

**ITEM:** Authorize staff to proceed with an engineering study of the TH19/TH3 area

**ACTION REQUESTED:**

The City Council is being asked to approve a resolution authorizing staff to proceed with an engineering study of the TH19/TH3 area.

**SUMMARY:**

The City Council is being asked to consider passing a resolution that authorizes staff to start the project process for a transportation study of the area where TH19 and TH3 intersect. The study was identified in the transportation plan as a priority to look at multi-modal issues in this corridor and was planned to be completed in 2009 before transportation funds were cut. An opportunity to apply for a transportation grant as part of the stimulus money has been presented. The study is necessary in preparing a competitive grant application. Staff is recommending that the study be completed and funded through the Master Development District.

**BACKGROUND INFORMATION:**

The project is in line with the comprehensive plan and transportation plan which encourage multi-modal transportation alternatives for the City and more specifically had identified this area as a need for improvement. This study will also address many concerns that have been discussed by the Non-Motorized Transportation Task Force, the community transit task force, and the Parks Board (access to Ames Park). This study is intended to pull together the many issues and concerns from various user groups to recommend a solution to integrate them together in the study corridor.

Staff is recommending that there be a public input component, as this brings all issues, concerns, and ideas to the table, which leads to overall acceptance of the plan. Overall public acceptance and support of the plan will strengthen the grant application. However, due to the compressed timeline the input process must be very focused and concise. Staff is anticipating only 1-2 opportunities (i.e. open house/meetings) for public input. Once those are scheduled staff will be using various methods to inform the public and boards and commissions of these events. It is anticipated that these opportunities will take place late July and early August.

**TIGER GRANT OPPORTUNITY**

Under the new Recovery Act program, up to \$1.5 billion was made available through September 30, 2011, for the Secretary of Transportation to make grants on a competitive basis for capital investments in surface transportation infrastructure projects that will have a significant impact on the Nation, a metropolitan area, or a region. Projects eligible for funding provided under this program include, but are not limited to, highway or bridge projects, public transportation projects, passenger and freight rail transportation projects, and port infrastructure investments.

TIGER grants will be awarded based on the following selection criteria:

- (a) **Long-term Outcomes:** The department will give priority to projects that have a significant impact on desirable long-term outcomes for the nation, a metropolitan area , or a region. The following types of long-term outcomes will be given priority:
  - (i) *State of Good Repair:* Improving the condition of existing transportation facilities and systems, with particular emphasis on projects that minimize life-cycle costs
  - (ii) *Economic Competitiveness:* Contributing to the economic competitiveness of the United States over the medium- to long-term.
  - (iii) *Livability:* Improving the quality of living and working environments and the experiences for people in communities across the United States
  - (iv) *Sustainability:* Improving energy efficiency, reducing dependence on oil, reducing greenhouse gas emissions and benefiting the environment
  - (v) *Safety:* Improving the safety of U.S. transportation facilities and systems.
- (b) **Job Creation & Economic Stimulus:** Consistent with the purposes of the Recovery Act, the Department will give priority to projects that are expected to quickly create and preserve jobs and stimulate rapid increase in economic activity, particularly jobs and activity that benefit economically distressed areas.
- (c) **Innovation:** The Department will give priority to projects that use innovative strategies to pursue the long-term outcomes outlined above.
- (d) **Partnership:** The Department will give priority to projects that demonstrate strong collaboration among a broad range of participants and/or integration of transportation with other public service efforts.

## PROJECT SCHEDULE

Because these grants are part of the ARRA, application deadlines will be on a fast track. Applicants must submit an intent to apply by July 17, 2009 that includes a project summary. Final applications will be due September 15, 2009. Staff anticipates the need to complete an engineering study to support a competitive application. Therefore, any project selected will be on an extremely fast track. A potential project schedule is as follows:

June 22, 2009 – Authorize staff to send out RFP for an engineering feasibility study  
 June 29, 2009 – Engineering proposals due  
 July 6, 2009 – Award Engineering Contract  
 July 17, 2009 – Submit intent to apply  
 September 1, 2009 – Draft feasibility study and application to staff for review and comment  
 September 14, 2009 – Adopt feasibility study and pass resolution of support for grant application  
 September 15, 2009 – Submit grant application

## PROCESS CHECKLIST

***Does this project fit within the identified Council goals, objective, and priorities?***

Yes, the project addresses multiple areas of concern related to transportation in the core of the city.

***Does the project fit within the estimated budget & resource parameters?***

The study had originally been planned to be funded through the transportation fund which was cut to help balance the budget. However, the study does fit the guidelines of the Master Development Fund and is recommended to be funded through this option.

***Is the public process identified consistent with the scope and implications of the project?***

Due to the compressed timeframe to apply for grant money, the public process has to be focused. Ideally more time would be spent on public input and community support. However, the short timeline is necessary to be competitive at the opportunity for significant funding for many beneficial projects for the community.

***Have the pertinent boards and commissions been identified for providing review, recommendations, or input?***

A focused input process will be part of the planning effort. Staff anticipates having a joint meeting for boards and commissions to offer input.

***Is this decision consistent with current city plans (Comp Plan, transportation Plan, Park Plan, etc.)?***

This project is consistent with the current city plans.

***Have the future costs to city operations been calculated and identified?***

The study does not have any implications on city operations.

***Are there measurable criteria to aid with the decision making and have they been identified?***

The study is intended to evaluate the issues with the planning corridor and present recommendations with supporting documentation for the decision making process.

***Have the suitable timelines and schedules been identified?***

The project timeline was presented above. It is a very fast timeline that needs to be followed in order to meet due dates for the grant application.

**ATTACHMENTS:**

1. Resolution 2009-055
2. Site Location

**SUBMITTED BY:** *Katy Gehler-Hess, P.E., City Engineer*

CITY OF NORTHFIELD, MINNESOTA  
CITY COUNCIL RESOLUTION 2009-055

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF  
NORTHFIELD, MINNESOTA AUTHORIZING STAFF TO BEGIN AN ENGINEERING  
STUDY OF TH19 AND TH3 AREA

WHEREAS, A multi-modal transportation study of the area where TH 19 and TH 3 intersect was identified in the 2008 Transportation Plan; and,

WHEREAS, There is an opportunity to apply for a Transportation Investments Generating Economic Recovery (TIGER) grant funded through the American Recovery and Reinvestment Act (ARRA); and,

WHEREAS, The TIGER grant application is due on September 15, 2009; and,

WHEREAS, The multi-modal transportation study identified in the transportation plan will increase the competitiveness of the grant application; and,

WHEREAS, The City wishes to complete the study in time to support the grant application.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL THAT:

1. Staff is authorized to begin the project process by requesting proposals for engineering services.
2. The study shall be completed under a schedule to support a grant application

PASSED by the City Council of the City of Northfield on this 22nd day of June 2009.

ATTEST

\_\_\_\_\_  
City Clerk

\_\_\_\_\_  
Mayor

VOTE:      \_\_\_ ROSSING    \_\_\_ POWNELL    \_\_\_ DENISON    \_\_\_ ZWEIFEL  
             \_\_\_ BUCKHEIT    \_\_\_ POKORNEY    \_\_\_ VOHS

**ITEM: Safety Center Taskforce Update**

**SUMMARY:**

Tonight's discussion with the Council will focus on the findings and recommendation brought forward by the Safety Center Taskforce. The Taskforce Committee has been meeting since early February 2009 on a bi-weekly basis. A complete listing of meetings, agendas, minutes, and other information provided to the taskforce can be found on the City's Website at:

[http://www.ci.northfield.mn.us/projects/pd/2009/02/09/safety\\_center\\_task\\_force](http://www.ci.northfield.mn.us/projects/pd/2009/02/09/safety_center_task_force)

A copy of the Safety Center Taskforce Final Report is included with this report as Attachment #1.

**COMMITTEE RECOMMENDATIONS:**

**1. Recommendation on Building Size:**

Having reviewed the data presented to the Taskforce, the Taskforce recommends to the City Council to construct a combined Public Safety Center of 47,500 square feet in size.

**2. Recommendation on Building Location:**

Utilizing the Site Selection Criteria and after a thorough review of 13 sites throughout the City, the Taskforce is recommending two sites for Council consideration:

- a. Valley Co-Op located on Highway 3
- b. Cowles Property located on Riverview Drive.

Either site will meet the needs of a combined Public Safety Center. The Taskforce strongly encourages the City Council to do a detailed review of all flood protection criteria to determine what can be done at the current Safety Center Site and explore ideas relating to reuse of this site as "gateway" to the City.

**3. Recommendation on Financing:**

Having reviewed the data presented by City Finance staff and the City's Bond Council, the Taskforce recommends the City Council consider the following options for financing:

- a. Voter approval through a referendum of the sale of \$10.4 million in General Obligation Bonds.

- b. City Council approval of the sale of \$10.4 million in Capital Improvement Bonds, subject to a reverse referendum.

The Taskforce further recommends that regardless of which financing option the City Council chooses, a thorough public education process be done prior to approval to move forward with financing.

#### **NEXT STEPS:**

Based on the recommendations of the Taskforce, staff recommends the following action steps be taken:

- Council accepts Safety Center Taskforce Final Report in July 2009.
- Begin development of a public education process based on the Safety Center Taskforce Final Report and Initial Feasibility and Space Needs Study Report.
- Complete a Flood Plain Protection and Analysis of the current Safety Center Location. Estimated cost is \$4,000 to be completed within 4 - 6 weeks.
- Begin negotiations with property owners of the two recommended sites.
- Continue to investigate potential grant funding sources and partnership cost sharing for the construction of a new safety center.

#### **PERTAINENT BACKGROUND:**

The City Council approved the formation of a Safety Center Taskforce January 26, 2009 and completed appointments to the taskforce on February 2, 2009. The Taskforce mission statement:

*The Taskforce Committee will meet regularly to research, analyze data, and define facility space needs, building locations, and financing and ultimately make a report clearly defining public safety needs to the City Council.*

#### **Work Plan:**

The outline of tasks to be undertaken by the Taskforce committee is listed below:

1. Provide a recommendation on building size by confirming the growth assumptions, reviewing the immediate space needs and estimating future departments' growth, assessing outside agencies needs, and confirming needs versus wants.
2. Provide a recommendation on a selected site by confirming the operational model, considering "response time", and assessing the pro's and con's for each identified site.
3. Provide a recommendation on financing by reviewing the referendum model, investigating potential grant opportunities, and evaluate possible partnering with outside agencies.

4. These recommendations will be provided to the City Council within a 60 to 90 day time frame with updates provided on the work completed provided to the council at 30 day intervals.

**The Task Force is comprised of 11 community members that include:**

1. *Council Member Kris Vohs*
2. *Council Member Jon Denison*
3. *Police Chief Mark Taylor*
4. *Fire Chief Gerry Franek*
5. *Planning Commissioner Mr. Greg Colby*
6. *Mr. Fred Rogers*
7. *Mr. Jerry Anderson, Rural Fire Fighters*
8. *Mr. Ray Cox*
9. *Mr. David Hvistendahl*
10. *Ms. Janelle Teppen*
11. *Mr. Andy Yurek, Hospital/Ambulance*

In addition to the 11 community members, Mr. John McNamara of Wold Architects facilitated the Taskforce Committee meetings. City Administrator Mr. Joel Walinski and Assistant to the Administrator Ms. Jennifer Nash provided additional staff support with assistance from Ms. Kathleen McBride, Finance Director, Mr. Brian O'Connell, Community Development Director, Ms. Katy Gehler Hess, P.E., City Engineer and Mr. Brian Welch, GIS Technician.

**Guiding Principles:**

The Safety Center Taskforce has modified the initial list of guiding principles and strategies for implementation for the development of a new safety center site, items highlighted in gray are additions to the guiding principles:

- The facility should be economically affordable for the community with a financial plan that is realistic.
- The facility should be designed to foster partnering with colleges and townships.
- The building or buildings should provide for operational efficiencies.
- To have a Safety Center that reflects community history.
- To have a Safety Center that, by design, provides customer service.
- To have a facility that is easily accessible by the public.
- The facility by design and look displays a professional public safety image.
- The facility is designed for efficient and organized public safety services.
- The facility is located in a neighborhood that is a good fit for public safety.
- The facility meets the public safety needs of the community for today and fifteen to twenty-years into the future.
- The facility provides work area for assisting other agencies.
- The building is designed to provide a safe and healthy work environment for staff, as well as being safe for the public.
- The building is built to be energy efficient and ecologically friendly.

- The facility should be economically affordable for the community with a financial plan that is realistic.
- The facility should be designed to foster partnering with colleges and townships.
- The building or buildings should provide for operational efficiencies.
- The building or buildings should be accessible to the community and provide space for community access and usage.

### **Summary Of Work Completed:**

The Task Force Committee provided two updates to the Council. The first update was a presentation of Taskforce information to the council on April 6, 2009. The second update on May 11, 2009 was focused on providing an update to the council, but also an opportunity for the taskforce members to discuss with the council the consensus of items the taskforce has identified and an opportunity for the council to confirm the direction of the taskforce and provide additional direction.

The Safety Center Taskforce has completed the following tasks:

- Complete review of previous planning efforts.
- Toured the existing Safety Center.
- Reviewed and modified the Guiding Principles for the project.
- Discussed growth and how it relates to building size.
- Discussed needs versus wants and confirmed the space program.
- Toured comparable Police and Fire facilities.
- Reviewed building cost data for comparable Police and Fire facilities.
- Reviewed financing options and tax impact data.
- Reviewed ISO and PPC ratings and what impact location may have on the ratings.
- Discussed the site selection process and potential building sites.
- Narrowed the potential sites for closer consideration to 4.
- Discussed the pros and cons of single facility vs. two stand alone facilities
- Reviewed and discussed cost consideration and the relationship on building size, estimated square footage and budget implications and considerations.
- Requested additional information relating to reuse of existing facility and modification necessary for necessary.
- Discussed potential cost sharing and participation of Rural Fire Association.
- Reviewed information and costs regarding automating traffic control signals on Hwy. 3.
- Held a public open house at the current facility on Thursday May 7, 2009.
- Development and review of site selection matrix on May 14, 2009.
- Received preliminary information of flood plane analysis of existing site on May 28, 2009.
- Review of potential financing options with Ehlers and Associates on May 28, 2009.
- Develop and confirm consensus on Taskforce Committee recommendations on June 11, 2009.

**ATTACHMENT:**

1. Safety Center Taskforce Final Report

**SUBMITTED BY:** *J. Walinski, City Administrator*

**ITEM:** Joint Meeting of EDA and Council regarding Master Plan for Business Park

**SUMMARY**

The Northfield Economic Development Authority has requested some time with the City Council members to update them on the status of the Business Park Development Subcommittee's review of the proposals submitted by firms expressing interest in providing Master Planning Services for the proposed business park. The review subcommittee consists of: Council Member Pownell, Jody Gunderson, Brian O'Connell, Rick Estenson, Steve Engler, Thomas Stringer, Jeff Hasse, Tracy Davis, and Alice Thomas. The EDA has received 24 proposals and are currently evaluating the merits of each proposal. As this evaluation continues, the EDA would appreciate the opinions of the City Council on those issues that will ensure that this process is a productive and successful endeavor. These issues include:

- Importance of sustainability (i.e. LEEDS standards)
- Key areas of examination
- Potential decision to review two areas
- Composition of steering committee
- Level of public interaction during the process
- Public education process

The EDA believes it is important to engage the City Council throughout this process to ensure that upon completion of the master plan, it is consistent with the City's Comprehensive Plan and suitable for formal approval.

**DECISION MATRIX:**

√	Does this project fit within the identified Council goals, objectives, and priorities?
	Does the project fit within the estimated budget & resource parameters?
√	Is the public process identified consistent with the scope and implications of the project?
√	Have the pertinent boards and commissions been identified for providing review, recommendations, or input?
	Is this decision consistent with current city plans (Comp Plan, Transportation Plan, Park Plan, etc)?
	Have the future costs to city operations been calculated and identified?
	Are there measurable criteria to aid with the decision-making and have they been identified?
	Have the suitable timelines and schedules been identified?

**SUBMITTED BY:** *Jody T. Gunderson, Director of Economic Development*

**ITEM:** 2010 Budget Development and Street Light Utility

**SUMMARY:**

**1. 2010 Budget Development**

This item is a follow-up and continuing discussion item on the 2010 Budget development. On Tuesday, June 16, 2009 Governor Pawlenty announced his plans for balancing the State Budget through the use of unallotment, deferred payments, and cost shifts at the state level. The implications on the City of Northfield is slightly better news than expected but still a significant reduction in Local Government Aid by 6.5% in 2010 or ~\$697,000. This revenue shortfall along with decreasing property valuations and expected increasing costs of goods, services, utilities, and employee health care benefits will require the Council's consideration of a mix of fee or tax increases, prudent decisions on capital expenditures within the Capital Improvement Plan (CIP) development, and a review of a decrease in City service levels and resulting savings as presented by staff. These decisions made within the context of the Council's Mission Statement, values identified, and the approved goals and initiatives (Attachment #1).

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The process for the developing the 2010 budget is currently underway, before undertaking significant steps in the development, staff is requesting the Council provide direction in several areas:

- New initiatives for 2010.
- Potential property tax increases for General Fund expenditures.
- Shifts in service levels or services delivered.

**2. Street Light Utility**

This discussion item is a follow-up on previous discussions on establishing a Street Light Utility Fund. As the council reviews Goal #2: Sustainability and the initiative establish a long-term sustainable financial framework, the transfers and shifts of general fund expenditures to revenue neutral utilities is one tool that can be used to achieve the initiative outcome. Attachment #2 is the current city Street Light division budget, which is part of the General Fund. Attachment #3 is a summary of a Street Light Utility Survey from various cities that have established a Street Light Utility. The discussion will focus on a review of the attached information and the development of the utility. Using a utility fee for this type of expenditure would shift revenues from property taxes / state aid to fees. And because it is a utility, all types of customers (properties) would pay – taxable and tax-exempt. The establishment of the utility and rates of the utility would be based on the amount of money needed to offset expenses now in the general fund related to operation, maintenance, and installation of streetlights. In an ideal situation, the rates generated would \$227,200. Depending on the rate structure developed, costs to individual

residences, businesses, and property owners would vary. The summary sheet of how other communities have approached the utility provides examples of various rates.

**ATTACHMENTS:**

1. Council Mission Statement, Values, 2009 Goals and Initiatives
2. 2009 Street Light Fund
3. Street Light Utility Surveys.

**SUBMITTED BY:** *J. Walinski, City Administrator*



## Council Vision, Values, & Goals 2009

### Council Vision Statement:

*Northfield values its unique heritage as a mill and college town, and will reflect its community identity by preserving its historic and environmental character and enhancing its citizen's quality of life.*

Community Values: "What do we care about, we value the \_\_\_\_\_":

#### **Small town character**

- Historic downtown and neighborhoods
- Connectivity
- Mixed-use, housing diversity
- Rural nature

#### **Economic Development**

- Tax base growth and jobs
- Business retention and recruitment
- Sustainability
- In-fill and redevelopment
- Regional context

#### **Public Safety and City Services**

- Open communication
- Excellent customer service
- High standards
- Cost effective delivery
- Innovative
- Treating People With Respect

#### **Natural Environment**

- Cannon River
- Open Spaces
- Recreation
- Green Technologies
- Sustainable use of resources

#### **Transportation**

- Regional connections
- Grid System of Streets
- Multi-modal & lifecycle transportation

#### **Build Community**

- Open communication
- Citizen involvement
- Culture
- Citizen Output
- Life Long Learning Opportunities

**City Council 2009 Goal #1:**

**Council will implement effective methods of communication with citizen advisory groups and community.**

Action Step	Group/Person Responsible	Start Date	End Date	Success Indicator <u>Outcome measure</u>	Resources Required	Priority
<b>Council will develop and initiate a communication plan for presentation of 2009 Council Goals:</b>						
Establish Council Goals	Council and City Staff	In process	March 2009	Council adopts 2009 Goals	Time	1
Communicate Council Goals to citizen advisory groups and establish their roles and responsibilities in implementation	Council Liaisons and Board and Commission Chairs	April	April 2009		Time	1
Communicate Council Goals to staff and establish action steps.	City Council/Mayor and City Administrator	April	April 2009		Time	1
Communicate Council Goals to general public through website, newsletter, local media and townhall/ward meetings.	Mayor/City Council City Administrator and Advisory Groups.	April	Ongoing	Consistent and coordinated message from Council/Advisory Groups/and staff that is tailored to appropriate audience.	Time	2
<b>Council will establish an effective two way communication process for the community:</b>						
Establish process for citizens and advisory groups to bring forward ideas, concerns, and solutions.	Council/Chairpersons	May			Time	2
Establish a regular reporting process from advisory groups on furthering Council Goals.	Council/Chairpersons	May	Ongoing		Time	2
Council reports on accomplishments/annual report.	Mayor/Council/City Administrator	Dec	Jan. 2010	Annual Report used as basis for 2010 Goal Setting Process	Time	2

**City Council 2009 Goal #2:**

**Council will build a foundation for a vibrant community where resources are carefully managed and preserved and which integrates economic, environmental and community values for long term success.**

Action Step	Group/Person Responsible	Start Date	End Date	Success Indicator Outcome measure	Resources Required	Priority
<b>The Council will establish a long-term sustainable financial framework:</b>						
Actively plan to maintain and improve city operations without state support <ul style="list-style-type: none"> <li>• Funding major facilities projects within the community's ability to afford the debt.</li> <li>• Identify and prioritize core City services to ensure excellent service within the financial limitations of the city</li> <li>• Continue CIP process</li> <li>• Supporting EDA initiatives,</li> <li>• Evaluate cost saving measures, resource sharing, etc.</li> </ul>	Department Managers and City Council	May 2009	September 2009 then on-going	Adoption of 2010 Budget and 2010 - 2014 CIP	Time	1
<b>The Council will establish policies which establish long-term sustainable management of the natural resources:</b>						
Establish citywide energy policy and benchmarks.	Council/Boards & Commissions/Staff	Imm.	On-going	Measured by targets set for greenhouse gas emissions	Time	
Coordinate resource management by using multi-jurisdictional planning for stream protection, natural resources preservation, wind energy, etc.	Council/Boards & Commissions/Staff					
Develop policies which promote land development practices that protect open space and agricultural land.	Council/Boards & Commissions/Staff			Do land development codes reflect this initiative?		

Action Step	Group/Person Responsible	Start Date	End Date	Success Indicator Outcome measure	Resources Required	Priority
<b>The City Council will adopt and implement land use policies and practices which promote sustainable land use:</b>						
Complete and adopt new land development regulations that are intended to foster compact development, pedestrian scale streetscapes, environmentally sound practices, and prioritize redevelopment and infill as well as streamline the development process.	Council/Boards & Commissions/Staff		On-going	Do land development codes reflect this initiative and adopted Comprehensive Plan?	Time,	
Development of a NW annexation master plan.	Council/Boards & Commissions/Staff			Approval of Master Plan, which reflects the Comp Plan and Land Development codes.	Time and Financial Resources	
Develop an annual report on Comp Plan implementation and recommended changes.	Planning Commission		December		Time	
<b>The City Council will promote a sustainable transportation system which enhances economic growth and improves all modes of transportation:</b>						
Complete Safe Routes to School engineering study and continue involvement in the SRTS Task Force through the remainder of the grant program.	SRTS/Staff		Late Summer 2009	Study completed in time to submit grant application to fund identified projects if necessary.	Time	1
Review all Development Projects and City Projects for opportunities to improve pedestrian/bicycle access to downtown and near schools. These may include: <ul style="list-style-type: none"> <li>• Continue streetscape improvements incl. bicycle racks</li> <li>• Plan for improved pedestrian crossing of TH3 to downtown</li> <li>• Mill Towns Trail improvements to and through downtown</li> <li>• Elimination of gaps in sidewalk/trail network near schools; evaluate problem intersections and needed crossings.</li> <li>• Implementation of bicycle lanes as identified in Park &amp; Trails System Plan</li> </ul>	Council/Boards & Commissions/Staff	Ongoing			Time	1

Action Step	Group/Person Responsible	Start Date	End Date	Success Indicator Outcome measure	Resources Required	Priority
Promote and support the initiation of a MnDOT environmental impact study/corridor study for future improvements to the TH19 corridor from I35-TH56.	Council/Boards & Commissions/Staff/Community	Ongoing	Fall 2009	Study Commences	Time	1
<p>Completion of a long-term Infrastructure CIP which includes:</p> <ul style="list-style-type: none"> <li>• Plans for preserving opportunities for infrastructure improvements including trails as identified in comprehensive planning documents through official mapping, acquiring easements, rights of way and other tools.</li> <li>• Development of a Right of Way use policy which includes fiber optic and utility infrastructure.</li> </ul>	Council/Staff				Time	2
<p>Complete Fiber Optics Study and recommend business model for implementation. This may include:</p> <ul style="list-style-type: none"> <li>▪ Partnerships with communication companies.</li> <li>▪ Investigation of possible grant opportunities.</li> <li>▪ Public education on benefits of broadband infrastructure.</li> </ul>	Council/Staff	Ongoing	June 2009	Presentation and consideration by Council	Time Legal Fees	1

**City Council 2009 Goal #3:**

**Council will improve city facilities to ensure excellent service to our citizens within the financial limitations of the city.**

Action Step	Group/Person Responsible	Start Date	End Date	Success Indicator Outcome measure	Resources Required	Priority
<b>Establish prioritized facility improvement program:</b>						
<ol style="list-style-type: none"> <li>1. Establish rough budget estimates for facility improvements</li> <li>2. Develop financing scenarios / alternates</li> <li>3. Develop timelines for construction of new / rehabilitation of existing city facilities</li> <li>4. Coordinate timelines / financing with 2010 – 2014 CIP process.</li> <li>5. Approve facility improvement program, 2010 – 2014 CIP</li> </ol>	Boards/Commissions/Department Managers, and City Council	May 2009	August 2009 then on-going	Adopted 2010 – 2014 CIP which includes financial models for funding identified improvement projects.	Time	
<b>Safety Center:</b>						
Receive recommendations of the Task Force	Council	Current	May 2009	Consideration by Council to accept/adopt recommendations	Time	
Citizen education and input process on project recommendations and funding options.	TaskForce, Council, staff	May 2009			Time	
Complete land acquisition and design work	TaskForce, Council, staff	Summer/Fall		Identified land parcel acquired by City/Approval of final design by Council	Commitment of financial resources	

Action Step	Group/Person Responsible	Start Date	End Date	Success Indicator Outcome measure	Resources Required	Priority
<b>Library:</b>						
Complete Library fundraising feasibility study	Library Board	Current			Time and funding	
Design charette program along Washington Street from 2 <sup>nd</sup> to 5 <sup>th</sup> , including parking	Library Board, EDA, Mayor	Spring			Time and funding	
Citizen involvement and input on Charette outcomes	Library Board & EDA				Time	
Establish project funding strategies.					Time	
<b>Liquor Store:</b>						
Complete required repairs and deferred maintenance	Staff	Current	Summer	Project completed within financial parameters	Committed financial resources and staff time	1
If opportunities are presented consider alternate site locations	Staff	Ongoing			Time	3
<b>Parks:</b>						
Develop and inventory property or easement needs and establish a funding strategy for the development of the Greenway Corridor Plan	PRAB/Staff	Spring			Time	1
Skate Board Plaza: 1. Reach a consensus on site, design, and affordability issues. 2. Establish funding strategy. 3. Establish location and need for temporary plaza.	PRAB/Council	Current	Summer	Consideration of approval by Council	Time	1
Develop recommendations to improve park operating efficiencies or cost controls which may include: 1. Inventory of parkland that could be divested or used for other civic use. 2. Inventory of park areas where turf grasses could be eliminated. 3. Develop an "Adopt-a-Park" Program.	PRAB/Staff/ Council	Spring	Fall		To implement may require financial commitment and community support.	2

**City Council 2009 Goal #4:**

**The Council will implement a systematic approach to problem solving and decision making.**

Action Step	Group/Person Responsible	Start Date	End Date	Success Indicator Outcome measure	Resources Required	Priority
<b>Establish Metrics for Decision Making:</b>						
Adopt level of service standards, goals, and other data standards to support decisions of Council	Department Managers and City Council	May 2009	August 2009 then on-going	Level of Service standards, Council goals and other goals are clarified and incorporated into staff advice for Council decisions	Time	1
<b>City Council Decisions to Stay at High Policy Level:</b>						
City Council discussion at meetings should be directed at the policy level and not the administrative, operational or design level.	Mayor	Immediate	On-going	Frequency at which Mayor or other Council members remind the group of the need to keep discussion at the policy level	time	
Information obtained by one Council member from staff will be shared by staff with all Council members	Staff, Council, Mayor	Immediate	On-going	Frequency at which staff distributes memos and e-mail to all Council members	time	
<b>City budget prepared as a longer range financial plan representing how the City Accomplishes the Adopted Vision on an annual basis:</b>						
Metrics' goals and adopted plans are incorporated into the budget	Department Manager	Fiscal year 2010 budget process	On-going	Department Annual reports, City Administrator Budget message in subsequent year budget document	Time, Focusing revenues and expenditures on accomplishing metrics and goals	1

Action Step	Group/Person Responsible	Start Date	End Date	Success Indicator Outcome measure	Resources Required	Priority
<b>Adopt a Decision Making Continuum System:</b>						
Recognize that all Council decisions should adhere to a decision making continuum (Directing, Selling, Consulting, Participating, Delegating)	City Council			Council acts to acknowledge the decision making continuum	Time	2
Adopt decision making principles that align with continuum	City Council, staff			Principles adopted	Time	2
Mayor and City Administrator categorize agenda items in relation to decision making continuum.	Mayor, City Administrator			Agendas are developed using the continuum categories	time	2
<b>Undertake a "Sunset" Review Process of All Boards and Commissions:</b>						
Adopt City Council goals	Mayor, Council		2 <sup>nd</sup> qtr 2009		time	1
Meet with each Board and Commission to review purpose of Board or Commission in relation to laws, plans and goals of the Council	Mayor, Council	2 <sup>nd</sup> qtr 2009	3 <sup>rd</sup> qtr 2009	Meeting conducted	Time	2
Determine which Board or Commission remains or a re-aligned to support laws, plans and goals of Council	Mayor, Council	4 <sup>th</sup> qtr 2009	4 <sup>th</sup> qtr 2009	Indication from Council to Board and Commission indicating alignment, re-alignment or sunset	time	3