constructive discussions, identify shared interests and collaborate to move the region forward. Successful community building includes investment in infrastructure (roads, water, sewer, electricity, housing and transportation), which provides the basic community foundation where people live, work and play. Other examples include opportunities for quality education, health care, business, recreation and spiritual celebration.

Effective community building efforts and strategies makes it possible to grow social justice, enhance individual and

collective well-being, proactively problem solve and increase positive impacts of otherwise disconnected individuals and groups. It's important to seek and foster partnerships, increase engagement, especially with the community's most vulnerable populations, create and grow social connections and plan with a resilient mindset. Through these efforts, Mankato and the region can become even more vibrant, prosperous, welcoming and inclusive, while providing a dynamic economic, social and built environment. Working together with community partners allows flexibility and freedom to adapt to, embrace and capitalize on change that serves the greater good.

Diversifying engagement, social networks and outreach



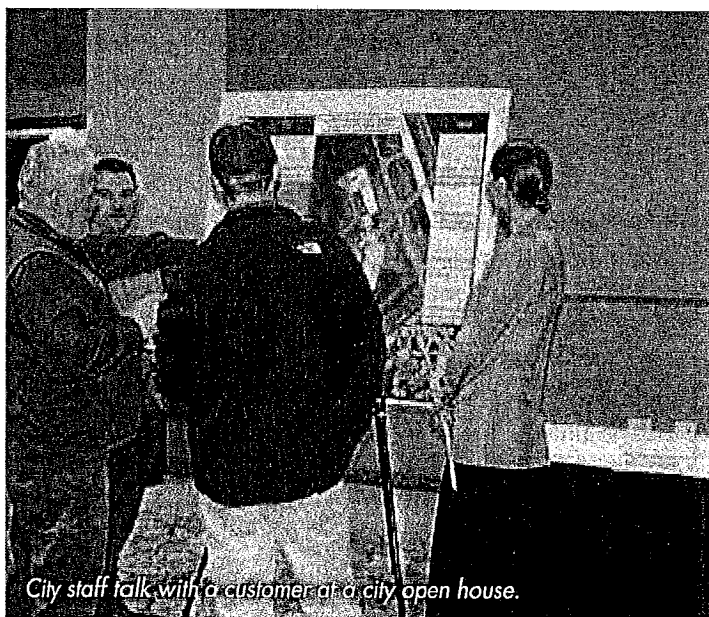
CHALLENGES

- ◆ Changing demographics require new and effective methods to identify and engage people with differing backgrounds to make effective decisions that serve the community.
- ◆ Identifying and creating opportunities for cooperation, collaboration, connection and partnership (3CP) across internal functions and with external organizations is essential. All are needed to increase organizational effectiveness and capacity required to address emerging needs using existing resources.

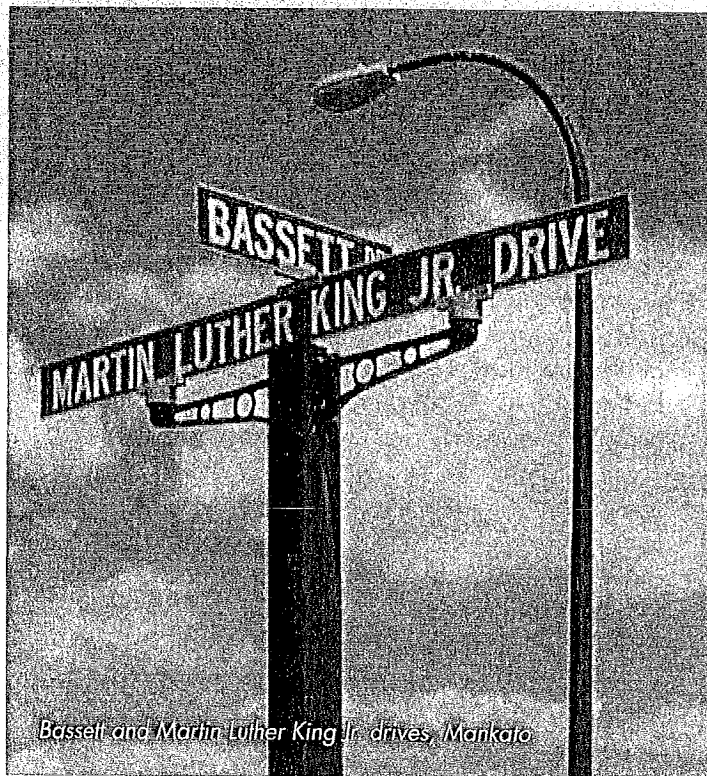


STRATEGIES

- ◆ To broaden the diversity of engagement efforts, intentional outreach is necessary to discuss relevant issues.
- ◆ Use decision making processes that include community input and consider equity as a key component.



City staff talk with a customer at a city open house.



Bassett and Martin Luther King Jr. drives, Mankato



INITIATIVES

Update and implement communication and engagement plan. Create a policy and guidelines that clearly articulate engagement principles and communication styles to assure equity and inclusion. The plan must provide tools to help city employees use processes and techniques for decision making, input and communication priorities.

Reduce communication barriers to expand reach. Research options to help recruit, train and develop individuals and deploy other tools and techniques that reduce communication and engagement barriers. This helps provide opportunities for people to participate in a way that accommodates them.

Expand facilitation training and development opportunities for employees. Build on existing trained team of facilitators by enhancing their skillsets, and add trained employees from across the organization to the team.



Maintaining, improving and expanding the built environment



CHALLENGES

- ◆ Public facilities (parking, transport, green space, etc.) are important aspects of economic development, community livability, proper and safe traffic flow, health, and quality of life in residential (single-family and multi-family) and business areas. As Mankato grows, there is increased pressure on capacity and age of current facilities.
- ◆ There is a continued demand for recreational opportunities, parks within walking distance of neighborhoods, river access, arts and cultural experiences and expanded recreational opportunities and equipment in existing park areas.
- ◆ As retail transitions from traditional brick and mortar to e-commerce, outlying commercial centers may experience larger and prolonged vacancies.



STRATEGIES

- ◆ When reviewing existing regulations and policies or developing new ones, ensure flexibility exists to accommodate the needs of the changing community, economy and environment.
- ◆ Work with and rely on partner groups when looking to develop new or expand existing recreational opportunities (natural or man-made) to achieve community goals and maximize output.
- ◆ Prioritize the Minnesota River when reviewing public and private development opportunities to facilitate additional connections, view points, or features along the river.



Sibley Farm, 900 Mound Avenue, Mankato.



INITIATIVES

Help conduct and implement a comprehensive community health plan update. Regional health partners like Mayo Clinic Health System and Blue Earth Public Health must regularly update community health plans to determine current service, development and access gaps. The resulting information can help inform city investments in transportation, land use, development and recreation programs and facilities that enhance the community. Identified issues can be impacted by city policy, development and funding.

Create and implement an "Equity review tool" to assist in making better informed decisions. Use an equity tool when reviewing existing policies, prioritizing capital investments and determining priorities for program expansion and service level changes. This helps city policies "Lead the way," remain resilient to serve changing demographics and can withstand economic shifts while enhancing quality of life.

Facilitate community discussions for revitalizing underutilized commercial space. To sustain and strengthen economic security and withstand changing retail and development trends, facilitation of community input is needed on multi-use, transitional and other unique developments to adjust land use planning, focus incentives and attract private partners to implement ideas.

Prioritize investment in multiple-use community facilities. To maximize impact of available sales tax and other public funds, it's important to encourage development of facilities adaptable to changing trends. Encourage flexibility in public and private development; consider impact to river access or other recreational and entertainment opportunities, assure transportation systems and parks serve multiple modes of transit and people of various abilities; and accommodate events and other activities.

Building and leveraging partnerships



CHALLENGES

- ◆ As founding leadership of existing neighborhood associations transition, a challenge is engage them outside of times of pressing issues.
- ◆ Community demographics are shifting rapidly and pressures to serve people are increasing. These shifts challenge many service areas, particularly public safety.
- ◆ Partner to address increased volume of medical calls for service in a growing, diversifying and aging community, while recognizing and communicating the Emergency Management System (EMS) response as a secondary service for public safety.
- ◆ Cross-departmental teamwork is needed to help each other understand, value and impact the greater good through prioritizing work that influences affordability, stewardship and community building.



STRATEGIES

- ◆ To lead the way, sometimes it's best to serve the community by taking actions that enable and support community groups and organizations to provide services more efficiently.
- ◆ Actively support and encourage neighborhoods to create solutions to neighborhood specific issues, better understand the interconnectedness of infrastructure and improve decisions by considering broad input.
- ◆ Partner with interested organizations to help assure varying needs are met through ongoing efforts to be a safe, healthy and physically active community.



Hubbard House garden by Julie Thorleifson, Mankato



INITIATIVES

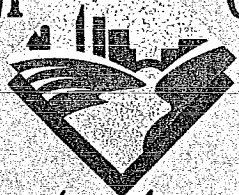
Create a directory of non-profit and community service organizations, their programs and resources. The region is fortunate to host service providers and governmental agencies that connect those in need with resources. These services help reduce pressure on city-provided programming that duplicates or replicates existing services.

Empower neighborhood associations through education, communication and engagement. Neighborhood associations play a key role in decision making, outreach and providing input for city decisions. To better support and expand these groups, focused training on facilitation techniques, engagement opportunities, current policy topics and city systems can benefit dialogue effectiveness. It can also build consensus and understanding of how community members can help shape decisions.

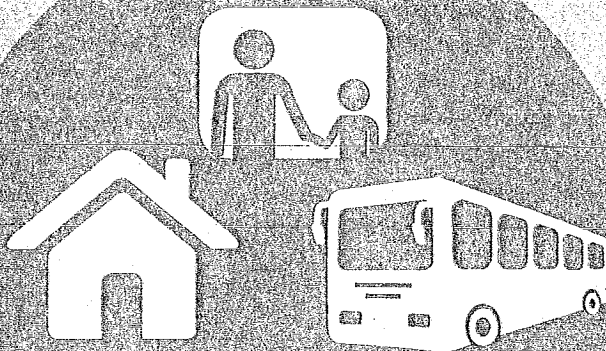
Evaluate existing partnerships for effectiveness and improvement. Continue to maximize capacity and service level output by partnering with organizations to provide enhanced and efficient services. Promote, Review partnerships to determine if adjustments would assure continued and enhanced success, and if they remain valid and productive.

Create programs and places that encourage spontaneous neighbor engagement. To improve neighbor-to-neighbor partnership and engagement, the city can promote meetings and engagement in public places, create low-cost programs to encourage informal feedback about neighborhood needs and strengthen connections, volunteerism and overall community satisfaction.

MANKATO

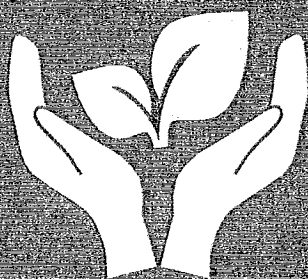


Leading the way...

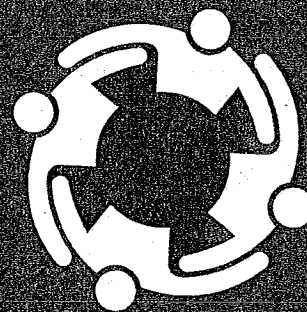


AFFORDABILITY

Leading the way
as a vibrant
diverse regional
community



STEWARDSHIP



COMMUNITY BUILDING

CITY OF
North Saint Paul
MINNESOTA
EST. 1887

STRATEGIC PLAN
2015 – 2020

STRATEGIC
VISION
OBJECTIVES
BUSINESS
STATEMENTS
ORGANIZATION
GOALS
STRATEGY
ANALYSIS
PLANNING
STATEMENT
MISSION
GOALS
STRATEGY
SITUATION
ENVIRONMENT
RANK
MANY
DESIRED
SOMETIMES
PLAN
WILL
FUTURE
VALUES
EXTERNAL
PEOPLE
MAY
CURRENT
PROCESS
CUSTOMER
MERITS
IMPORTANT ORGANIZATIONS

CITY OF NORTH ST. PAUL

A small industrial village turned first-ring suburb, North St. Paul embraces its small-town feel, but also recognizes it is part of the larger Twin Cities metropolitan region. The community is 3.1 square miles and features a quaint and cohesive traditional downtown. This main street encompasses a six block area along 7th Avenue.

North St. Paul is proud of its heritage. In 2012, the community celebrated 125 years of history. People take pride in their legacy and use those small-town traditions to create a tight-knit and engaged community. It is also a town that looks to the future, embracing technology and seeking new ways to capture the next wave of innovation and ingenuity to propel the community forward.

With an abundance of city parks, schools, churches, a quaint downtown district, and peaceful neighborhoods, North St. Paul is a town with a great quality of life. It is connected to a thriving metropolitan region, and appreciates how this enhances residents' access to a diversity of jobs, cultural and recreational opportunities, quality health care, and higher education opportunities.

As a community, North St. Paul seeks to become more "urban." By investing in progressive infrastructure improvements and more compact development, it will strive to preserve the small-town atmosphere while ensuring that future projects adhere to a quality design standard and aesthetic character.

STRATEGIC PLANNING PROCESS

The strategic planning process was inclusive and participatory. The process engaged City staff, Department Heads and City Council members. Initial organizational development meetings were hosted to discuss issues and aspirations, construct organizational core values, and prepare for the larger visioning process aimed at establishing a clear and strategic direction for the community. Those values ultimately support the successful implementation of this strategic plan and annual organizational goals. The process included:

- City Council One-on-One Meetings: September 2013
- Leadership Team Retreat: October 11, 2013
- City Council Retreat: October 22, 2013
- Staff Retreat: October 29, 2013
- RCP Employee Engagement Session: January 30, 2014
- All-City Retreat (Staff & City Council): March 26, 2014
- Strategic Planning Session Preparation: February-March 2014
- Telephone Interviews with City Council: April 1-4, 2014
- Strategic Planning 4-Hour Work Session: April 8, 2014
- Strategic Planning 4-Hour Work Session: April 12, 2014
- Working Drafts of Strategic Plan Submitted: May-July, 2014
- Strategic Plan Adopted by City Council: October 7, 2014.
- Plan Rolled Out to Departments & Staff Assignments: November 2014.
- Action Plans Identified: Ongoing.

STRATEGIC PLANNING OBJECTIVES

The primary objective of the North St. Paul City Council and staff is to establish a consensus-based direction for the City and then actively pursue implementation of strategies to achieve that direction. The City Manager led an organizational culture initiative and this Strategic Plan will support that initiative and help with implementation. In organizing the strategic planning work session, Mayor Mike Kuehn reflected on the timing of the work sessions:

"Our City has a large family feeling and with our new City Manager the timing is right to get everyone on the same page working collectively toward the same goals."

The summary of City Council input was similar with a prominent theme reflecting the importance of establishing clear goals given all of the many priorities facing the City and community.

The Mayor, City Council and staff recognize a strategic plan is a tool for city leaders to identify priorities, programs and services, and assimilate them into common elements (strategies and goals) by organizing them into one document that serves as a valuable resource and guide for the future. A strategic plan is a means for the City Council to ensure that resources are applied in an optimal manner. Because local resources – time and money – are often constrained, a strategic plan complements and coordinates all other planning tools in use today, including the Comprehensive Plan. Several key benefits desired by North St. Paul officials include:

- defined road map with clear direction, accountability and documentation
- focused attention on the most important policy and program areas
- educated and engaged community members, businesses and stakeholders
- empowered employees around common goals and priorities
- strengthened organizational effectiveness.

Strategic planning is fundamentally a tool to assist city leaders in reviewing where you have come from, where you are today and where you want to go in the future. The critical link is to connect plans with resources, time and the priorities of the City Council. It is well established that a successful process and plan can support and help the city in at least four essential areas: *decision-making, leading, managing and communicating*. By understanding the value and committing to implementation, city leaders ensure that their time and commitment will be purposeful, useful and successful.

MAJOR THEMES

Transforming ideas, concepts and dreams into goals and actions is accomplished by identifying major themes (subject matters) and then developing each into clear and distinct strategies. During the City Council and staff retreats and other pre-planning work sessions discussion focused on organizational development and creation and implementation of core values the organization and employees. As a group the following aspirations were expressed:

Be Connected & Engaged...

- ...integrate people and processes to encourage input and feedback.
- ...value each other in what we do and how we can help each other.
 - ...simplify and emphasize what matters.
 - ...increase visibility and advocacy for the team.

Be Opportunistic & Collaborative...

- ...focus on actual problems and partner on solutions.
- ...invest in continued learning opportunities.
- ...do what we are good at and passionate about.
 - ...keep things new and fresh.

Be Appreciative & Encouraging...

- ...prop up and strengthen each other.
- ...seize opportunities to showcase good work of the City Council, staff and community.
- ...stand behind each other publicly and privately.
- ...restore pride in people and place.

Be Present & Unified...

- ...define and match expectations to vision.
- ...strive to achieve consistency in what we do and clarity in how we do it.
- ...extend trust by showing confidence in each other.
 - ...share the responsibility.

These ideals provided a foundation for the first strategic planning work session on the evening of Tuesday, April 8, 2014 which were translated into visions at the Saturday, April 12, 2014 session. The discussion flowed easily in and out of each of these areas. Six clear and distinctive themes emerged:

COMMUNITY ENGAGEMENT & COMMUNICATION

RESIDENTIAL CHARACTER & NEIGHBORHOODS

BUSINESS & ECONOMIC DEVELOPMENT

TRANSPORTATION

OPERATIONS & SERVICES

ORGANIZATIONAL DEVELOPMENT

NORTH ST. PAUL STRATEGIES

The following six vision statements translate the major themes into measureable strategies, goals and action steps. Simply put, they are action-oriented to ensure the mission of the City becomes a reality. These strategies are grounded in the major themes:

COMMUNITY ENGAGEMENT & COMMUNICATION

Promote community stewardship through an involved and informed citizenry.

RESIDENTIAL CHARACTER & NEIGHBORHOODS

Preserve neighborhood value with diverse and maintained housing and active neighbors.

BUSINESS & ECONOMIC DEVELOPMENT

Creative placemaking that fosters an environment of economic and employment opportunity.

TRANSPORTATION

Build systems that connect people to places and promote active lifestyles.

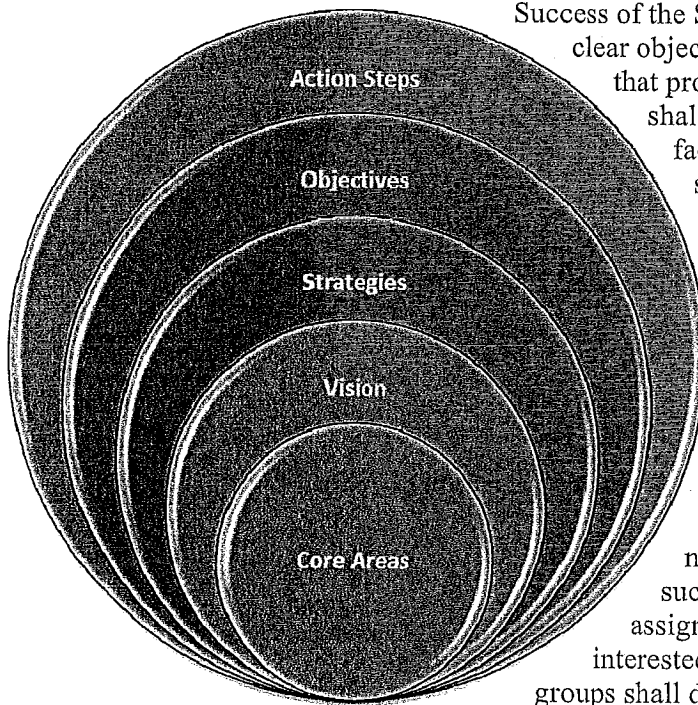
OPERATIONS & SERVICES

Provide innovative and high-quality customer service with a personal touch.

ORGANIZATIONAL DEVELOPMENT

Integrate collaborative thinking and personal values to empower a productive and pioneering workforce.

MEASURING SUCCESS



Success of the Strategic Plan depends on simple strategies, clear objectives, and corresponding concrete action plans that provide direction as to how the intended outcomes shall be measured and accomplished. To help facilitate this process, this Plan is divided into seven sections. The first six sections define each of the six core strategic areas of the City. The last section outlines how the Strategic Plan will be implemented and the short- and long-term responsibilities of those involved.

Each of the six areas includes individualized vision statements and targeted strategies representing the desired outcomes, or expectations, of the future of the community and organization. Within each strategy is a set number of objectives further defining how success is measured. The individual objectives are assigned to persons or groups responsible for or interested in the related discipline. Those persons or groups shall determine the action steps necessary to achieve each objective, as well as the necessary implementation timelines.

COMMUNITY ENGAGEMENT & COMMUNICATION

Promote community stewardship through an involved and informed citizenry.

An active and engaged citizenry is essential for a healthy and sustainable community. Thus, we value connecting and integrating citizen participation and volunteerism into what we do through awareness and access to timely, useful and transparent information. We understand the diversity of the City's population — both in age and ethnicity — which means we must use a multitude of traditional, innovative and creative messages and mediums to share our story and shape our future.

STRATEGY 1

Encourage volunteering and recognize community service.

- 1** Expand existing and identify new volunteer opportunities and partnerships to create community-based and educational programs for youth, students and adults.
Assigned Responsibility >
Implementation Timeline >
- 2** Create a community service awards program and volunteer appreciation event; identify award recognition criteria.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 2

Promote City and community events to improve interaction with the community.

- 1** Partner with businesses, non-profits and other organizations to sponsor community events.
Assigned Responsibility >
Implementation Timeline >
- 2** Encourage City Council and staff involvement and participation in community events.
Assigned Responsibility >
Implementation Timeline >
- 3** Renew commitment to community education through programs, such as citizen's academy, in-school programming and annual State of the City update.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 3

Nurture changing demographics of community to support and enhance cultural differences.

- 1** Partner with School District to arrange meetings with leaders of new community ethnic groups.
Assigned Responsibility >
Implementation Timeline >
- 2** Integrate cultural diversity into employment practices and existing community events, fairs and parades, and introduce new cultural events, such as cultural events fair and City-wide farmer's market featuring various ethnicities.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 4

Increase quality of information made available to the community.

- 1** Solicit citizen and other customer feedback regarding the level and quality of services delivered through a redesigned community survey, community conversations and other citizen feedback forums.
Assigned Responsibility >
Implementation Timeline >
- 2** Partner with businesses and other community organizations to create “Welcome to the City” packets.
Assigned Responsibility >
Implementation Timeline >
- 3** Redesign the City’s Web site and employ new technologies to improve interactivity with citizens and constituent groups to enhance public outreach, and improve access to available services and programs.
Assigned Responsibility >
Implementation Timeline >
- 4** Expand the use of social networking and other technologies to improve delivery of and access to information and enhance interaction with citizens, businesses and visitors and improve delivery of information to the public.
Assigned Responsibility >
Implementation Timeline >
- 5** Cultivate collaborative relationships with local news media aimed at sharing information and educating the public.
Assigned Responsibility >
Implementation Timeline >

SUGGESTED FUTURE DISCUSSION TOPICS & STRATEGIES

- Implement a City foundation.
- Improve citizen feedback opportunities.
- Ensure effective delivery of information.

RESIDENTIAL CHARACTER & NEIGHBORHOODS

Preserve neighborhood value with diverse and maintained housing and active neighbors.

Community pride is strong and prevalent. The diversity and character of our community is manifested in the preservation of neighborhoods and in the distinguished characteristics we offer. City leaders recognize the importance of celebrating the differences that exist in our community whether they are geographic, demographic or generational. The City seeks to maintain a community of choice by preserving its historic charm, while introducing creative ideas and trends to capture imagination and excite the opportunities for existing and new neighborhoods. The City seeks to create an active and healthy community that provides multi-modal experiences through biking, walking, parks, trails and Living Streets.

STRATEGY 1

Facilitate neighborhood vitality through education, engagement and home preservation initiatives.

- 1** Create proactive code enforcement programs and processes that encourage minimum maintenance of housing stock and appreciation and appearance of properties.
Assigned Responsibility >
Implementation Timeline >
- 2** Develop neighborhood home reinvestment programs through the Housing & Redevelopment Authority aimed at housing reinvestment and rehabilitation.
Assigned Responsibility >
Implementation Timeline >
- 3** Adopt an aging-in-place program and funding strategy to assist senior citizens to remain in their homes.
Assigned Responsibility >
Implementation Timeline >
- 4** Promote the annual North St. Paul Home Improvement Award.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 2

Revitalize and enhance the quality of the housing stock in the community.

- 1** Complete a housing inventory of all historic and other existing homes to establish an action plan aimed at historic preservation and to identify long-term community housing needs, including, but not limited to, live-work housing, new multi-family unit developments for targeted population segments (i.e. young professionals, families, retirees and seniors).
Assigned Responsibility >
Implementation Timeline >
- 2** Restore or replace units in 4-family pocket areas located east of McKnight Road at 11th Avenue and north of Holloway Avenue.
Assigned Responsibility >
Implementation Timeline >

- 3** Establish infill development program to acquire and remove or renovate blighted homes for redevelopment or student-built housing projects.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 3

Encourage active living and healthy lifestyles.

- 1** Review Sidewalk and Trails Plan and identify critical pedestrian and bicycle connections to and from neighborhoods, schools, parks, Gateway Trail, downtown, and activity and community centers. Develop short- and long-term plan to address those opportunities.
Assigned Responsibility >
Implementation Timeline >
- 2** Develop active and safe travel routes to school and other community destinations.
Assigned Responsibility >
Implementation Timeline >
- 3** Maintain and upgrade Gateway Trail head to include rest area, restroom facilities and wayfinding signage.
Assigned Responsibility >
Implementation Timeline >
- 4** Partner with Active Living Ramsey Communities to identify opportunities to implement active living principles and build the necessary physical and social environments that promote healthy lifestyles and engage the community.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 4

Advance the City's GreenStep Cities designation to continually enhance the overall quality-of-life.

- 1** Integrate electric, hybrid and/or other alternative energy powered and fuel efficient vehicles into the City's fleet.
Assigned Responsibility >
Implementation Timeline >
- 2** Determine placement of a demonstration project area to fully implement the City's Living Streets plan.
Assigned Responsibility >
Implementation Timeline >
- 3** Encourage efficient City growth through zoning and redevelopment policies that enable higher-density and intensified land uses.
Assigned Responsibility >
Implementation Timeline >

- 4 Develop comprehensive City-wide surface water management plan that addresses water volume and quality.
Assigned Responsibility >
Implementation Timeline >

SUGGESTED FUTURE DISCUSSION TOPICS & STRATEGIES

- Increase crime free multi-housing.
 - Identify volunteers from rental housing properties.
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BUSINESS & ECONOMIC DEVELOPMENT

Creative placemaking that fosters an environment of economic and employment opportunity.

North St. Paul is a distinct and special place. Its location within the greater Twin Cities metropolitan area and geographic connection to a diverse housing supply, commerce, communications (fiber), transportation systems and recreational opportunities set it apart as a unique destination for businesses of all types – from technology-based corporations to small, locally-owned shops. Creating opportunities for residents to work, shop and play near their homes will ensure a thriving City with positive growth. A strong and diverse business base is enhanced by planned and organized growth, and the timely allocation of resources and investment of public dollars, which stabilizes and supports the expansion of our tax base.

STRATEGY 1

Establish and implement a Downtown Improvement Plan.

- 1** Host community conversations for a community vision and theme of Downtown North St. Paul and downtown park plaza design as a focal point for the community and events.
Assigned Responsibility >
Implementation Timeline >
- 2** Revise schedule of Capital Improvement Plan to upgrade downtown streets and utilities in Fiscal Year 2016; arrange meeting with downtown business owners to discuss proposed project.
Assigned Responsibility >
Implementation Timeline >
- 3** Evaluate City Design Standards for Downtown as it relates to streetscapes (i.e. furniture, lighting, landscaping, trees, surface water management treatments, etc.), and ensure proper pedestrian, bicycle and transit improvements, and consider revisions to Standards if necessary.
Assigned Responsibility >
Implementation Timeline >
- 4** Consider electrical upgrades to include parking places and receptacles for E-vehicles.
Assigned Responsibility >
Implementation Timeline >
- 5** Analyze Resilient Communities downtown parking study and develop plan for implementation (i.e. surface parking vs. parking structure).
Assigned Responsibility >
Implementation Timeline >
- 6** Consider Special Services District to generate revenues for ongoing maintenance of and improvements to downtown streets and streetscape elements.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 2

Install “wayfinding” and directional signage.

- 1** Develop design for “Welcome” entrance signs with digital readerboard for McKnight Road/Highway 36 and Margaret Street exit ramps.
Assigned Responsibility >
Implementation Timeline >

- 2** Collaborate with downtown business owners on design and installation of wayfinding signage to and from Downtown and other destination points, such as the Gateway Trail, community parks, schools, and churches.

Assigned Responsibility >

Implementation Timeline >

- 3** Work with Ramsey County and the Minnesota Department of Transportation to improve directional and informational signage on State and County Roads.

Assigned Responsibility >

Implementation Timeline >

STRATEGY 3

Create a community marketing strategy.

- 1** Update the City logo and rebrand City under new image and brand emphasizing “Extraordinary.”

Assigned Responsibility >

Implementation Timeline >

- 2** Renew contract with Buxton to assist with recruitment and retention of national, regional and local retailers for the City’s three key redevelopment sites: Anchor Block, Commerce Park and Downtown.

Assigned Responsibility >

Implementation Timeline >

STRATEGY 4

Develop business plan for municipal fiber optic system.

- 1** Hire consultant to assist with analysis of existing fiber system and capabilities and review opportunities to sell or lease, or expand system to provide service to the community.

Assigned Responsibility >

Implementation Timeline >

- 2** Continue installation of fiber conduit as part of Electric Utility upgrade projects.

Assigned Responsibility >

Implementation Timeline >

- 3** Meet with the Minnesota Department of Employment and Economic Development to review options to existing fiber infrastructure to attract technology businesses, new industry and for other economic development purposes.

Assigned Responsibility >

Implementation Timeline >

SUGGESTED FUTURE DISCUSSION TOPICS & STRATEGIES

- Support the redevelopment of the Anchor Block site.
- Identify short- and long-term opportunities in Redevelopment Master Plan to development implementation strategy.
- Assemble available financial tools and incentives for businesses.

- Complete asset inventory of City-owned properties to determine economic development opportunities for those sites.
- Establish greater connection between the City Hall, city staff and business community.
- Update Downtown Design Manual.
- Identify opportunities to develop and implement Resilient Communities Partnership projects.

TRANSPORTATION

Build systems that connect people to places and promote active lifestyles.

Well planned, designed and constructed transportation systems are essential for commuting and commerce. Yet, the City also recognizes systems that enable multiple uses – pedestrian, bicycle, mass transit and vehicle – enhance experiences and the quality of life of a community. Where possible, the City will redesign transportation systems and networks that integrate opportunities for physical activity which will encourage daily routines and provide residential, commercial and recreational destinations. In addition to physical and mental health benefits, such systems also reduce transportation costs, improve air quality and build safer, stronger communities. The City faces the need to balance major investment in transportation and infrastructure and core services with ongoing financial pressures resulting from levy limits and rising construction costs.

STRATEGY 1

Address multi-modal user needs with public transportation-related projects.

- 1** Repair and replace deteriorated sidewalks and trails, and fill in gaps in the existing system.
Assigned Responsibility >
Implementation Timeline >
- 2** Incorporate pedestrian and bicycle amenities as part of street design for reconstruction projects where possible and defined by the Living Streets plan.
Assigned Responsibility >
Implementation Timeline >
- 3** Upgrade and create functional and aesthetic transit shelters to encourage transit use.
Assigned Responsibility >
Implementation Timeline >
- 4** Work with the Metropolitan Council to identify and support opportunities to improve transit connections and provide transit facilities.
Assigned Responsibility >
Implementation Timeline >
- 5** Involve public safety with design of roadways and pedestrian and bicycle areas.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 2

Seek out opportunities to enhance public transit, including transit stations and possible connections to proposed light rail systems.

- 1** Partner with the Metropolitan Council, Minnesota Department of Transportation and Ramsey Council to identify long-term traffic impacts and opportunities to expand access to public transportation via park and ride along Highway 36.
Assigned Responsibility >
Implementation Timeline >
- 2** Advocate for extension of express commuter service and/or light rail service to the City.
Assigned Responsibility >
Implementation Timeline >

- 3** Expand local connections to the Gateway Trail to improve commuting opportunities and access to transit for non-motorized commuters.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 3

Enhance community character through visual design and functionality.

- 1** Establish 7th Avenue in downtown as a distinctive place that embodies the character and heritage of the community by using innovative and creative street design.
Assigned Responsibility >
Implementation Timeline >
- 2** Incorporate City Design Standards and other enhancements at key City entry points (i.e. Highway 120, McKnight Road, Highway 36, 7th Avenue, 17th Avenue, etc.) and along State and County roadways to create a welcoming first-impression.
Assigned Responsibility >
Implementation Timeline >
- 3** Be a pedestrian-friendly community by ensuring accessibility to and connectivity of neighborhoods, businesses, recreational areas and other destinations.
Assigned Responsibility >
Implementation Timeline >
- 4** Use consistent, cohesive street design throughout the community with enhanced boulevard landscaping and other decorative treatments.
Assigned Responsibility >
Implementation Timeline >
- 5** Move utilities underground wherever possible.
Assigned Responsibility >
Implementation Timeline >

SUGGESTED FUTURE DISCUSSION TOPICS & STRATEGIES

- Work with MnDOT on timing and potential impacts of Highway 36/120 interchange.
- Update Park Master Plan.
- Promote Gateway Trail to users and visitors with improved signage, trail head facilities, marketing efforts and partnerships.

OPERATIONS & SERVICES

Provide innovative and high-quality customer service with a personal touch.

North St. Paul is the “Best At” providing core services to its citizens and other customers. However, conventional wisdom, local practice and societal reality reflect that the City cannot continue to perform operations and business practices in the traditional methods. The City will evaluate its business models, employee job descriptions, and practices to ensure peak performance at all levels of the organization. The use of new technologies will be emphasized to improve delivery and cost effectiveness of services without impacting our connection to and personal interaction with our customers.

STRATEGY 1

Provide E-Commerce solutions to enable online completion and submission of all City-issued permits, licenses and job applications for City customers.

- 1** Train staff on existing Customer Relationship Management (CRM) software to ensure full utilization of current technology capabilities; and identify new software to enable Web-interface and improve interaction with customers.

Assigned Responsibility >

Implementation Timeline >

- 2** Provide options for receipt and payment of utility bills, permits and licenses.

Assigned Responsibility >

Implementation Timeline >

- 3** Develop on-line program for receiving citizen commendations of City personnel.

Assigned Responsibility >

Implementation Timeline >

STRATEGY 2

Promote City programs available to residents and businesses.

- 1** Increase utilization of City-supported energy Conservation Improvement Programs made available to home and business owners through the Electric Utility.

Assigned Responsibility >

Implementation Timeline >

- 2** Create awareness of business recruitment and retention strategies and programs made available through the the Economic Development Authority (EDA), Metropolitan Consortium of Community Developers (MCCD), and other agencies.

Assigned Responsibility >

Implementation Timeline >

- 3** Promote the façade improvement and other business cost-share programs available through the City and its partner organizations, such as MCCD, State Department of Employment & Economic Development (DEED), etc.

Assigned Responsibility >

Implementation Timeline >

- 4** Work with property owners to construct raingardens or other surface water treatment methods that earn credit toward surface water fees on monthly utility bills.

Assigned Responsibility >

Implementation Timeline >

- 5** Revise policy regarding solid waste and recycling programs to encourage and improve recycling efforts at multi-family properties to meet City recycling goals and requirements.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 3

Adopt City financial management plan and strategies.

- 1** Research financial management plans of other communities to draft a similar plan to fit the City's needs.
Assigned Responsibility >
Implementation Timeline >
- 2** Revise the City's Asset Management and Capitalization policies.
Assigned Responsibility >
Implementation Timeline >
- 3** Develop two to five year budget and financial model to forecast the impact of annual expenses, maintenance of City physical assets and capital projects.
Assigned Responsibility >
Implementation Timeline >
- 4** Review existing City fee structure and implement development escrow fees to recoup costs related to provide planning and development support services.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 4

Seek out efficiency of City services that help reduce dependency on Local Government Aid.

- 1** Adopt strategic plan to establish vision of and expectation for City services, departments, staff, and incorporate strategic plan into decisions and budgets.
Assigned Responsibility >
Implementation Timeline >
- 2** Organize staff to analyze existing levels of service and determine opportunities to improve efficiencies through technology, partnerships or other means.
Assigned Responsibility >
Implementation Timeline >
- 3** Strategically deploy staff to meet needs of community based on historical trends of service.
Assigned Responsibility >
Implementation Timeline >
- 4** Apply for grant funding that support initiatives to improve delivery of services and operational efficiencies.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 5

Enact Community Policing practices to build collaborative relationships with residents and businesses in an effort to promote public safety, reduce crime and enhance community quality of life.

- 1** Establish strategies aimed at implementing community policing practices and programs, and hire, train and develop public safety staff committed to such beliefs.

Assigned Responsibility >

Implementation Timeline >

- 2** Increase neighborhood outreach initiatives including the number of viable, sustainable Neighborhood Watch groups, National Night Out block parties, and other similar programs.

Assigned Responsibility >

Implementation Timeline >

- 3** Develop and participate in community engagement programs and citizen services.

Assigned Responsibility >

Implementation Timeline >

- 4** Educate home and business owners on techniques to reduce the potential for theft, vandalism and other crime on their properties through property maintenance and other environmental design principles.

Assigned Responsibility >

Implementation Timeline >

- 5** Collaborate with Fire Department and other public agencies to deliver educational and other programming to the community.

Assigned Responsibility >

Implementation Timeline >

- 6** Identify technologies and other innovations to assist with building relationships and delivery of community policing services.

Assigned Responsibility >

Implementation Timeline >

SUGGESTED FUTURE DISCUSSION TOPICS & STRATEGIES

- Be involved in ongoing discussions regarding availability and use of groundwater resources.
- Complete review of City development policies and zoning code updates.
- Improve pre-planning work regarding street and facility maintenance and capital projects.
- Establish priority project list for Park Improvement Plan for park buildings and other improvements.
- Consider organized collection of solid waste, recycling and addition of organics recycling.
- Renegotiate solid waste and recycling contract to include free services to City facilities and parks and for community events, and to incorporate organics recycling.
- Complete a City-wide stormwater runoff assessment and plan to address localized flooding and water management.
- Identify opportunities for youth programs.
- Research potential for chlorination of water system.
- Analyze alternative energy power – wind and solar panels – for public facilities, recreational areas, etc.

ORGANIZATIONAL DEVELOPMENT

Integrate collaborative thinking and personal values to empower a productive and pioneering workforce.

Empowering staff, taking prudent risks and exploring new innovations and ideas in pursuit of our goals improves workforce productivity and employee satisfaction. Successful communities recognize the importance of governance and workforce development in pursuing their vision and strategic direction. City leaders understand the value of taking deliberate and strategic risks to improve how well they make decisions and deliver services. We will invest in employees to ensure proper training and encourage proactive thinking to make necessary changes and drive positive outcomes that will benefit the organization and community. The City will continually seek out prominent opportunities to collaborate and form partnerships with other jurisdictions and entities.

STRATEGY 1

Emphasize interdepartmental collaboration and coordination of services.

- 1** Finalize and roll out organizational core values.
Assigned Responsibility >
Implementation Timeline >
- 2** Promote clear and consistent internal communication at all levels.
Assigned Responsibility >
Implementation Timeline >
- 3** Adopt a Code of Conduct policy to encourage a safe, professional and collaborative environment between City Council, staff, customers and constituents.
Assigned Responsibility >
Implementation Timeline >
- 4** Cross train employees on various City policies, functions and departmental procedures that enhance employee knowledge base and understanding of the organization and services, and encourage team-based creative thinking and problem solving.
Assigned Responsibility >
Implementation Timeline >

STRATEGY 2

Train and provide resources to staff that ensure customer service and delivery of services.

- 1** Develop and implement succession planning to hire, train and retain employees that fit the organizational culture and core values; use the plan to preserve institutional knowledge and practices.
Assigned Responsibility >
Implementation Timeline >
- 2** Encourage employees to attend external leadership, management and supervisory courses and seminars, and develop mentoring program for future leaders.
Assigned Responsibility >
Implementation Timeline >

- 3** Analyze tools, equipment, technology needs and processes that support staff and the deployment of resources and identify gaps.
Assigned Responsibility >
Implementation Timeline >
 - 4** Ensure staff are properly trained on and utilizing software to designed capabilities and provide other job-related skills development courses.
Assigned Responsibility >
Implementation Timeline >
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STRATEGY 3

Establish and renew relationships with City partners.

- 1** Meet quarterly with education partners.
Assigned Responsibility >
Implementation Timeline >
- 2** Identify opportunities for new and/or expanded relationships with community-based organizations.
Assigned Responsibility >
Implementation Timeline >
- 3** Improve the potential for shared services and coordination of projects with Valley Branch and Ramsey-Washington watershed districts, adjacent cities and Ramsey County.
Assigned Responsibility >
Implementation Timeline >
- 4** Engage in policy and legislative committees, task forces and other functions provided by Ramsey County, Metropolitan Council, Metro Cities and the League of Minnesota Cities.
Assigned Responsibility >
Implementation Timeline >

SUGGESTED FUTURE DISCUSSION TOPICS & STRATEGIES

- Adopt Council decorum policy to establish operating rules and procedures for Council meetings.
- Evaluate employee onboarding program.
- Develop formal and information staff recognition program.
- Review roles of advisory bodies.
- Advocate for technology improvements to improve functionality and performance of staff.

IMPLEMENTATION STEPS

The strategic plan is roadmap for the future. It will be a dynamic document that looks forward three to five years, or more, to strategically facilitate discussions on the City's multiple priorities. A strategic plan is updated as needed, both informally and formally. It is intended that the Council will be provided with periodic updates each year and to review and update the plan on at least an annual basis as determined by the City Council in partnership with the staff. The following immediate specific steps are desirable to move forward with the strategic plan.

Short-Term Responsibilities of the City Council

1. Commit to personally understanding the concepts in the plan.
2. Include the plan in future Council orientation sessions.
3. Develop a schedule for periodic updates and reviews (3-4 times per year).
4. Take responsibility for goals and action steps that originate with the Council.
5. Use as a guide for the development of the 2015 budget.

Short-Term Responsibilities of City Administration and Staff

1. Convene department leaders to develop specific goals and action steps within each strategy.
2. Present to the City Council for review, discussion and adoption in an agreed upon timeline.
3. Communicate the Strategic Plan to the staff, public and stakeholders (e.g. website, newsletters, social media, etc.).
4. Develop integration and immersion ideas including the budget process, existing and future planning documents, leadership team meetings, performance measurement, professional development and training, new employee orientation, etc.

Short-Term Responsibilities of the City Team

1. Share in the ownership and responsibility for short and long term success.
2. Identify early wins and short term goals that can be accomplished.
3. Celebrate successes.
4. Remember to enjoy and have fun along the way.
5. Stay patient and committed as the process takes time.
6. Develop realistic timeframes and expectations.
7. Use our experience and assets to help us.

