AGENDA
CITY COUNCIL
WORK SESSION
CITY OF EAST GRAND FORKS
AUGUST 28, 2012
5:00 PM

CALL TO ORDER

CALL OF ROLL

DETERMINATION OF A QUORUM

1. **Comprehensive Annual Financial Report (CAFR) – Karla Anderson**
2. **Boat Ramp – Greg Boppre/Dave Aker**
3. **2012-2013 Gravel and Sand Bids – Jason Stordahl**
4. **MN Department of Public Safety Traffic Safety Enforcement Projects – Mike Hedlund**
5. **Zavoral Beet Lease (ACSC By-product Disposal Agreement) – Scott Huizenga**
6. **Swimming Pool Feasibility Study – Scott Huizenga**
7. **Building Official – Scott Huizenga**
8. **2013 Budget – Scott Huizenga**
9. **Senior Citizens Board Update – Henry Tweten**
10. **MPO Update – Greg Leigh/Mike Pokrzywinski**

ADJOURN

Upcoming Meetings

Regular Meeting – September 4, 2012 – 5:00 PM – Council Chambers
Work Session – September 11, 2012 – 5:00 PM – Training Room
Regular Meeting – September 18, 2012 – 5:00 PM – Council Chambers
Work Session – September 25, 2012 – 5:00 PM – Training Room

Request for Council Action

Date: 8/8/12

To: East Grand Forks City Council; Mayor Lynn Stauss, President Craig Buckalew , Council Vice President Wayne Gregoire, Henry Tweten, Council Members: Marc Demers, Henry Tweten , Greg Leigh, Ron Vonasek and Mike Pokrzywinski.

Cc: File

From: Karla Anderson

RE: 2011 Comprehensive Annual Financial Report for the City of East Grand Forks and Water and Light Comprehensive Annual Financial Report

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CITY FINANCIAL HIGHLIGHTS

- The City's net assets (asset minus liabilities) decreased by 0.7% as a result of this year's operations. The net assets of the City's governmental activities decreased $1,304,969 (0.9%) and net assets of the City's business type activities decreased $232,212 (0.3%).
- Capital assets decreased $1,241,506 (0.9%), with most of the decrease due to depreciation being higher than the current year additions.
- The City's long-term liabilities decreased $1,554,101 (0.7%) during the fiscal year ending December 31, 2011. Governmental long-term liabilities decreased $1,370,814 (1.02%), which was primarily due to the payment on debt.
- At the close of the current fiscal, the City's governmental funds reported total ending fund balances of $8,234,099, a decrease of $60,263 (0.7%).
- The General Fund's fund balance increased $83,271 (3%) to $2,760,003. The unassigned fund balance is 31% of expenditures and other uses.

Governmental Activities. A significant share of revenues of the governmental activities is capital grants and contributions (25%), with most of that amount attributed to local share of additions to the infrastructure. Property taxes and franchise taxes accounted for 24% and 14% of total revenues, respectively. Unrestricted grants and contributions in the form of local government aid and other State aids contributed 15% to total revenues. Charges for services brought in 13%.

Public works (30.4%) expenses are the most significant, followed by public safety (29.8%), parks and recreation (20.6%), general government (8.7%), and community development (1.4%). Interest on long-term debt and transit expenses accounted for 5.3% and 3.1% of total expenses, respectively. Included in these amounts is depreciation expense of $2,719,193, which is 23.4% of the total expenses for governmental activities.

Governmental revenues decreased $1,613,612 (16%) in the current year, with the most significant portion of the decrease attributable to smaller amounts of capital grants and contributions. Property taxes increased by 1.6% and charges for services increased by 0.5%. Unrestricted grants and contributions decreased by 20.5%, despite the decrease by unallotment in local government aid.

Governmental activities expenses decreased $77,410 (1%) in the current year. The most significant changes in program expenses were as follows:

- Public Works expenses decreased $197,735 (1.7%). The increase is the
- result of more infrastructure projects undertaken.
- Public Safety expenses decreased $54,528 (0.5%). The decrease is
- primarily attributable to enacted cost control policies.
- Recreation and culture expenses increased $51,835 (0.5%), primarily due to
- infrastructure costs.
- General Government expenses decreased $19,203 (0.17%), also due to the
- cost control policies.

There were not any other programs with significant or unusual changes.

ECONOMIC FACTORS AND NEXT YEAR'S BUDGETS AND RATES

- The state's economy is precarious and the budgeted deficit may result in continuing reductions in local government aid (LGA) funding. The City received $2.47 million in local government aid in 2011, which is about 30% of budgeted General Fund revenues.
- The City's electric utility continues to experience increases in wholesale power costs. The costs are passed to the customer through monthly power costs adjustments. There have not been any power supply interruptions and none are expected.
- The occupancy rate of the City's central business district has remained steady over the last three years. The City's commercial properties no longer require other revenue sources for support.
- Inflationary trends in the region compare favorably to national indices.
- The City expects residential housing growth of 10 to 20 units (1%) per year, as long as interest rates remain low.

WATER AND LIGHT FINANCIAL HIGHLIGHTS

Electric utility sales decreased .573 million kWh (.37%) to 156.6 million kWh sold in 2011 compared to 157.1 million kWh sold in 2010. In 2011, electric sales revenues increased $224,649 (1.7) to $12,981,430, compared to 2010 sales revenue of $12,756,781.

Electric utility wholesale power purchase costs increased $214,085 (2.7%) to $7,836,510 in 2011 compared to $7,622,425 in 2010.

- Water utility sales increased 6.1 million gallons (1.88%) to 323.9 million gallons sold in 2011, compared to 317.8 gallons sold in 2010. In 2011, water sales revenues increased $61,761 (3.2%) to $1,913,119, compared to 2010 sales revenue of $1,838,719.

- Electric utility operating income decreased $429,230 (53.1%) to $808,059 in 2011, compared to 2010 operating income of $1,237,289.

- Water utility operating income (loss) increased $71,320 (39.9%) to $(178,325) in 2011, compared to a 2010 operating income (loss) of $(249,645).

- The Department's net assets increased $461,607 (1.2%) to $37,601,295 in 2011, compared to net assets of $37,139,688 in 2010.

- The Department's 2011 noncurrent liabilities increased $38,453 (10.5%) to $365,145, compared to 2010 noncurrent liabilities of $326,692.

ECONOMIC FACTORS AND NEXT YEAR'S BUDGET AND RATES

- The unemployment rate for the Polk County, Minnesota area as of December 31, 2011 was 5.8%, which is below the state average (6.1%) and below the national (8.5%) average. The North Dakota Grand Forks County unemployment rate was 3.3% for December 2011. Grand Forks is located across the Red River of the North and has a population of approximately 50,000.

- The economy of the state is precarious and the budgeted deficit may result in continuing reductions in local government aid (LGA) funding.

- The Western Area Power Administration (WAPA) has notified the Department that it will not raise wholesale power costs in 2011. The electric utility purchases approximately 50% of its wholesale power supply from WAPA.

- The viability of the Department's largest customer, American Crystal Sugar, continues to be an ongoing concern. The Department has worked closely with American Crystal to design industrial electric rates that reflect economic reality.
- The Department expects residential housing growth of 10 to 20 units (1%) per year, as long as interest rates remain low.

East Grand Forks

1600 Central Avenue NE
East Grand Forks, MN 56721
Tel: 218-773-1185
Fax: 218-773-3348

WidsethSmithNolting.com

August 3, 2012

Mr. Scott Huizenga, City Administrator
City of East Grand Forks
Po Box 373
East Grand Forks, MN 56721

Re: Proposal for Engineering Services
Red River Boat Ramp Improvements
East Grand Forks, MN 56721

Dear Scott,

We are pleased to submit our proposal to provide engineering services for the above referenced project.

Our proposed scope and services is outlined in further detail below:

Engineering Services – Red River Boat Ramp Improvements

WSN proposes to provide engineering design and inspection services associated with the proposed construction. Specific tasks included with this proposal are:

- Provide topographic survey and drawing of existing boat ramp.
- Provide engineering plan drawings and specifications for boat ramp improvements.
- Provide construction staking and inspection services associated with the proposed construction.

WSN proposes to perform the engineering services described above on an hourly basis, in accordance with our existing contract rates (see attached), not to exceed the amount of $25,000.00. Construction staking and services would also be completed on an hourly basis not to exceed $12,000.00. We propose to have the necessary documents completed within 90 days after receiving authorization from the City of East Grand Forks.

Thank you for the opportunity to submit this proposal.

Respectively Submitted
Widseth Smith Nolting & Associates, Inc.

Greg Boppre, P.E.

This is **Appendix 1 to EXHIBIT C**, consisting of _1_ pages, referred to in and part of the **Agreement between OWNER and ENGINEER for Professional Services** dated _____.

Initial:
OWNER _____
ENGINEER_____

STANDARD HOURLY RATES SCHEDULE

Current agreements for engineering services stipulate that the standard hourly rates are subject to review and adjustment per Exhibit C. Hourly rates for services performed on the date of the Agreement are:

PERSONNEL	**2010**	**2011**	**2012**
1. ENGINEERS			
A. Principal Engineer	$ 96.00	$ 99.00	$104.00
B. Professional Engineer	$ 79.00	$ 82.00	$ 85.00
C. Engineer II	$ 72.00	$ 74.00	$ 77.00
D. Engineer I	$ 69.00	$ 70.00	$ 72.00
2. SURVEYORS - INSPECTORS – DRAFTSMEN			
B. Registered Land Surveyor II	$ 89.00	$ 92.00	$ 95.00
Registered Land Surveyor I	$ 70.00	$ 71.00	$ 73.00
Inspector, Eng, Technician, Draftsman V	$ 72.00	$ 74.00	$ 76.00
C. Inspector, Eng. Technician, Draftsman IV	$ 66.00	$ 67.00	$ 69.00
Inspector, Eng. Technician, Draftsman III	$ 55.00	$ 56.00	$ 57.00
Inspector, Eng. Technician, Draftsman II	$ 47.00	$ 48.00	$ 49.00
Inspector, Eng. Technician, Draftsman I	$ 41.00	$ 42.00	$ 43.00
D. Field Assistant	$ 27.00	$ 27.00	$ 28.00
3. CLERICAL	$ 30.00	$ 30.00	$ 31.00
4. CHARGEABLE EXPENSES			

Subsistence at actual cost	
Travel Vehicles	Government Rate per mile
Survey Vehicles	Government Rate per mile
Outside Consultants	Actual Cost + 10%
RTK GPS Survey Equipment	$50.00 per hour
Boat/Snowmobile/Ranger All Terrain Vehicle	$75.00 per day
Air Travel	Actual Cost
Meals and Lodging	Actual Cost
Reproducible Copies (Mylar)	$1.75 sq. ft.
Reproducible Copies (Paper)	$0.40 sq. ft.

Long Distance Telephone, Facsimile, and any but ordinary first class postage at actual cost.

Cost for surveying materials, drafting materials required for the job at actual cost plus 25%.

Request for Council Action

Date: 8-22-2012

To: East Grand Forks City Council, Mayor Lynn Stauss, President Craig Buckalew, Council Vice President Wayne Gregoire, Council Members: Marc Demers, Ron Vonasek, Henry Tweten, Greg Leigh, and Mike Pokrzywinski.

Cc: File

From: Jason Stordahl

RE: 12-13 Gravel and Sand Bids

Consider approving the request to approve

K &K Trucking was the sole bidder for the 2012-2013 gravel and sand contract. The bid results per yard for sand and gravel are:

	Gravel	Sand
K & K Trucking	$ 12.85	$ 13.75

Recommendation: Award K & K trucking the 2012-2013 sand and gravel contract for the bid prices of $12.85/yard gravel and $13.75/yard sand.

K & K Trucking, Inc.
21738 165th Ave NW
Viking, MN 56760
Phone 218-523-3031 Cell 218-689-2791
Fax 218-523-3034

FAX

To:	City of EGF	From:	Kraig Melvie
Fax:		Pages:	
Phone:		Date:	8-22-12
Re:		CC:	

☐ Urgent ☐ For Review ☐ Please Comment ☐ Please Reply ☐ Please Recycle

Comments:

Bid - Sand & Gravel 2012-2013

Road Gravel @ $12.85/yd

Sand @ $13.75/yd

per 2012-13 specs

Request for Council Action

Date: August 22, 2012

To: East Grand Forks City Council, Mayor Lynn Stauss, President Craig Buckalew, Council Vice President Wayne Gregoire, Council Members: Henry Tweten, Marc Demers, Greg Leigh, Mike Pokrzywinski and Ron Vonasek.

Cc: File

From: Michael S. Hedlund – Chief of Police

RE: Request to pass a resolution authorizing the East Grand Forks Police Department to participate in the 2012-2014 Minnesota Department of Public Safety Traffic Safety Enforcement Projects.

Background: For a number of years the East Grand Forks Police Department has partnered with the Polk County Sheriff's Office and the Crookston Police Department when applying for funding through the State of Minnesota for the Toward Zero Deaths (formerly Safe & Sober) program. This year the State is requesting that the involved agencies each provide a resolution from their council or board authorizing the participation of that agency. Toward Zero Deaths is a State funded program that provides funding to our department so that we can have additional officers out working on various types of traffic control/enforcement, most specifically DWI enforcement. The total award for the three involved agencies for this funding period is still being determined. Mike Swang has been the program coordinator in the past and will continue to do so during this program period.

Recommendation: Approve the attached resolution authorizing the East Grand Forks Police Department to participate in traffic safety enforcement projects with the Minnesota Department of Public Safety during the period of October 1, 2012 through September 30, 2013.

Enclosures: Draft Resolution.

CITY OF EAST GRAND FORKS
RESOLUTION AUTHORIZING EXECUTION OF AGREEMENT

Be it resolved that the East Grand Forks Police Department enter into a grant agreement with the Minnesota Department of Public Safety, for traffic safety enforcement projects during the period from October 1, 2012 through September 30, 2014.

Chief of Police Michael Hedlund (or his designee) is hereby authorized to execute such agreements and amendments as are necessary to implement the project on behalf of the East Grand Forks Police Department and to be the fiscal agent and administer the grant.

I certify that the above resolution was adopted by the city council of the City of East Grand Forks on _____.
(Date)

SIGNED:	WITNESSETH:
_____	_____
(Signature)	(Signature)
Mayor of East Grand Forks	City Administrator
_____	_____
(Date)	(Date)

Request for Council Action

Date: August 24, 2012

To: East Grand Forks City Council, Mayor Lynn Stauss, President Craig Buckalew, Council Vice President Wayne Gregoire, Council members: Marc DeMers, Ron Vonasek, Henry Tweten, Greg Leigh and Mike Pokrzywinski

Cc: File

From: Scott Huizenga, City Administrator

RE: Aquatic Center Feasibility Study

City has struggled with how to approach a potential swimming pool renovation or design. The City previously developed specifications and solicited bids for a renovation of the existing pool. The Council voted 4-3 to proceed with the renovation project. Mayor Stauss vetoed the renovation citing high bid amounts. The Council did not override the veto.

Subsequently, staff and the City's primary consultant on the pool project, EAPC Architects and Engineers, researched options for a possible redesign of the pool to a modern aquatics center facility. An aquatics center would be a truly new facility with added amenities and a modern feel that could become a regional attraction. However, such a facility would likely cost an additional million dollars on top of the $1.7-1.9 million renovation project.

The Save Our Pool group has asked for Council direction for the type of project that the Council wishes to pursue. Staff does not have the expertise to fully analyze projected constructions costs, potential designs, market analyses, or operational financials to compare one project to another.

Therefore, EAPC recommended the firm of Ballard King and Associates to perform a feasibility study of the City's options. A feasibility study would analyze all aspects of the City's project options including a review of work to date, an analysis of existing programs, a market analysis, and a participation analysis. The study would also include local facilitated meetings with Council and other stakeholders, including Save Our Pool. The final product would guide the City Council to a final facilitated decision in a manner that city staff cannot accomplish.

The cost of the study is proposed at $9625 plus travel reimbursements, not to exceed $4000. Jeff King, President of Ballard King, has estimated a timeline of less than six months because the City has already conducted significant study on the project. A feasibility study would temporarily slow the pool discussion. But, it would lead to a long-term decision that would be accepted by most, if not all, stakeholders.

The City has also discussed the project with another partner of EAPC, OLC Designs. Brian Beckler of OLC will meet with the swimming pool working group on Thursday, September 6. EAPC, OLC, and Ballard King are all partners in the Choice Wellness Center in Grand Forks, which is nearing completion.

Ballard King has been involved in several other projects throughout the country, including many in Minnesota.

Recommendation:

Approve the feasibility study in the amount not to exceed $13,625.

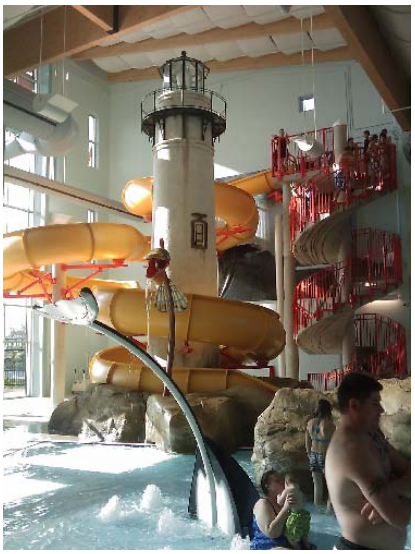
Attachments:

Ballard King proposal
EAPC/OLC concept aquatic center rendering

Aquatic Center Feasibility Study

City of East Grand Forks

August 22, 2012



Ballard*King & Associates, Ltd.
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Highlands Ranch, CO 80126

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bka@ballardking.com

August 22, 2012

Scott Huizenga
City Administrator
City of East Grand Forks
PO Box 373
600 DeMers Ave
East Grand Forks, MN 56721

Dear Mr. Huizenga,

Ballard*King & Associates is pleased to submit a proposal to the City of East Grand Forks in response to their Market Study and Feasibility Study for a Community Aquatic Center. It is our belief that we can fulfill the scope of services outlined in an efficient and effective manner providing East Grand Forks with an end product that can be used as a tool in moving forward.

B*K was founded in 1992 by Ken Ballard and Jeff King in response to the need for reality based market driven analysis in the development of recreation facilities. We are a recreation consulting firm specializing in recreation and wellness center feasibility studies, parks and recreation master plans, operational audits for recreation and wellness facilities and management solutions for parks and recreation departments and enjoy a national practice having completed over 500 projects in 47 states and having worked with over 50 architects.

The knowledge basis that B*K brings to East Grand Forks and our practice as a whole is over 50+ years of operating recreation facilities and departments on the municipal, private, non-profit and collegiate levels. This is what our project and facility recommendations will be based upon and because B*K is independent of any architectural firm we have no financial incentive to "push" your project in one direction or another. Our goal for East Grand Forks is to provide you the information and tools necessary to make informed decisions about your project and it's future direction.

As a founding partner of B*K, I will serve as the Project Manager for East Grand Forks. As the Project Manager you will communicate with me through every phase of the project from beginning to end. I will be on-site over the course of the project and will work with the City of East Grand Forks and EAPC and OLC Architects to complete the cost estimating portion of the

scope of work. It is important to note that I have completed the bulk of work that B*K has done in the State of Minnesota, subsequently there will be little to no learning curve that other firms may have.

B*K is the firm that can guide the City of East Grand Forks through this market study and feasibility study for a community aquatic center in an unbiased fashion. Our reputation as recreation consultants has been built on asking the hard question and providing recommendations that are consistent with the best interests of our client and the community they represent.

I look forward to working with you through this exciting time!

Respectfully,

Jeff King, President & Project Manager

Ballard*King & Associates, Ltd.
2743 E. Ravenhill Circle
Highlands Ranch, CO 80126

(719) 647-2363 - office phone
(636) 734-6369 - cellular phone
jeff@ballardking.com - e-mail

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THE B*K ADVANTAGE

Ballard*King & Associates, is prepared to assist the City of East Grand Forks with completing an Aquatic Center Feasibility Study. We have the experience and knowledge to assist you with the tasks that are outlined within our discussions in a timely and efficient manner providing you with recommendations which can be easily implemented.

B*K offers the flexibility and organization to adjust our scope of work to the changing demands of our clients as well as working within limited time constraints. We recognize that each project is unique and our approach is customized to target each client's individual needs. This approach, coupled with our attention to detail and vast experience as facility operators in the municipal, private and college arenas will ensure that your best interests are being fully represented.

B*K is prepared to act as a guide to the City of East Grand Forks through the process in a seamless and professional manner.

Ballard*King & Associates will bring to this project:

*Our vast planning, managerial and operational experience with aquatic facilities from conception through operation.

*Our direct experience as aquatic facility managers in the delivery of competitive and non-competitive events, programs and services to the community.

*Our strong commitment to representing the client's best interest in all projects through proven, practical experience in providing independent third party analysis.

*The ability to project operational expenses and revenues for community centers and their associated amenities.

*The ability to interpret data and relay it to the client in an easy to understand fashion.

*Our ability to be involved with a project from inception through opening and operation.

FIRM PROFILE

Ballard*King & Associates was established in 1992 by Ken Ballard and Jeff King in response to the need for market-driven and reality-based planning for recreation facilities. B*K has achieved 19 years of success by realizing that each client's needs are specific and unique. With over 50 combined years of facility management and planning experience in the public, non-profit, collegiate and private sector, our consulting firm has completed over 500 projects in 47 states and has working relationships with more than 50 architects coast-to-coast. We are also honored to be the recipient of five Athletic Business Facilities of Merit Awards.

We form a consulting team that provides a variety of pre-and post-design services for clients who are considering construction of a sports, recreation, aquatic, or wellness facility. Our vast practical experience enables us to guide clients through the challenges of planning, constructing, opening and operating a facility. From pinpointing specifics to broad visions, B*K provides services to ensure the long-term success of your project.

B*K offers a broad range of services. These services can be integrated into a design team or contracted independently. Some of our services include: feasibility studies, operations analysis, maintenance cost estimates, revenue projections, staffing levels, budgeting, marketing plans and third party design review. Additionally, we perform audits for existing facilities as well recreation master plans.

By bringing practical, proven experience to a project we can accurately represent the client's best interests. Thanks to our extensive field experience we are able to provide assistance with practical tools, an uncommon ability to see the overlooked and view your project from a wealth of expertise and knowledge.

Teamwork is a core aspect of our company. We work together ensuring all clients are receiving the wealth of knowledge our B*K team brings. The success of any project begins with an integrated, mutually valued approach to the individual needs and goals of each client. Thus, we team with you and for you. First and foremost to B*K is our reputation of being a company of strong ethical character. Our top concern is our client's best interests and our approach is always honest and down-to-earth. We aim to help each client see the full potential of their project by providing trustworthy services to achieve their goal.

Let us help you move forward!

FACILITY OPERATION EXPERIENCE

A significant asset that B*K would bring to the City of East Grand Forks in an Aquatic Center Feasibility Study will be our years of experience in operating indoor recreation facilities on the municipal level.

Jeff King - Principal

* Recreation Director, St. Peters REC-PLEX, St. Peters, MO
    9 years of operational experience
    130,000 square foot facility that included:
        - gymnasium
        - ice rink
        - leisure pool
        - 50M pool
        - weights & cardio
        - rock wall
        - locker rooms
* Facility Manager, Edora Pool Ice Center (EPIC), Fort Collins, CO
* Ice Arena Manager & Aquatics Director, Janesville, WI

Darin Barr - Senior Associate

* Aquatic Manager & Senior Associate Director, University of Missouri, Columbia, MO
    2 years of operational experience
    300,000 square foot facility that included:
        - 10 basketball/volleyball courts
        - 50M pool & diving well
        - indoor leisure pool
        - outdoor leisure pool
        - 4 racquetball courts, 1 squash court
        - weights & cardio
        - group exercise spaces
        - rock wall
        - meeting rooms
* Recreation Supervisor, Pittsford Recreation Department, Pittsford, NY
* Aquatic Specialist, Roseland Waterpark, Canandaigua, NY
* Recreation Superintendent, St. Peters REC-PLEX, St. Peters, MO

Jeff King

Project Manager & Principal in Charge

As a founding partner of Ballard*King & Associates, Jeff has over 30 years experience in recreation facility operation and planning. Ballard*King & Associates was established in 1992 by Ken Ballard and Jeff King in response to the need for market driven and reality based planning for recreation facilities. Jeff has provided consulting services to more than 200 communities who have benefited from his extensive background in recreation center planning and management. Jeff's expertise comes from a vast array of experience and projects.

Jeff's management and project experience includes facility planning and construction, facility renovation, grand opening celebrations, economic impact studies, energy conservation systems, preventative maintenance programs, staffing, budgeting, marketing, cost accounting and program-ming. In addition, he has performed park and recreation master plans as well as audits.

Jeff was one of the founders of the "Gateway to Success" recreation facility planning conference in St. Louis and served as the chairman in its first year. His previous experience in Colorado has led to an active involve-ment with the Colorado Parks and Recreation Association's Recreation Facility Design and Management School.

As the former Recreation Director for the City of St. Peters, MO, he was responsible for start-up and operations of Rec-Plex. Rec-Plex, a 140,000 square foot recreation center with a 50-meter competitive pool, ten-meter diving tower, leisure pool, gymnasium, track, rock climbing wall, weight room, aerobics room, ice skating rinks (2), skate board park and food service that opened in July 1994. Rec-Plex was the host site for all aquatic events for the 1994 Olympic Sports festival. Prior to this, he was the Facility Manager for the Edora Pool Ice Center (EPIC) in Fort Collins, CO, where he was responsible for its start-up, operations and administration for 7 years. EPIC received the 1987 "Facility of Merit" award from Athletic Business Magazine for design and operation excellence. He also served as the City of Fort Collins' Aquatic Director and team leader and facilitator for the City of Fort Collins Quality Improvement Program.

Education

Lindenwood University
BA Business Administration

Certified Pool Operator

Professional Affiliations

Ice Skating Institute of America

National Recreation and Park Association—Aquatic Section

Missouri Park & Recreation Association

Colorado Park & Recreation Association

Darin Barr, C.P.R.P.

Project Assistant

Darin began his work with Ballard*King & Associates in 2007 and brings 10 years of experience to the company.

Prior to B*K, Darin was the Senior Associate Director of the 300,000 square-foot Student Recreation Complex at the University of Missouri-Columbia. His main areas of responsibility were membership, dry-side facility operations, wet-side facility operations, maintenance and information technology. In addition to the Student Recreation Complex, Darin's responsibilities also spanned the adjacent sand volleyball courts, Stankowski Field, and 50-plus acres of green space. Previously he served as the Aquatic Manager for the Mizzou Aquatic Center and was responsible for opening that portion of the Student Recreation Complex in the summer of 2005.

His management experience includes economic impact studies, space planning and equipment specifications, request for proposal, grand opening celebrations, preventive maintenance programs, staffing, budgeting, marketing, risk management and programming.

Darin spent three years working for the Town of Pittsford, NY, Recreation Department as a Recreation Supervisor. During his tenure with Pittsford, Darin was responsible for the programming, budgeting, coordinating shared use facilities, and developing the Pittsford Triathlon. In addition, Darin spent a season working for a privately-owned water park as well as four years working as the Recreation Superintendent and Aquatics Coordinator at the Rec-Plex in St. Peters, MO.

The diversity of Darin's experiences have shaped his unique perspective on the delivery of recreation services, and the operation of recreation facilities. Darin's honest approach, attention to detail, and depth of knowledge give client's comprehensive insight to help guide them through their project

Education

SUNY—Brockport Master in Public Administration

University of Missouri
BS Parks Recreation & Tourism

Certified Pool Operator

Professional Affiliations

National Intramural-Recreational Sports Association

New York State Parks & Recreation Society

Missouri Park & Recreation Association

University of Missouri—Adjunct Faculty

PROJECT APPROACH

Based upon B*K's understanding of the project we would recommend the following approach to the market study and feasibility analysis.

Phase 1:

The initial step of this project will be to examine any previous information that the City of East Grand Forks has gathered concerning the renovation and development of the community pool.

Having reviewed the information B*K will begin to conduct the demographic analysis of the study. In this phase B*K will be tasked with developing service areas for the facility, analyzing demographic characteristics of said service areas, overlaying participation rates from the National Sporting Goods Association (NSGA) and the National Endowment of the Arts (NEA). It is important to note that one, the identification of service areas will be completed working in conjunction with City of East Grand Forks and two, B*K will use the most current accessible demographic information.

Phase 2:

The focus of Phase 2 is the completion of the competitive market analysis where a representative of B*K will be on site to identify, review and visit each the alternative service providers that exist in the identified service areas. This step of identifying potential competitors in the service areas is an important step when providing recommendations about facility components and the subsequent size of said components.

Phase 3:

This will be one of the most important Phases of the project as it is where the public is engaged about a community aquatic center. The project manager from B*K will be on-site for a 2-day period of time to conduct a community meeting and any key stakeholder meetings as necessary. B*K will require assistance from the City of East Grand Forks in identifying whom these groups and individuals are and coordinating the community meeting. Stakeholder meetings can be any combination of elected officials, City staff, youth sports groups, adult sports groups, seniors, citizens, alternative service providers, etc. Through the course of these 2-days B*K will want to gain a general reaction about the concept of a community aquatic center, the components that groups would like to see included along with their propensity and willingness to pay for services.

PROJECT APPROACH

Phase 4:

With the demographic information, competitive market analysis, stakeholder meetings and community meeting complete, B*K can then develop a program statement that outlines basic facility components and potential uses. This program statement can then be provided to the architects (EAPC and OLC) who can then provide a conceptual plan and facility cost estimates including architectural/engineering, building and other.

Phase 5:

With the program statement complete and the component sizes verified by the architectural team, B*K will then apply their Operational Performance Indicator Analysis (OPIA) to the proposed community wellness center. The OPIA process is a time-tested process that B*K has used to develop realistic operating budgets for community aquatic facilities. The end result of this process will be a line item budget that will take into account staffing, contractual services, commodities and capital improvement. Additionally the budge will address revenue projections and provide a 5-year operations projection for the facility. The revenue projections will be based upon memberships, daily admissions, program revenue and the like.

Phase 6:

The last phase of the process will be to develop a final report that encapsulates the entire process in an easy to read, easy to follow format that the City of East Grand Forks can utilize as a decision making tool in moving the project forward.

SCOPE OF SERVICES

The following scope of services is in response to the City of East Grand Forks and their interest in the completion of an Aquatic Center Feasibility Study.

Market Analysis:

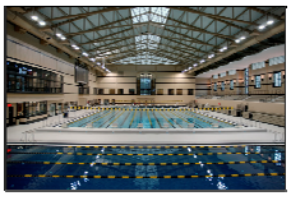
* Project review and update
* Service area identification for shooting range activities
* Review of demographic characteristics/community profile
    - Population/age range/income
    - Population growth
    - Businesses/schools
    - Trends
* Review and analyze existing programs/services
    - Existing program statistics
    - Demand for programs/services
* Review competitive market analysis
    - Visit similar facility type in the general area
    - Inventory program and services offered
    - Operational structure
    - Admission rates/attendance numbers/expense and revenue comparison
* Comparison with national, regional and local participation statistics and trends
    - NSGA standards
    - Potential participation levels

Citizen Participation Plan:

* Review and interpret all information received
* Attend and participate in a community meeting

Programming Assistance:

* Review project component recommendation/prioritization
    - Validate the facility program
* Operating structure and parameters
    - Philosophy of operation
    - Priority of use



SCOPE OF SERVICES

Feasibility and Operations Analysis:

* Develop fee structure
    - Drop-in
    - Multiple admissions/annual passes
    - Rentals
* Sources of income
    - Identification and verification of revenue sources
* Operating cost projections
    - Develop a line item budget
    - Personnel by position
    - Contractual services
    - Commodities
    - Capital replacement
* Revenue generation projections
    - Develop a line item accounting
    - Admissions
    - Programs and services
    - Rentals
    - Other revenue sources
* Revenue/expenditure comparisons
    - Cost recovery level
* Project recommendations/profitability of options
    - Marketing strategy
    - Program/service considerations

Final Report:

* Written final report and recommendation
* Presentation of report

FEE PROPOSAL

Scope of Services:

Market Analysis Review:	$ 2,250
Citizen Participation Plan:	$ 500
Programming Assistance:	$ 375
Feasibility & Operations Analysis:	$ 6,000
Final Report:	$ 500
Sub-Total:	**$ 9,625**

Reimbursable Expenses: Ballard*King & Associates estimates that to complete the scope of services it would require approximately 2 visits to East Grand Forks at an average of $2,000 per trip. Reimbursable expenses will be billed at cost plus an additional 10%.

Reimbursable Expenses Sub-Total:	*$ 4,000*
Total Not to Exceed:	**$13,625**

*Ballard*King & Associates welcomes the opportunity to sit down and customize, prioritize, and/or phase a scope of professional services that will meet the goals and expectations necessary for this project.*

MINNESOTA PROJECT LIST

Avon Recreation Center

Rogers Activity Center

Cedar Hill Recreation Center

In our 19 years of business Ballard*King & Associates have completed over 500 projects in 47 states. Below is a listing of projects that have been complete in the State of Minnesota.

Studies Resulting in Construction

* Rogers Activity Center (RAC), Rogers, MN

Completed Studies

* Avon Community Center, Avon, MN
* City of Cottage Grove Study, Cottage Grove, MN
* Coon Rapids Community Center Study, Coon Rapids, MN
* Endinborough Park Operations Assessment, Edina, MN
* Farmington Community Center Study, Farmington, MN
* Fergus Falls Ice Arena Study, Fergus Falls, MN
* Forest Lake Ice Rink Study, Forest Lake, MN
* Grand Marais Community Center Study, Grand Marais, MN
* Jordan Community Center Study, Jordan, MN
* Mankato YMCA Feasibility Study, Mankato, MN
* Park Rapids Community Center Study, Park Rapids, MN
* Rochester Aquatic Center Study, Rochester, MN
* Rochester Community College Sports Complex, Rochester, MN
* Salvation Army RJKCCC Duluth, Duluth, MN
* Salvation Army RJKCCC St. Paul, St. Paul, MN
* St. Cloud Aquatic Feasibility Study, St. Cloud, MN
* St. Michael Ice Arena Study, Albertville, MN
* St. Paul Aquatic Facilities Study, St. Paul, MN
* Tri-Cities Recreation Center Study, Ramsey, Anoka, Andover, MN
* Vadnais Heights Sports Center, Vadnais Heights, MN
* Victoria Ice Rink Operations Study, Victoria, MN
* Wadena Community Center Study, Wadena, MN
* Warroad Wellness & Multi-Sport Center Feasibility Study, Warroad, MN
* West Saint Paul Study, West Saint Paul, MN

SURROUNDING STATE COMPLETED PROJECTS

West River Community Center

Spearfish Aquatic & Recreation Center

Waunakee Village Center

North Dakota:

* Bowman Community Center Expansion Feasibility Study, Bowman, ND
* Grand Forks Riverside Pool Study, Grand Forks, ND
* West River Community Center, Dickinson, ND

South Dakota:

* Aberdeen Aquatic Center, Aberdeen, SD
* Horace Mann/Roosevelt Park Pool Feasibility Study, Rapid City, SD
* Main Street Square, Rapid City, SC
* Rapid City Ice Rink Study, Rapid City, SD
* Rapid City Recreation Center Study, Rapid City, SD
* Rapid City Wellness/Recreation Center Study, Rapid City, SD
* Spearfish Aquatic & Recreation Center, Spearfish, SD
* Watertown Community Center Feasibility Study, Watertown, SD

Iowa:

* Principal Riverwalk Plan , Des Moines, IA
* Raccoon River Park ,West Des Moines, IA
* Wartburg-Waverly Sports & Wellness Center Study, Waverly, IA
* Ames Recreation Center Study, Ames, IA
* Fort Dodge Community Event Center Study, Fort Dodge, IA
* Lucas County Health Center Addition Study, Chariton, IA
* Pottawattamie County-Wide Parks, Recreation and Leisure Facilities Inventory and Needs Assessment, Council Bluffs, IA
* West Des Moines Recreation Center Study, West Des Moines, IA

Wisconsin:

* Hobbs Ice Arena, Eau Claire, WI
* The Salvation Army Kroc Center Green Bay , Green Bay, WI
* Waunakee Village Center , Waunakee, WI
* Whitewater Aquatic & Fitness Center, Whitewater, WI
* Brillion Recreation Center Market Analysis, Brillion, WI
* Janesville Aquatic Master Plan, Janesville, WI
* Razor Sharp Fitness Center Expansion Study, Racine, WI
* TAG Center Assessment, Mayville, WI
* Waukesha Recreation Center Study, Waukesha, WI
* Waukesha YMCA Feasibility Study, Waukesha, WI
* Wausau Ice Rink Study, Wausau, WI

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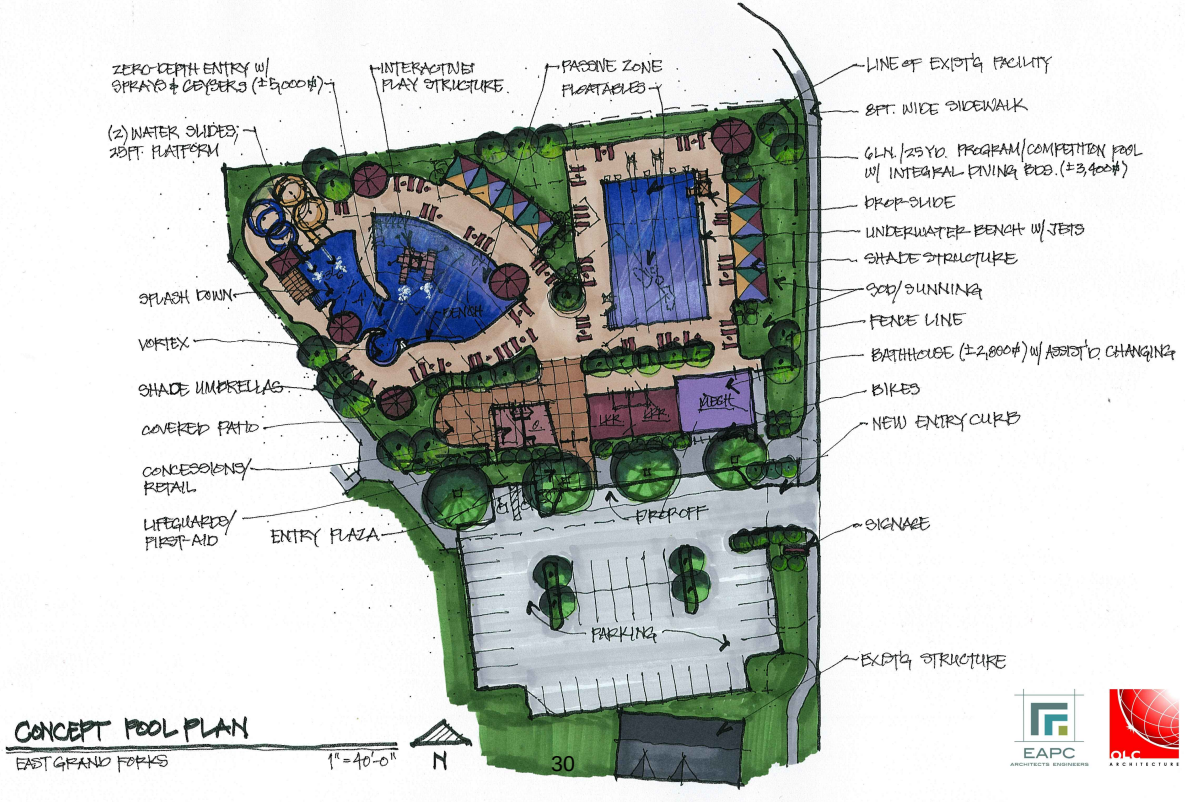

CONCEPT POOL PLAN

EAST GRAND FORKS

1" = 40'-0"

EAPC ARCHITECTS ENGINEERS

OLC ARCHITECTURE

Request for Council Action

Date: August 24, 2012

To: East Grand Forks City Council, Mayor Lynn Stauss, President Craig Buckalew, Council Vice President Wayne Gregoire, Council members: Marc DeMers, Ron Vonasek, Henry Tweten, Greg Leigh and Mike Pokrzywinski

Cc: File

From: Scott Huizenga, City Administrator

RE: Building Official report and recommendation

The City Council has asked for guidance regarding the Building Official position. Current Building Official Tom Spoor announced his pending retirement effective October 31. I discussed the issue over several weeks with staff and Council members individually. We conducted research including a community survey of other Minnesota cities. Finally, I estimated cost alternatives of several possibilities to derive four primary options.

1. Contract with a private or part-time building official
2. Combine City Planning and Building Inspections into a Community Development Department
3. Merge Building Inspections into the Fire Department
4. Recruit and hire a full-time Building Official and maintain existing operations

The primary issue at hand is cost versus service. The Inspections Office activity revenue offsets less than 50 percent of its expenses. Builders prefer on-demand access, but do not necessarily prefer to pay full price for the service. Option 1 provides the greatest cost saving opportunities by reducing service to meet development activity. Option 2 provides the greatest service capability by providing expanded development services in a "one-stop shop" setting. Options 3 and 4 provide continuity of current operations, but greatly limit opportunities for cost savings or service expansion.

My full report is attached. The City will have transition issues regardless of which option is chosen. The City either will have to recruit for a full-time inspector or transition to a new department if the Council prefers any of the Options 2-4. Therefore, option 1 is a natural first step in the process. Option 1 allows for a temporary or trial contracting period without a long-term commitment to new staff or departments. Option 1 does not limit the City's options moving forward.

Recommendation:

I recommend that the City first authorize Option 1 to procure a contracted building official. This can be a permanent or temporary solution. Further, I recommend Option 2 as a long-term solution to retain and expand the City's development services to include City Planning, Building Inspections, Facilities Management, Property Code/Nuisance Abatement, and other related services.

City of East Grand Forks

600 DeMers Ave · P.O. Box 373 · East Grand Forks, MN 56721
218-773-2483 · 218-773-9728 fax www.eastgrandforks.net

To: Mayor and City Council
From: Scott Huizenga, City Administrator
Re: Building Official report and recommendation
Date: August 24, 2012

Building Official Tom Spoor recently submitted a letter of resignation for retirement effective October 31, 2012. The City Council asked for guidance regarding the future of the department. In the wake of decreased development, the primary question has been whether or not the City needs to hire a full-time Building Official.

Background

Development and Building Permits

Historically, the Building Official position has shifted between a few departments. At times, the department reported to Administration as it does currently. The office has also been within the auspices of the Fire Department and as it its own department. The office currently operates under Administration, although the day-to-day options are somewhat independent.

After the Flood of 1997, the City hired an additional building inspector, Mr. Spoor, to handle the massive rebuilding effort. The City average nearly 55 new homes per year from 2000-2007 with a peak of 87 new single-family permits in 2003 alone.[1] The national mortgage loan crisis coincided with the unofficial end of the City's rebuilding efforts around 2008. There were only 5 new home permits that year. The following years of 2009-10 were slightly better but still only 20 percent of the previous average. Finally, 2011 was the lowest point to date with respect to new homes when the City issues only four new permits.

The City eliminated one Building Inspector position in 2009 when it was clear that the long-term outlook showed a reduced workload. Mr. Spoor assumed the Building Official title vacated by the previous Building Official, Jerry Skyberg. The City did not retain the "Director of Flood Recovery" portion of the Building Official title, and the position is not currently a department head position.

The City has recorded 10 new home permits for 2012 through July, with a few more pending.[2] The City recently approved a new development, and the Minnesota Heights multi-use complex is expected to begin soon. One may speculate that development activity is increasing from its near-historic lows of 2008-2011. Nonetheless, one can scarcely imagine a scenario in which overall development levels would return to those of 2000-2007 in which a nationwide housing boom coincided with a citywide flood recovery boom.

Previous Study

The Insurance Service Organization (ISO) conducted a review of the Building Inspections office in 2007. The 2007 report listed the following output measures as benchmarks in ISO's Building Code Effectiveness Grading Scale (BCEGS) for the "average" building inspector.[3]

[1] East Grand Forks Construction Record 2000-2011
[2] East Grand Forks Construction Record 2012
[3] Building Code Enforcement Evaluation Report, E Grand Forks Building Code Enforcement Agency. 2007

- 10 inspections per day per full time inspector
- 1 commercial plan review per day per full time plan reviewer
- 2 residential plan reviews per day per full time plan reviewer

The BCEGS reviewed four distinct activities: residential inspection, commercial inspection, residential plan review, and commercial plan review. The BCEGS then divided the full-time equivalent (FTE) inspector positions for each type of activity. The City in 2007 had two inspectors reviewing four types of activities. Therefore, each of the four activities had an FTE of less than 1. Generally, the BCEGS found in 2007 (when local construction was strong) that the workload per inspector was high relative to similar cities across the nation. The ISO, and by extension the BCEGS, uses a 10-Class system with Class 1 being the highest. The BCEGS rated the department as a Class 4 for residential inspection, and a Class 3 for all other construction despite the city's (then) higher than average workload.

The ISO reviewed the Building Inspections office again in early 2012. That report is not available at the time of this memo. Preliminarily, ISO has proposed a regressed classification of the city's grade from Class 6 for residential and Class 5 for other construction[4]. I have indicated the City's intention to review the possibility of retaining the previous classification.

ISO ratings can impact home and commercial property insurance. Building Inspections is one factor in ISO ratings along with fire and emergency service, water capacity, and natural disaster propensity, among others. One may expect insurance rates to increase slightly if the final 2012 report shows a regressed classification.

Other Areas of Interest

There are several areas of the City related indirectly to Building Inspections that are either underserved in the City or are in disparate offices within the City.

Facilities Management

As construction activity began to recede in 2007-08, the City placed City Hall maintenance under the Building Inspections Department. At that time, maintenance included one full-time custodian for City Hall. The custodian position was vacated in 2009, and the City now contracts for building cleaning services. The Building Official coordinates other maintenance activities, primarily repairs, by contacting contractors as needed. Several Council Members have expressed a desire for the City to have a dedicated Facilities Management function for *all* city buildings. This function would manage both routine maintenance and long-term capital budgeting and planning. Similarly, the City is on the cusp of a major energy-efficiency initiative for all public buildings. The City has conducted energy studies for four buildings thus far: the Police Department headquarters and the three indoor ice arenas. The City received an extremely positive response to the recent arena study from the Minnesota Department of Commerce. State assistance requires participation in the state's B3 Benchmarking tool. The City must dedicate staff time in order to input the City's building data into the statewide database and to coordinate any potential grants and technical assistance.

Development Activities

City Planning and Building Inspections often work on similar projects related to new development, right of way excavation, and site planning. Yet, these two offices are not even on the same floor in City Hall. This can lead to the "blame game" when a developer or other private party does not receive consistent messages from Building Inspections and City Planning. At the very least, customers do not like to shuffled between multiple offices for one project. A recent example is the case of the Fantasy's on 2nd Avenue NE. The Building Inspections office issued a permit for a temporary sign and interior remodeling. City Planning had not approved a site plan for the store. Nonetheless, the Fantasy's owners interpreted receiving a permit as permission to open the store. Both, the Building Inspections office and the City Planning office followed their standard procedures. Nonetheless, miscommunication between the offices and between the store owners resulted in the store opening before it was approved to do so.

[4] ISO letter to Honorable Lynn Stauss, Mayor, Re: Notification of Publication of BCEGS Classification, August 14, 2012

Property Code Enforcement and Nuisance Abatement
The City enforces its nuisance ordinances on a reactive basis. Complaints on issues such as tall grass and weeds, buildings in disrepair, junk vehicles, and broken sidewalks are investigated most often by Public Works Department or Administration only after Administration has received a complaint. Council members and residents have expressed a desire for more proactive nuisance enforcement.

Americans with Disabilities Coordination (ADA)
Federal law requires the City to have an ADA Coordinator. The City cannot receive any federal grants, including its annual transit allocations, without a designated ADA Coordinator. This role has shifted assumed largely on an as-needed basis between the Administration Office and the City Planning office.

Licenses
Much contracting work requires licensing either by the state or the city – sometimes both. Contractors sometimes find themselves shifting between the Administration and Building Inspections office for Oil and Gas Installer Licenses or Master Plumbing permits.

Staffing
The City has just one full-time inspector and one part-time City Planner. There is no backup for either of these positions during staff leaves. This can lead to citizen dissatisfaction or potential violations if the city codes are circumvented during leave times.

Collaboration
Some cities and counties share inspections services with more than one entity due to workload or budgetary issues similar to the current conditions in East Grand Forks. Often, larger cities perform inspections work for smaller cities. Some counties and cities collaborate on inspections services.

Internet or self-service permits
There are many software systems that offer the opportunity to apply for a building permit from a web page. No direct customer interaction is required for routine permits. The customer can fill the required information and pay online, and the building inspections office is automatically notified of a new permit for which to schedule the relevant site inspections.

Community Survey

The City surveyed several communities across Minnesota to ask how they administered building inspections. The survey was distributed via the League of Minnesota Cities list servs for City Clerks and for Finance officials. The state permit technician network list serv also received the survey. The survey targeted Minnesota communities with populations between 50,000-10,000. We received responses from 22 total communities with populations ranging from about 2300 to over 27,000. We asked eight questions including how many staff persons they used in building inspections, how many permits they issued, whether or not they outsourced all or a portion of building inspections, whether or not the inspections department also enforced Property Codes/Nuisance Abatement, and how cities organized the building inspections function within the organization. The survey results are appended to this report.[5]

Unsurprisingly, communities use a variety of structures depending upon population, tax base, geographic location, and total development activity. Relatively few cities, whether or not they use contracted services, reported building inspections as a separate department. Those cities that have internal staff for building inspections often organize the office under a broader department such as Community Development that also contains City Planning or Economic Development. Some report to Administration. Several offices perform neighborhood and nuisance enforcement in addition to building code enforcement. Most perform some form of rental inspections along with a fire department, similar to East Grand Forks, or with a housing authority. Some combine clerical staff with Administration.

Also, as expected, smaller communities were more likely to contract inspections. And, larger cities above 10,000 in population almost unanimously kept the inspections function in-house. Cities with populations similar to East Grand Forks, between 7500-10,000 were a mix. New Prague (7351), Thief River Falls (8573), and Hermantown (9500), and Little Canada (9800) have internal staff. Detroit Lakes (8569), Mound (9000), and Waseca (9410) use contracts. New

[5] East Grand Forks Building Official/Inspection Survey

Prague recently went from external to internal staff. And, Hermantown is discussing whether or not to contract its function. Two entities reported collaboration with another local entity. Little Canada receives about 30 percent of its revenues from neighboring Falcon Heights. And, Brainerd has a joint services agreement with its neighbor, Baxter.

Options

Based on the survey responses and general knowledge of the industry, one may find that it is virtually impossible to identify one "best practice." There are several potential solutions, all of which are workable under varying circumstances. Generally, there is a trade-off between service and cost. Options that include private-sector contracting generally will be less expensive unless inspections and plan review workloads constitute at least 0.75 FTE. But, contractors are not available every day from 8 am to 5 pm. An administrator or a Council member may expect an occasional complaint from a resident or a contractor if a Building Official is unavailable on an on-demand basis.

Most building inspection offices throughout the country expect, or at least strive to be, fully fee-supported. In recent years, the building inspections functions in East Grand Forks have generated approximately $70,000 in revenue, which includes rental inspection fees that could be considered "shared" with the Fire Department. The 2013 Preliminary Budget projects just under $150,000 in expenses for the Building Inspections office. By most standards, a revenue to expense ratio under 50 percent shows that either fees are exceptionally low or there is not enough building activity to cover the department.

The following options are placed in order of recommendation by the City Administrator. However, the preference is not overwhelming. Staff can administer any of the following options, or perhaps a combination thereof, with the direction o of the City Council. All cost savings and timelines are estimates only.

1. **Contract Building Inspections**
   Cost Savings: $30,000-$40,000
   Pros: Substantial cost savings, fits with other options, provides immediate, temporary solution
   Cons: Potential service decrease, "no frills,"

   An option to contract Building Inspections provides significant advantages both in terms of cost effectiveness and flexibility. A full-time Building Official at mid-range on the City pay scale, including benefits, costs over $80,000 per year. Councils can find that terminating existing staff is politically difficult if activity is low. By contrast, a contract at 75 percent of total fees would not exceed $40,000-50,000. If the City retained its Permit Technician position (recommended), and rental inspections within EDHA and/or Fire, the City may negotiate a lower contract amount.

   The contracting option also allows the City to continue procure a licensed Building Official – which is required by state law – while the City decides its next steps. The City will likely require external assistance during the transition or recruitment period even if the City Council chooses another option, such combining departments or simply retaining the Building Official position. Contracting allows the City to explore its options without necessarily committing to a long-term arrangement. The City could solicit a firm or a part-time certified inspector who is retired or seeking additional employment.

   By contrast, contracting options likely would not provide a full-time inspector. Contractors and residents often demand full-time service, but cannot necessarily pay full-time prices. The only option is for City to subsidize the office by about 50 percent or to reduce Building Official hours by approximately the same percentage. Finally, one would expect some "growing pains" in any transition. A contractor may not be as familiar with the City, its residents, or its City Codes, to the extent that they vary from state codes. A contractor would have to adapt to the demands and expectations of the City's customers.

   Contracting would not have any advantages of internal staff for expanding city services to include facilities management, property codes inspections, or development services.

2. **Combine Building Inspections and City Planning**
   Cost Increase: + $0-25,000
   Pros: staffing flexibility, increased services, long-term solution, "one-stop shop"

Cons: little cost savings with possible increased cost, uncertain relationship with MPO, transition issues

The City could combine City Planning and Building Inspection services into one Community Development Department under a full-time City Planner. The City currently contracts with the Grand Forks-East Grand Forks Metropolitan Planning Organization (MPO) for its City Planning Services. Nancy Ellis, City Planner, is formally an employee of the MPO. The City reimburses approximately 90-100 hours per month for City Planning services. The City could likely save at least 20 percent on an hourly basis by hiring an internal city planner. But, a full time City Planner would increase the total hours by approximately two-thirds. Therefore, a full-time City Planner by itself would cost an additional 30-40 percent, or roughly $20,000-25,000.

The City potentially could recapture this cost by hiring or contracting a Building Official on a part-time basis. The Building Official's scope could be expanded or contracted as needed to fit the demands of each construction season. The office would have numerous cross-training opportunities so that that the City Planner or the Building Official could fill in for one or the other during absences. Plus, the City Planner's role could be expanded to include property code enforcement/nuisance abatement, building management, ADA coordination, and Limited Building Official duties.

The City Planner could also assume Transit administration from the MPO, which costs $8000-10,000 per year. Due to complications with the MPO's federal cost allocation formula, MPO Director Earl Haugen has already proposed independent of this report shifting the responsibility of East Grand Forks' transit administration from Teri Kouba to Nancy Ellis.

Both the City Planner and the Building Official positions would receive the administrative support of the Permit Technician. And, perhaps most importantly the City could provide a "one-stop shop" for development services so that developers and builders can find all of the relevant zoning and code information in one office. Increased collaboration with EDHA would provide a true development services office in City Hall. Overall, this plan provides maximum flexibility for services and staffing.

The primary challenge to this plan is cost. At face value, this plan essentially adds approximately 0.3 - 0.4 FTE to the payroll. This challenge could be overcome through the scenarios listed above. It would take some time to fully implement this department and its new functions. The City would have to recruit for both a City Planner and a Building Official, full time or part-time, who would be willing to cross train in both functions to some degree. The City would have to discuss its relationship with the MPO.

3. **Combine Building Inspections with the Fire Department**
   Cost Savings: ($ 0 – $75,000)
   Pros: potential cost savings, expanded scope and administrative support for Fire Department
   Cons: potential scope creep, ability or willingness to cross-train Fire personnel

The Building Inspections office shares a history with the Fire Department. They perform rental inspections together. And, the Building Inspections office was located within the fire department for some time. The City employed this model prior to the expanded construction activity of 2000-2007.

The Fire Department has requested a separate Fire Marshal position for years. The Fire Marshal position was created when Randy Gust was an Assistant Chief, and the role carried forward with Gust when he became Chief. The City is required to have a certified Building Official. The Fire Marshal position is optional. A Building Official/Fire Marshall position could serve both departments well. And, the Permit Technician could then provide administrative support both for building inspections and for the Fire Department, which currently does not have an Administrative Assistant.

There are some challenges. First, the Fire Department prefers to have an additional FTE to perform this function. This would negate any cost savings. Integration of additional functions such as Property Code Enforcement/Nuisance Abatement and development services likely would not occur. Some overtime could be saved if this additional position could be placed on shift during absences. Due to the complexities of Fire Department shifts, overtime savings likely would not exceed $5,000-$10,000.

The maximum cost savings would require the Fire Department to assume the Building Official function without adding an employee. An existing employee would have to have the knowledge and the willingness to assume the Building Official function with a marginal wage increase. Shift staffing could be complicated during absences or during emergencies that require "shift calls" or "all calls." Fire departments have significant down time in the course of each 24-hour shift. This is not a criticism of Fire Departments generally. They work hard to maintain their stamina, their equipment, and the facilities. But, there is only so much to do for 24 hours per day. There is some flexibility in the day for the Fire Department to assume additional duties. One cannot easily determine, however, how far that flexibility stretches. Integration of Emergency Services and Building Inspections is not limited to small towns. An attached article from the International City/County Management Association explains how two large cities in New York – Albany and White Plains – accomplished a similar goal. [6]

4. **Retain and recruit Building Official position**
   Cost savings: $0
   Pros: Limited increase in scope
   Cons: No cost savings

   The City can choose to recruit a full-time certified Building Official and maintain operations as they currently exist. New construction permits levels have dropped by over 80 percent since their peak last decade. The number of repair permits has climbed somewhat over the same period. New home permits require more inspections than repair permits. For example, a new home inspection requires 12-15 inspections over the course of a project while a plumbing permit usually requires two on-site inspections. Therefore, the number of total inspections has dropped by at least 60-70.

   A dedicated Building Official would bring forth the recommendation of integrating full Facilities Management functions, including planning and budgeting, into the Building Inspections office. The City would still look to provide expanded online permitting opportunities and closer communication with City Planning and economic development. The City likely would maintain its ISO ratings, which are currently under review, barring any other changes to the City's rating criteria. This option would likely still require a short-term contracting or part-time employee scenario until the City could complete recruitment of a full-time Building Official.

Recommendation

This report recommends initially Option 1 to contract for a private or part-time Building Official. Further, the City should establish as a goal the integration of the City Planning and Building Official office – Option 2. These options provide the highest flexibility for the city while limiting city costs and ultimately expanding city services. Option 1 allows a "trial run" for contracted position without an obligation to a long-term process or a full-time staff person(s). Meanwhile, the City can explore all of its options and reduce the complications of implementing the full-service model of Option 2. The City could also choose to explore potential partnership with other cities or counties. Choosing Option 1 in the short term does not preclude the City from exploring any of the other options should the City decide to change course. The City limits its future options by immediately choosing any of Options 2-4.

Currently, the City is in a relative low-point in its development cycle. The Minnesota Heights development will provide a short-term increase to the Building Official duties. And, recently-approved housing developments also provide some opportunities in the near future. The long-term horizon for East Grand Forks' development remains unknown. East Grand Forks population and activity hovers in the "middle ground" among cities that choose outsource its building inspections functions and those that have the demographics to maintain internal staff. Therefore, a temporary solution – Option 1 – is most prudent at this point to provide a blend of cost savings and service flexibility.

[6] Bringing a higher level of productivity to the Fire Service: Tales of two cities. Leonard Matarese, Kenneth Chelst, Frank Straub, Robert Forezzi.

CONSTRUCTION RECORD 2000-2011

	NEW						REPAIR								
YEAR	DWELLING SINGLE (1&2 Famil #PERMITS	DWELLING MULTIPLE #PERMITS UNITS	GARAGE #PERMITS	COMM'L #PERMITS	OTHER #PERMITS	PUBLIC #PERMITS	DWELLING #PERMITS	COMM'L #PERMITS	PUBLIC #PERMITS	OTHER #PERMITS	MOVE SIDEWALK CURB CUT #PERMITS	SIGN #PERMITS	FENCE #PERMITS	**TOTAL VALUE**	**TOTAL #PERMITS TOTAL UNITS**
2000	$3,681,000 34	0	$125,000 11	$3,618,000 5	$37,000 2	$3,900,000 2	$677,100 114	$2,411,000 15	0	$6,000 3	26	$123,000 26	$12,000 8	$14,590,100	246
2001	$4,443,000 35	0	$219,000 16	$1,443,000 4	$8,000 2	$5,476,000 3	$564,000 127	$1,198,500 14	0	$36,000 5	21	$32,000 17	$19,000 13	$13,438,500	257
2002	$5,891,000 51	0	$182,000 12	$1,046,000 5	0	0	$728,300 164	$1,801,000 27	$4,000 1	$316,000 5	50	$4,000 14	$29,000 11	$10,038,000	340
2003	$11,094,000 87	0	$291,000 17	$447,000 2	0	0	$840,000 151	$552,000 23	$32,000 1	$23,000 3	42	$163,000 19	$19,000 13	$13,461,000	358
2004	$5,877,000 48	0	$196,000 12	$301,000 1	0	0	$927,000 105	$3,192,000 15	0	$11,000 6	23	$19,000 8	$46,000 27	$10,569,000	245
2005	$10,781,000 74	$5,040,000 4	$344,000 12	$1,540,000 3	$1,000,000 1	0	$681,000 122	$2,169,000 27	0	0	31	$61,000 14	$54,000 20	$21,670,000	308
2006	$7,943,000 58	0	$181,000 9	$641,000 4	$41,000 1	0	$889,800 138	$1,731,600 29	0	$51,000 7	22	$34,000 7	$62,600 27	$11,575,000	302
2007	$6,719,000 51	$306,000 1	$264,000 13	$980,000 1	0	0	$1,050,700 238	$1,306,000 21	0	0	27	$53,500 4	$55,500 23	$10,734,700	379
2008	$892,000 5	0	$55,000 3	$1,223,000 3	0	0	$349,500 76	$228,000 6	$514,000 1	$38,000 2	6	$39,000 2	$30,000 13	$3,368,500	117
2009	$2,350,000 12	0	$170,000 6	$489,000 4	0	$330,000 1	$1,359,500 252	$2,523,475 21	0	$12,000 3	13	$58,000 7	$53,000 24	$7,344,975	343
2010	$2,533,000 12	0	$320,000 13	$320,000 1	0		$1,791,000 360	$1,061,500 26	0	$6,000 3	14	$38,000 7	$77,000 17	$6,146,500	453
2011	$687,000 4	0	$244,000 9	$398,000 2	0	0	$1,386,000 227	$2,852,000 38	0	0	$1,000 14	$31,000 5	$39,000 16	$5,638,000	315
Misc. Info															

CITY OF EAST GRAND FORKS CONSTRUCTION RECORD 2012

	NEW						REPAIR								
MONTH	DWELLING SINGLE (1&2 Fam #PERMITS	DWELLING MULTIPLE #PERMITS UNITS	GARAGE #PERMITS	COMM'L #PERMITS	OTHER #PERMITS	PUBLIC #PERMITS	DWELLING #PERMITS	COMM'L #PERMITS	PUBLIC #PERMITS	OTHER #PERMITS	MOVE SIDEWALK CURB CUT #PERMITS	SIGN #PERMITS	FENCE #PERMITS	**TOTAL VALUE**	**TOTAL #PERMITS TOTAL UNITS**
Jan							$ 40,000 12	$ 40,000 2				$ 21,000 3		$ 101,000	17
Feb							$ 35,000 7	$ 28,000 1						$ 63,000	8
Mar			$ 25,000 1				$ 105,000 11	$ 303,000 4			1			$ 433,000	17
Apr	$ 929,000 6		$ 29,000 1				$ 125,000 24	$ 960,000 3			1		$ 24,000 10	$2,067,000	45
May	$ 202,000 1						$ 127,000 22	$1,000 1			$1,000 1	$ 13,000 2	$12,000 5	$ 356,000	32
Jun			$ 13,000 1				$ 329,000 27	$ 8,000 1			1		$ 19,000 7	$ 369,000	37
Jul	$ 744,000 3		$ 25,000 1				$76,000 16	$1,000 1			2		$3,000 1	$ 849,000	24
Aug														$ -	0
Sept														$ -	0
Oct														$ -	0
Nov														$ -	0
Dec														$ -	0
TOTAL VALUE	$ 1,875,000	$ -	$ 92,000	$ -	$ -	$ -	$ 837,000	$1,341,000	$ -	$ -	$ 1,000	$ 34,000	$ 58,000	$4,238,000	$ 180
TOTAL	10	0	4	0	0	0	119	13	0	0	6	5	23	0	
Misc. Info															

East Grand Forks Building Official/Inspection Survey

1. If your city has internal staff, how many positions do you have and what are their job titles?

Gaylord (2,305) - N/A

Barnesville (pop. 2,563): We have one clerical person that collects the applications/data entry/paperwork, otherwise a contracted service

Melrose (2,657): No, City staff process basic permits (shingles/zoning)

St. Joseph (6,558): We contract out

New Prague (7,351): We have one Building/Code Enforcement Official within the actual "Building Inspections" Department. We have had this position since 2008 when we brought the position in house at the time of the downturn in the economy (we were previously contracting with a building official that worked for a couple of other cities, but we needed stepped up code review with the downturn in the economy – lots more "do it yourself" people meant a lot more questions to which an in house inspector/official was must better at taking care of Our contracted official was only in the office for a few minutes each week and wasn't good for customer service. You'll note that the building official title includes "code enforcement" meaning this position does the nuisance code enforcement of long grass, weeds, junk, etc. since they are already out and about and see the violations first hand. The Planning Department and Building Department "share" a receptionist type of position which has an official title of "Planning Clerk". This position answers the phone, schedules inspections, processes all building and planning permits at the front counter, etc. This planning clerk position also works for the City Administrator putting together council packets, writing letters/memos, etc. So, we share a lot of duties among positions.

Detroit Lakes (8,569): We have a single contractor who is assisted by a 25% time Records Technician who handles all the nuisance complaints.

Thief River Falls (8,573): Building Official (1) and Community Development Secretary (.75). The Community Development Secretary processes permits and functions as a Permit Technician. Our Engineering Services Director also has his Building Official license and serves as an emergency back-up when he's able and not tied up with his own projects.

Mound (9,000) The Building Official position in the City of Mound was eliminated in January 2005 and full-time building inspection services were assumed by MnSpect (formerly Waldron & Associates) on a contract basis. Scott Qualle is the designated Building Official for the City of Mound

Waseca (9,410): We had one full time staff member (Building Official), when he retired, we decided to contract for services.

Hermantown (9,500): We contract with an individual: 4 days a week for a building official who also has fire inspector duties. Discussion has been held to have this person has an employee rather than a contractor. We budget 30% of the receptionist time to assist with the building official.
The contract is on an hourly basis.

Little Canada (9,800): We have one Building Official on our internal staff.

Fairmont (11,000): Building Official, Building Inspector, Community Development Coordinator (works with inspection department – zoning, permit technician, etc.)

Mendota Heights (11,000): 1 staff, Code Enforcement Officer

Alexandria (11,121): We have a Building Official, two combination building inspectors and a shared secretarial position.

Mounds View (12,000): 2 FTE: (1) Building Official and (1) Permit Technician

Monticello (12,759): Building Official/Zoning Administrator, Building Inspection, Permit Technician

Bemidji (13,528): **We have 1 full-time Building Official, 2 full-time Building Inspectors and an Administrative Assistant/HR Technician that serves as Permit Technician (full-time position split between Building Office and Administration)**

New Ulm(13,530): **City of New Ulm Building Official. We are set up very unique. We have myself and one inspector full time, the Fire Inspector is also located in our office. We have a Permit tech who also assists the Engineers office and the Community development director. Our office is also in charge of Zoning I am also the Zoning administrator. One of our biggest time consuming issue's, we also are the overall City faculties managers and take care of the major projects, Roofs tuck-pointing and budgeting for other departments on all city buildings. The inspections departments is also the collecting place for complaints, grass, snow removal garbage ect. We will not be replacing our Asst City Manager and his duties were divided out, we also help with Section 8 housing and picked up his involvement in Floods, Fema,Insurance issues and over all budgeting for City buildings, EDA was also sent our way**

Brainerd (pop. 13,590): **Positions: Building Official, Building Inspector/Plan Reviewer, Building/Rental Housing Inspector/Permit Technician**

Northfield (15,000): **We have two – Building Official and Permit Technician – used to have three, but LGA unallotments forced us to reduce one position.**

River Falls, Wisconsin (15,000): **a. Building Inspector (1 FTE): issuing new homes and commercial permits, and conducting all inspections b. Development Service Representative (.25 FTE): issuing additions/alteration**

Willmar (19,610): **Two, one building official and one building inspector**

2. To whom does the building official report? Is building inspections its own department or within another department?

Gaylord (2,305) - **N/A**

Barnesville (2,563): **The Building Official reports to City Administrator & Planning Commission but basically its own department**

Melrose (2,657): **Community Development/Planning**

Zimmerman (5,224): **The City of Zimmerman (pop. 5224) eliminated the in-house Building Official position in 2009 and went to a contract service for the very reasons you cited below. It was simply more cost-effective to use a contracted service than to have a FT employee, due to the reduced activity.**
We currently use Metro West Inspections out of Loretto, and we pay them 30% of all permit fees excluding the state surcharge. The city processes all building permits here, but Metro West has their own clerical staff to schedule inspections.

St. Joseph (6,558): **City Administrator**

New Prague (7,351): **The Building Official Reports to the Planning Director. The Building Inspection Department is it's own department with only the one staff person officially noted for personnel expenses as**

Detroit Lakes (8,569): **He reports to the Community Development Director (City Planning & Econ Dev). It is its own dept but affiliated with Planning.**

Thief River Falls (8,573): **The Building Official reports to the Community and Economic Development Director. It's within the Community Development Department.**

Mound (9,000): **The Building Official reports to the Community Development Director in the Planning and Building Inspections Department. The Community Development Director reports to the City Manager.**

Waseca (9,410): **The City Engineer.**

Little Canada (9,800): The Building Official reports to the City Administrator. The Building Inspections Dept. is its own department, but there is only one staff person. Clerical support is provided by the shared office staff. Code Enforcement and Fire Marshal Services are also provided on part-time basis, but they also report to the City Adm.

Fairmont (11,000): City Administrator - Community Development Department

Mendota Heights: Reports to director of public works, part of that department

Alexandria (11,121): The Building Official reports to the City Administrator. Our Building Department is our own Department

Mounds View (12,000): Ordinarily, the BO would report to the Community Dev Director, however that position was eliminated a couple years ago for budgetary purposes, the BO now reports directly to the City Community Development Department

Monticello (12,759): Reports to the Community Director, was a stand alone department but now is part of the Community Development Department

Bemidji (13,528): City Manager - Separate Building Office with its own budget

Brainerd (13,590): Building Official reports to the City Engineer, for the most part we function as our own department

Northfield (15,000): Community & Economic Development Director (this position, too, has gone through several different variations). We track building inspections as a separate division within the General Fund, but organizationally – it is part of Community Development.

River Falls, Wisconsin (15,000): The Buildings Inspection Section is part of our Community Development Division. The Building Inspector and the Development Service Representative (in regards to inspections) report directly to the Community Development Director

Willmar (19,610): They report to the Director of Planning and Development Services. Inspection is one division of the department.

Winona (27,592): Reports to the Director of Community Development. Inspections and Planning are divisions of Community Development.

3. If your City outsources all or part of building inspections, what firm (s) do you use?

Gaylord (2,305): MnSpect , 235 West First Street, Waconia, MN 55387
Barnesville (2,563): We use a local retired builder
Melrose (2,657): Dan Marthler - local Building Official
St. Joseph (6,558): Inspectron Inc, out of Rosemont
Detroit Lakes (8,569): We have a private contractor. His business name is "Solutions for Cities".

Thief River Falls (8,573): The only time we outsourced was last month when our building official had shoulder surgery and was gone for 3 weeks in the middle of the busiest part of the construction season – yes, really nice planning on his part – and we used the Northwest Minnesota Housing Cooperative for about a week and a half.
Mound (9,000): MnSpect , 235 West First Street, Waconia, MN 55387
Waseca (9,410): City Building Inspection Services

Little Canada (9,800): Note: We outsource some of our Building Official's time to the City of Falcon Heights (I believe they essentially pay for 30% of the position). We had been contracting for this service during the mid to late 90's, but brought it back in-house in the early 2000's to save a large expense in fee payouts. Sharing with FH allows us to maintain this service in the downtimes and control our expenses in the boom times.

Alexandria (11,121): We conduct all work in house

Mounds View (12,000): **We have used a local firm, Inspectron, in the past, but it's been more than ten years since we've needed to do that.**

Monticello (12,759): **N/A**

Bemidji (13,528): **We do our own inspections**

Brainerd (13,390): **We do not outsource, but we have a shared service agreement with the City of Baxter**

Northfield (15,00): **We've only outsourced electrical inspection – last year when the State shut-down.**

River Falls, Wisconsin (15,00): **We do not outsource any part of our building inspections.**

Winona (27,592): **N/A**

4. If your City outsources all or part of building inspections, how is the firm(s) reimburse (i.e. hourly rate, a portion of inspections fees)?

Gaylord (2,305): **50% of permit fees from 1979 fee schedule. 100% of plan review fees.**

Barnesville (2,563): **A portion of the permit fee**

Melrose (2,657): **80% of permit fees**

St. Joseph (6,558): **We pay them $7500 per month to have a full time inspector in our office plus a principal**

Detroit Lakes (8,569): **We pay him 75% of any plan review fees and 75% of the Permit fees. We pay him the**

Thief River Falls (8,573): **NW MN Housing Cooperative signed a contract with us for $50 per hour. Anything**

Mound (9,000): **Building inspection rates and fee reimbursement are contained in the City's building**

Little Canada (9,800): **We used to pay 60% of fees. Good deal in slow times, but very expensive if a large**

Mounds View (12,000): **N/A**

River Falls, Wisconsin (15,00): **We do not outsource any part of our building inspections.**

Winona (27,592): **N/A**

Alexandria (11,121): **N/A**

5. If your City outsources all or part of building inspections, who is the internal contact for coordinating permit and inspections activities?

Gaylord (2,305): **City fills out application and faxes to MNSPECT for review and approval. Residents need to contact MNSPECT for inspections.**

Barnesville (2,563): **The clerical person referred to in #1**

Melrose (2,657): **Community Development**

St. Joseph (6,558): **Administrator**

New Prague (7,351): **5. When we contracted, our Planning Clerk would take in the permits and log them in a when we outsourced. Our Community Development Secretary is also very knowledgeable and also provided direction and coordination.**

Detroit Lakes (8,569): **Inspector needs very little direction but he works with the Community Development**

Mound (9,000): **These activities are coordinated by the Planning and Building Inspections Department in cooperation with MnSpect. Permits Works, the City's building permit software is accessible to both the City and the Building Official**

Waseca (9,410): **Our contractor has set hours at City Hall; when he is not here, the Administrative Assistant assists with questions, paperwork**

Monticello (12,759): **N/A**

Mounds View (12,000): **N/A**

River Falls, Wisconsin (15,00): **We do not outsource any part of our building inspections.**
Winona (27,592): **N/A**

6. How many building permits did you issue in the following categories in 2011?

City/Population	New Single Family	New Commercial	Garages	Residential Repair	Commercial Repair	Other	Total
East Grand Forks	**4**	**2**	**9**	**227**	**38**	**87**	**367**
Gaylord (2,305)	0	0	5	80	39	19	143
Barnesville (2,563)	6	2	7	75	7	10	107
Melrose (2,657)	10	6		113	21		150
St. Joseph (6,558)	10	8	10	179	6	187	400
New Prague (7,351)	5	30	6	108			149
Detroit Lakes (8,569)	20	10	16	205	63	99	413
Thief River Falls (8,573)	11	0	14	169	34	6	234
Mound (9,100)							419
Hermantown(9,500)	24	2		157			183
Little Canada (9,200)	11	3		193	62	0	266
Fairmont (11,000)	4	5	14	344	54		421
Mendota Heights (11,000)	0	0	1	587	126		714
Alexandria (11,121)	36	18	15	501	102	1	673
Mounds View (12,000)	1	1	2	177	16	221	418
Monticello(12,759)	2	12	7	612			633
New Ulm (13,528)	6	0	15	719	54		794
Bemidji (13,528)	26	24		302	129		481
Northfield (15,000)	15			208	47	10	280
River Falls, WI (15,000)	17	5	18	76	30	32	178
Willmar (19,610)	11	7	16	401	87	36	558
Winona (27,592)	15 (usually 45-50)	4	43	1,297	151		1,495
							0

7. Does your inspections office enforce rental codes/inspections?

Gaylord (2,305): **Yes for $45/unit, we charge landlords $60/unit**
Barnesville (2,563): **No Rental Inspections by the City**
Melrose (2,657): **No, Police Dept**
St. Joseph (6,558): **St. Joseph is a college town with several rentals to students plus general public. We do annual rental inspections to ensure properties meet public health safety codes. We issue IUP's annually for rentals to meet ordinance. The renewals are due in August/September. Inspections must be completed before IUP (re)issued.**
New Prague (7,351): **We do not have rental housing inspections at this time but may add this in the future but may need more staff to handle this.**

Detroit Lakes (8,569): **We do not do annual rental inspections, but he does enforce the code requirements.**
Thief River Falls (8,573): **Only on a complaint basis. We do not have a rental inspection ordinance or program in place and are only just starting to talk about putting one in place.**

Mound (9,000): **Mound not have a rental licensing ordinance. MnSpect does enforce the State Building Code as well as property maintenance code regulations. Building code regulations are contained in City Code Chapter 105. The City's website can be viewed at www.cityofmound.com**

Waseca (9,410): Yes

Hermantown (9,500): We do not license rental properties

Little Canada (9,800): No - we have the property owner contract out with approved inspectors.

Fairmont (11,000): No

Alexandria (11,121): We issue the license for each rental unit, our City HRA conducts the inspections.

Mounds View (12,000): Our Housing & Code Enforcement Inspector within the same department handles

Monticello (12,759): We do have a rental ordinance and we do inspections on an every other year basis.

Bemidji (13,528): Yes

New Ulm(13,528): we do rental inspections through the Fire inspector.

Brainerd (13,590): We do have a rental housing program, we inspect 2,550 units every 3 yrs.

Northfield (15,000): We do and we've used the Housing Manager to assist with this at times.

River Falls, WI (15,000): Yes; however, inspections are conducted on a complaint basis only.

Willmar 19,610): Yes

Winona (27,592): Yes

8. Does your inspections office enforce property code violations?

Gaylord (2,305): Not unless asked to look at dilapidated homes

Barnesville (2,563): Building Inspector handles property code violations at an hourly rate

Melrose (2,657): Police Dept. issues violations but Building Official & Community Director are involved & do paperwork

St. Joseph (6,558): Yes along with the police dept. They work together to correct the problems.

New Prague (7,351): Yes, as noted above. It gets to be quite busy for one person in the summer for building and code enforcement activities. We write over 200 nuisance violation letters each summer. The Planning Director will also do code enforcement time permitting in the busy summer months.

Detroit Lakes (8,569): Yes, under direction from the CDC

Thief River Falls (8,573): yes

Mound (9,000): Enforcement activities are provided assisted by the involved Departments and/or personnel which includes but is not limited to the Building Official and the Community Service Officer.

Waseca (9,410): No, the Police Department enforces code violations.

We also have a contracted Fire Marshal that works 20 hours a week on fire code issues.

Fairmont (11,000): yes

Mendota Heights (11,000): yes

Alexandria (11,121): YES. We deal with tall grass, noxious weeds, hazardous/unsightly structures, unlicensed vehicles parking upon property, junk accumulations and all of the other unsavory tasks that fall under the umbrella of "Nuisance Complaints".

Mounds View (12,000): Our Housing & Code Enforcement Inspector within the same department handles property code enforcement.

Monticello (12,759): We have adopted the International Property Maintenance Code, and we do enforce it to the best of our ability. We do not have the man power to enforce it as it should be enforced

Bemidji (13,528): Yes

Brainerd (13,590): Building Department works closely with City Planner & City Engineer to resolve miscellaneous issues, plus a property Maintenance Program the Building Department enforces

Northfield (15,000): **yes**

River Falls, WI (15,000): **No, this is primarily handled by our Police Department.**

Winona (27,592): **We enforce snow/ice on sidewalks, weeds/grass, garbage and other nuisances.**

Willmar (19,610): **The inspectors assist zoning staff**

Bringing a Higher Level of Productivity to the Fire Service — Tales of Two Cities

By Leonard Matarese, Kenneth Chelst, Frank Straub, and Robert Forezzi

We all know that the fire service fills a critical need in all communities. Fire departments were organized at first around fire suppression activities, but during the past several decades the activities of typical fire departments have increased dramatically. At the same time, the number of fires occurring and the number of resultant fire deaths have decreased.

Much of this reduction is the direct result of the success of the fire service in implementing and enforcing more stringent fire codes, including the increased use of sprinklers in not only commercial but also residential properties. Legislation regarding the flammability of children's clothing and furniture also has contributed to this reduction in fires, as has greater public awareness of the importance of fire alarms.

As the call-for-service workload for working fires has decreased, many fire departments have taken on emergency medical services (EMS) that provide first responder or advanced life support capabilities, or both, and that often include ambulance transport. Since September 11, 2001, fire departments also have engaged in a wide range of antiterrorist and emergency management activities.

Even with the addition of EMS and emergency management activities—and even considering fire departments' nonsuppression activities like training and maintenance—all but the busiest of fire departments still have large blocks of uncommitted time. Fire departments are usually actively involved in uninterruptible duties for only 5 to 10 percent of duty time.

Those departments that do not perform EMS response have a far lower level of committed time. One department that does not provide EMS services was recently studied by ICMA Consulting Services and was found to be busy for approximately one hour each 24-hour day.

The call-for-service workload information usually seen by local government managers and elected officials rarely communicates clearly the actual demand for services. Workload data are often presented in aggregate form: the number of certain types of calls is one example.

When these data are further analyzed, the picture often changes dramatically. One city the ICMA team studied, for example, reported 161 fire calls within a 16-week period. As the workload was further refined, however, the reported 161 fires actually included 13 fires involving or in a structure and 29 not involving a structure.

False alarms also produce a distorted view of fire workload, particularly in communities that have not enacted legislation requiring alarm registration and penalties for numerous false alarms.

Local government managers have long attempted to find appropriate activities for firefighters during the periods of time when they await calls for service. Fire personnel, for example, have been assigned to lawn maintenance, hydrant inspections, and crossing-guard duties. One department that ICMA works with operates a printing shop in one of the fire stations, where it produced city forms and documents.

The most dramatic and often controversial use of firefighting personnel in nonsuppression duties is the establishment of public safety departments where some or all personnel are cross-trained as police officers and firefighters. ICMA has produced a number of reports concerning such merged agencies. Efforts to increase fire service productivity can be met with organized-labor opposition that spills over into the political arena.

This article focuses on the efforts of two fire departments; each has improved its agency's productivity by maximizing the services provided to the respective communities. This has occurred, in large part, because of the aggressive efforts of appointed and elected officials who have sought to establish operations that include constant review of activities focusing on measurement and continuous improvement. Both agencies are located in New York State, which has strong, pro-labor legislation in place.

Albany, New York

Albany, with a population of just under 100,000, is the capital of New York State. As the seat of state government and the location of most government buildings as well as a number of colleges, universities, hospitals, hotels, businesses, a sporting arena, and nanotechology and research complexes, the population swells to well over 200,000 on a typical business day. The city also comes alive on weekends and evenings with a year-around schedule of special events, arts, and music.

Albany has a diverse infrastructure of historic buildings, traditional row houses, and new construction. The state government complex—the Empire State Plaza—includes the 40-story Corning Tower, the tallest building in the state outside of New York City. Albany is also located along the Hudson River and includes a busy receiving and shipping port.

The city is served by the Albany Department of Fire and Emergency Services (AFD), a full-time career department composed of 260 firefighters and eight firehouses strategically located throughout the community. The department has eight engine companies (one of which is a paramedic engine), four ladder trucks, one heavy rescue, and three paramedic rigs. In 2006, it responded to nearly 19,000 calls. AFD also is charged with responding to all hazmat calls throughout the 523 square miles of Albany County.

The department performs the types of services typically found in fire agencies, including EMS, a dive team, CPR training for all city employees, use of automatic external defibrillators, and an Explorer program to expose youth to career opportunities in the fire service. This department was one of the first in the United States to provide both basic and advanced life support EMS. All firefighters are required to be emergency medical technicians upon appointment and paramedics within five years of appointment.

AFD has been able to assume additional responsibilities through a combination of solid elected official leadership from Mayor Gerald Jennings, professional management within the fire service, and the vision and leadership of local union officials who agreed to expand responsibilities of their membership. This has resulted in an exceptionally high recognition by the public and elected officials of how varied the contributions of the fire service are. As one former public safety official stated, "It's hard for the city to say no to the firefighters since they have taken on so many additional responsibilities beyond the traditional roles of firefighters."

The fire service in Albany dramatically enhances its productivity beyond that of a traditional fire department in the area of code enforcement and building inspections, which is considered to be a major function of the agency. The department, which is responsible for all city code enforcement, includes the codes and buildings division, which is staffed by 30 civilian employees.

In 1996, Albany enacted legislation to require all rental properties, including single-family dwellings that are rented, to be licensed and inspected every 30 months; approximately 30,000 buildings are covered by the ordinance. To accomplish such large numbers of inspections affordably, AFD uses on-duty fire companies. Although some fire departments do conduct company fire inspection of public gathering places such as theaters and shopping centers, the Albany approach to inspections is far more comprehensive than that of the typical fire department.

All firefighters are state certified as code compliance technicians (CCT), permitting them to enforce all safety, building, and fire codes. The department has certified in-house code enforcement trainers, and the state of New York administers the CCT examination. Each day, the Buildings and Inspections Division transmits by computer the required inspections for the day to each of the fire stations.

Fire companies then conduct inspections between fire and EMS calls for service. While on an inspection, companies can interrupt their inspections for emergency responses and then return to the inspection after completing the high-priority call. Between 17,000 and 20,000 inspections are performed annually by department personnel.

Code enforcement not only keeps residents safe; it also enhances the quality of life and gives firefighters knowledge of existing structures. In addition to the inspections of rental property, all nightclubs and off-campus college areas are inspected by code enforcement's Quality of Life Task Force, which includes a fire department code officer, a building inspector, and a police officer.

These unannounced inspections check for blocked exits, overcrowding, and other life safety hazards. The fire department also is beginning a New York State–mandated commercial inspection program that covers all public assemblies.

The department has recently expanded its efforts by instituting a vacant-building initiative that includes identifying, inventorying, and inspecting all vacant and abandoned structures. Each building is marked with its address, and those sites too hazardous to enter are noted and placed in the computer-aided dispatch (CAD) system to ensure firefighter safety.

A new initiative recently established is the preplanning for possible fire responses for targeted, hazardous buildings. Preplans include placing apparatus; calculating gallons per minute needed; and checking all fire alarm, sprinkler, and standpipe systems. Simultaneously, firefighters check for code violations.

In addition to its other roles, the department is part of the Citizens Protective Services Team that addresses the needs of citizens at risk. The team consists of members of the fire department, the Albany police department, and social and community service agencies. AFD leads the program because, in the majority of cases, it is either the fire service or the police who discover people at risk and then activates the team to provide additional services.

Along with the American Red Cross of Northeastern New York, the department is partnering to prepare Albany's citizens for emergency situations with the Get Ready–Be Safe program. As part of the program, department members work with neighborhood associations and other community groups to reach Albany's citizens to teach them how to prepare for fires, power outages, extreme weather, flooding, hazardous waste accidents, terrorism and violence, and pandemic disease.

Simply put, the Albany Department of Fire and Emergency Services has greatly enhanced the agency's productivity by taking on roles far beyond those considered to be traditional fire department responsibilities.

White Plains, New York

White Plains set up a volunteer fire department in 1851 after several buildings were destroyed by a fire. In 1916, when the village of White Plains became an incorporated city and the department of public safety was established, the fire and police departments were brought together under a single commissioner. The commissioner provided administrative, budgetary, and disciplinary oversight to the department; however, the fire and police bureaus functioned autonomously.

In July 2002, one of this article's coauthors, Frank Straub, was appointed the public safety commissioner in White Plains, replacing his predecessor who had led the department for 30 years. Although fire and police personnel were generally highly qualified and displayed a solid work ethic, they were constrained by senior managers who were resistant to change, comfortable with the status quo, and risk averse.

Despite the city's rapid growth and the post-9/11 domestic preparedness issues, the department persisted in familiar behavior. Performance was low, morale was poor, and tension between labor and management was apparent. Clearly, the department's mind-set and business practices had to change.

During the new commissioner's first year, efforts focused on breaking down barriers, building trust, establishing credibility, identifying key personnel, and mobilizing support for change. Early in the second year, weekly "CompStat" meetings were started; they included both police and fire management personnel. The CompStat approach has been well documented for police departments, but it has rarely been used in the fire service; and it has been used even less frequently in a combined setting with police counterparts.

The White Plains Fire Prevention Bureau, like other public agencies, had been gathering information but was not using it to inform strategic planning or daily operations. A new management team began studying the data that were collected, determining which data were needed, and deciding how the data could be used to inform decision making and operations.

Now, during their weekly meetings, the department's executive, senior, and operations commanders use statistical data to assess the department's performance and operations, identify emerging trends and challenges, devise and implement strategies, and assess their results. Over time, CompStat meetings became the foundation for fire and police collaboration, problem solving, department-wide learning, improved operations, performance, and accountability.

CompStat was the catalyst for change, and it continues to drive critical thinking and innovation in the department. It has brought the expertise of fire and police personnel to the forefront and has been used to address the challenges of a growing city and the ever-expanding demands of public safety. During the past five years, both the Fire Prevention Bureau and the Police Bureau have achieved significant individual and collaborative results. For example, serious crime is down 40 percent and structure fires are down 17 percent.

One example of this collaboration is a multiagency Safe Housing Task Force to ensure safe housing for all city residents and to address quality-of-life issues through coordinated enforcement of building and fire codes. Task force members include the fire, police, building, and law departments; community development; the assessor's office, and the human rights office. To date, the task force has responded to 112 incidents, issued 1,006 violations, collected $115,800 in court fines, and handed out or installed 151 smoke detectors.

Prevention

Fire prevention is a critical component of most fire department operations. In White Plains, the Fire Prevention Bureau and the building department meet regularly to review building plans and, upon request, provide information to architects and contractors concerning code requirements. Site, sprinkler, detection, and suppression plans are reviewed; buildings inspected; and equipment tests performed to ensure compliance with state and local fire and building codes.

Currently, 307 building "preplans" are on file. The deputy fire chief on duty carries a hard copy of the preplans in his vehicle, and they are available in the CAD system. Within the coming year, preplans will be available on mobile data terminals (MDTs) being installed in all fire vehicles and apparatus.

Each of the bureau's four groups is assigned to develop building preplans and enter the data into the CAD system. In addition to building preplans, MDTs will also provide incident command protocols, computer-aided management of emergency operations (Cameo), ALOHA and MARPLOT software for hazmat response, and fire codes.

The fire bureau has one cause-and-origin investigator assigned to each of its four groups, one of whom is the supervising senior investigator. One investigator is assigned to fire prevention, and two others are adjunct investigators.

The department engages in a unique community outreach effort that can be seen as the fire service equivalent of some law enforcement community policing efforts. In April 2006, a fire lieutenant proposed the creation of a juvenile fire setter

intervention program. This program provides early identification of fire-setting behavior, assesses the risk of repeat behavior, and uses education to prevent future occurrences.

Through the National Fire Academy, the lieutenant received certification as an intervention specialist and formed a partnership with the Westchester Jewish Community Services of Hartsdale, a nonprofit organization whose mental health professionals provide advice regarding the program's methodology, procedure, and practice. The White Plains Fire Prevention Bureau is the only fire department in the county that has a formal juvenile fire setter intervention program. Since its inception, the program has assisted 16 residents and nine children living outside the city.

There has also been a major commitment to increased training, particularly specialized technical training. Fifty firefighters have been certified to the technician level as defined in the National Fire Protection Association 1670 Standard for Operations and Training for Technical Search and Rescue Incidents (2004), and these firefighters staff the bureau's Technical Rescue Unit, which operates around the clock. The rescue unit will be certified at a FEMA level after it completes the heavy rigging and swift water rescue training courses next fall.

One hundred and eleven firefighters have been certified to the New York State hazardous materials technician–basic level. Four have been certified to advanced hazardous materials technician, and 20 have completed Department of Homeland Security COBRA technical emergency response training in Anniston, Alabama.

The Westchester County career chiefs created the Westchester Special Operations Task Force to respond to hazardous materials, weapons of mass destruction, and technical rescue emergencies. Currently, six squad units have been trained and equipped to provide support and decontamination operations during a hazmat-WMD emergency.

The squads are designed to support the Westchester County fire department and Yonkers fire department hazmat response teams. The White Plains squad will respond with its hazmat-WMD response vehicle staffed with a lieutenant and five firefighters.

The White Plains Fire Prevention Bureau uses the Passport Accountability System developed by the Seattle fire department to set standards of responsibility for all participants on the fire ground. The system is used to identify firefighters and to track their movements during a fire incident within the "span of control" guidelines required by the incident command system (ICS). White Plains was the first Westchester County department to integrate the system, including plain language radio communications, ICS terminology, positions, and incident planning, into its daily operations.

All fire personnel are also trained to ICS 100, 200, and 700. Deputy chiefs are trained to ICS 300 level; the fire chief and deputy chief for special operations are trained to ICS 400 and 800 levels.

Today, the bureau's 170 firefighters, assigned to seven fire stations, provide a full range of prevention, suppression, rescue, and emergency medical services to the city in collaboration with the Police Bureau and contract EMS provider. CompStat has played an important role in transforming a department organized around separate disciplines and cultures into one that is organized and managed for results and rewards risk taking and initiative. CompStat has also provided a catalyst for continuous learning, collaboration, and cooperation as well as restructuring to remove impediments to high performance.

Tap Resources

The fire departments in Albany and White Plains demonstrate that looking beyond the traditional roles of the fire service and seeking cooperative ventures with law enforcement and other agencies lead to significant opportunities to greatly enhance fire service productivity. In addition, public safety and firefighter safety can be enhanced.

Managers seeking additional resources to address the increasing demands placed upon our communities may want to explore the large and often untapped resources in their existing fire departments.

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