

City of Ramsey
Agenda
City Council Work Session
Tuesday May 1, 2012
6:00 pm
Lake Itasca Room 7550 Sunwood Drive NW

1. **Call to Order**
2. **Topics for Discussion**
 1. Consider Requests from Solomon Group Regarding Sunwood Realignment Project
 2. Continued Discussion of 2013 Budget
 3. Discussion on Shared Fire Services
3. **Future Topics for Discussion - *See Attached Calendar***
4. **Mayor/Council/Staff Input**
5. **Adjournment**

CC Work Session**2. 1.****Meeting Date:** 05/01/2012**Submitted For:** Darren Lazan**By:** Kathy Schmitz, Administrative Services

Title:

Consider Requests from Solomon Group Regarding Sunwood Realignment Project

Background:

The Development Management Team has been meeting with representatives of the Solomon Real Estate Group and Mid-America Real Estate - Minnesota (owners and leasing representatives, respectively, of the grocery-anchored retail center at the corner of Armstrong Boulevard and existing Sunwood Drive) regarding the pending Sunwood Realignment project. A number of issues have been discussed, including access off Armstrong Boulevard at the existing Sunwood alignment, additional signage in and around their site, preservation of a sight-line to the existing retail buildings, and a grocery exclusive on lands owned by the HRA.

Previously, representative from Mid-America, the property management firm for Solomon, made a presentation to the HRA. Representatives from the Solomon Real Estate Group (property owners) have requested time before the City Council to make a presentation in regard to their development interests.

Attached to this case is the Grocery Exclusive request letter; an email summarizing Solomon's requests is included in the observation section. As previously discussed by the HRA, an exclusive for grocery uses as proposed by Solomon would have a considerable impact on the marketability of the retail land on the west side of the project. While the threshold for area proposed would allow grocery sales in The COR for smaller users as well as a large format retailer, it would preclude a "super" large format retailer on the HRA property. While the development team recognizes the commitment Solomon has made to the project and the community, the City needs to consider the long term impacts of such a restriction, and the possibility that Coborns may not be the grocery user for the entire duration of such an agreement - typically 20-30 years.

Also worthy of consideration, but not addressed in Solomon's request, is the issue of consideration for an agreement of this type. Typically, if an exclusive agreement is granted it is in exchange for some consideration, either monetary or otherwise. Consideration may come in the form of a beneficial deal point in a purchase agreement such as the gas restrictions previously discussed. In this case, the development team believes the request is based in the desire to maintain the viability of an existing business that has remained committed to project. The HRA should consider whether this is adequate consideration, and if the HRA parcels are going to be encumbered in the manner proposed, there should be some discussion as to who ultimately holds such a restriction - the property owner (i.e., Solomon) or the tenant (i.e., Coborns).

Observations:

Email from Steve Johnson, Solomon.

February 23, 2012

Heidi,

After our last meeting with you and Darren, and discussing the current construction with some of our tenants, I feel what is best for all parties is to bring closure and certainty to our Tenants. Although I feel strongly about the rt-in access off of Armstrong, I think it best to drop that as an option and pursue the grocery size limitation, additional area on our pad, the visibility corridor we discussed and signage. Please let me know if you want to get together and lay out a plan to accommodate these requests so you may approach City Council as soon as practical and we can give our Tenants certainty on the project.

I appreciate all of your efforts to date, and look forward to your earliest reply.

Thanks, Steve

Steve Johnson
Solomon Real Estate Group
stevejohnson@solomomre.com
direct: (952) 852-2339

Solomon's Representatives made a brief presentation at a previous HRA work session, but have requested an opportunity to re-address their position to the HRA/Council.

Recommendation:

Consider requests from Solomon and provide feedback to the HRA and the Development Management Team.

Funding Source:

Current work covered by Development Management contract.

Council Action:

Consider requests from Solomon and provide feedback to the HRA and the Development Management Team.

Attachments

Grocery Exclusive Letter

Form Review

Inbox	Reviewed By	Date
Kurt Ulrich	Kurt Ulrich	04/26/2012 05:04 PM
Form Started By: Kathy Schmitz		Started On: 04/26/2012 04:54 PM
	Final Approval Date: 04/26/2012	



SOLOMON
REAL ESTATE
GROUP

"Where Wisdom and Opportunity Meet"

November 30, 2011

Ms. Heidi Nelson
Executive Director
The COR of Ramsey
7550 Sunwood Drive NW
Ramsey, MN 55303

Re: Request for a grocery exclusive and/or restriction on the vacant land within the COR.

Dear Ms. Nelson:

As the original and long-time owners of the Coborn's-anchored shopping center known as Northstar Marketplace we have been loyal and committed to the growth and success of the Ramsey Town Center (now The COR), and we remain so to this day and into the future. The recent developments and proposed opportunities within the area are very exciting and offer great potential for all.

As you know, we have been in discussions with the City as it relates to the new Armstrong Boulevard Interchange and the impacts it will have on our shopping center property. Of course, all things equal, we would prefer to have our entry and primary point of access left unchanged. However, we understand the need for this change and support the City of Ramsey's efforts to work with us and other impacted parties in the downtown area, and to try and minimize the effects it will have on our properties and tenants.

We believe we share a common desire to see our properties and tenants remain healthy and active through the changes that may incur in the future (including infrastructure changes and the newly proposed development activity within The COR). We understand that change is inevitable and important for the continued growth of The COR and support your efforts. However, with these changes, some challenges or concerns to arise that we hope can be proactively addressed with the City.

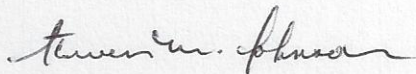
As I'm sure you can fully appreciate, our shopping center is largely dependent upon the success of our one main anchor tenant – that being Coborn's. As Coborn's remains successful and healthy, our other tenants, and thus, the entire shopping center property can remain healthy and successful. In order to insure this on-going success, we respectfully request that the City of Ramsey agree to place a deed restriction on the

available commercial property within The COR that would limit any future user to having no more than 20,000 square feet dedicated to the sale of grocery-related items. This size limit would not preclude a Target with their P-Fresh concept, or a specialty grocery store concept such as Trader Joe's or Aldi's, but would prohibit a full-line grocery store competitor to Coborn's. We feel this exclusive is absolutely necessary in order to protect the long-term success of Coborn's and our entire shopping center property.

We have all been through a lot since the very beginning and as an ownership group we are pleased with the direction the City has taken toward promoting and growing the area, and with your on-going commitment to excellence. We remain loyal to the Ramsey Town Center and will continue to promote it to all. We would appreciate your sincere consideration of this important request so that we can continue to work together toward the promotion and success of the area going forward.

If you have any questions, please do not hesitate to contact me. I look forward to talking with you soon on this request. Thanks for your consideration and support.

Sincerely,

A handwritten signature in cursive script, appearing to read "Steve Johnson".

Steve Johnson
Partner
Sophia-Ramsey, LLC

CC Work Session

2. 2.

Meeting Date: 05/01/2012

By: Diana Lund, Finance

Title:

Continued Discussion of 2013 Budget

Background:

At the April 10 worksession, the Mayor presented some benchmarks that he would like to see considered for the 2013 budget in regard to road funding, tax capacity rate and staffing percentages.

Attached is brief summary of these benchmarks. Staff will be prepared to demonstrate how the numbers were calculated at the worksession.

Included in the General Fund budget numbers is \$1,500,000 for road improvements. As \$3M is the target number needed for funding road reconstructions, staff is in the process of preparing a phase-out program to reach the \$3M target, while concurrently eliminating special assessments over time. Staff will forward this information to council on Monday, April 30.

An interesting bit of trivia, the city's first road was built in 1974 and, given the 40-year life cycle for roads, starting reconstruction by 2014 is a good target date for implementation.

Notification:

The cash flow analysis presented at the March 20 and April 10 worksessions is attached as well as the tax capacity implications for years 2013-2016.

Funding Source:

N/A

Council Action:

Continued Discussion of 2013 Budget.

Attachments

Mayor's Benchmarks

Cash Flows & Tax Capacity Rates

Special Assessment Phase Out

Form Review

Inbox

Kurt Ulrich

Form Started By: Diana Lund

Reviewed By

Kurt Ulrich

Date

04/26/2012 04:17 PM

Started On: 04/26/2012 03:30 PM

Final Approval Date: 04/26/2012

ROAD FUNDING / TAX RATE / STAFFING COMPONENT
16.34% / 44.149% / 54.84%

ROAD FUNDING:

	Funding	% of Budget
Total Proposed 2013 General Fund Budget	\$ 9,177,419	
Road Funding Included in General Fund Budget	\$ 1,500,000	16.34%
Other Funding Options:		
A.) Assessments	50%	
B.) Monthly Franchise Fee	\$14 MO/\$168 YR	

TAX RATE

	Certified	Fiscal Disp	Local Levy	Taxable Value	Tax Capacity
General	6,848,192	1,227,780	5,620,412	15,305,835	36.721%
EDA *	102,387	31,660	70,727	15,305,835	0.462%
Bonds	1,206,625	140,403	1,066,222	15,305,835	6.966%
	8,157,204	1,399,843	6,757,361		44.149%

STAFFING COMPONENT

TOTAL ALL BUDGETS: GENERAL, EDA & HRA

	\$	% of Total Budgets
Personnel	\$ 5,873,539	54.84%
Supplies	\$ 798,400	7.46%
Services & Chgs	\$ 3,559,799	33.24%
Capital/Other	\$ 477,768	4.46%
Total All Budgets	\$ 10,709,506	100.00%

If Refinanced Debt to reduce annual payment to \$1.10M. Extends final date to 12/2031

	2009	2010	2011	2012	2013*	2014*	2015*	2016*	
	General Fund	\$ 8,092,034	\$ 7,194,194	\$ 6,992,127	\$ 6,997,150	\$ 7,037,320	\$ 7,019,619	\$ 6,998,386	\$ 6,978,357
EDA	\$ 291,705	\$ 291,705	\$ 291,705	\$ 169,853	\$ 169,853	\$ 169,853	\$ 169,853	\$ 169,853	
Debt Service:									
Fire Station #1	\$ 152,024	\$ 153,925	\$ 150,121	\$ 151,386	\$ 152,289	\$ 147,630	\$ 147,630	\$ 147,630	
Capital Equip Cert	\$ 490,613	\$ 405,891	\$ 186,441	\$ 185,194	\$ -	\$ -	\$ -	\$ -	
Muni Center Debt	\$ 449,362	\$ 496,615	\$ 508,215	\$ 910,215	\$ 1,511,815	\$ 1,515,140	\$ 1,508,803	\$ 1,511,190	
** Muni debt 12/31 refinanced	\$ -	\$ -	\$ -	\$ -	\$ (457,479)	\$ (438,444)	\$ (410,874)	\$ (393,232)	
Total Levy	\$ 9,475,738	\$ 8,542,330	\$ 8,128,609	\$ 8,413,798	\$ 8,413,798	\$ 8,413,798	\$ 8,413,798	\$ 8,413,798	
** Based on Interest Rates 2-7-12									
*Assumes Holding Levy Constant With 2012 Levy									
Reduction in General Fund Levy (using 2012 Base levy)									
(Net Reduction from 2012 General Fund Levy)									
					\$ 40,170	\$ 22,469	\$ 1,236	\$ (18,793)	
Refinancing Muni Debt in 2012: Savings on 2012 Debt Payment \$ 492,953									
TIF Districts Coming Back on Line Estimated:									
					\$ 64,870	\$ 64,870	\$ 64,870	\$ 64,870	
					\$ -	\$ -	\$ -	\$ -	
					\$ 547,662	\$ 547,662	\$ 547,662	\$ 547,662	
					\$ -	\$ -	\$ -	\$ -	
					\$ 153,244	\$ 153,244	\$ 153,244	\$ 153,244	
					\$ 64,870	\$ 612,532	\$ 765,776	\$ 765,776	
					\$ 597,993	\$ 635,001	\$ 767,012	\$ 746,983	
Net Income (reduction) Needed to hold levy constant at 2012 Rates									

2013 Budget Additions: (Based on 2012 Budget Numbers)

Wage Increases (2% COLA after 2013)	\$ -	\$ (107,831)	\$ (109,988)	\$ (112,187)
Step Increases	\$ (33,400)	\$ (30,600)	\$ (30,600)	\$ (30,600)
Non-Election Year	\$ 25,000	\$ -	\$ 25,000	\$ -
Health Insurance - 5% Increase	\$ (32,000)	\$ (65,300)	\$ (107,435)	\$ (152,103)
Management Analyst (4% steps)	\$ (59,803)	\$ (63,439)	\$ (65,977)	\$ (68,615)
Assoc Plann/Envir Coor Funded from Landfill Tip	\$ -	\$ (25,000)	\$ (90,000)	\$ (90,000)
Inflationary on Contracted Services, Gas Electric (\$768,000 x .05) 5% annual inflation	\$ (38,500)	\$ (78,825)	\$ (121,056)	\$ (165,509)
Anoka County System Admin - Katers removed	\$ (25,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)
Total Budget Revenue (Additional Cuts) needed	\$ 434,290	\$ 214,006	\$ 216,956	\$ 77,969

Possible Budget Reductions or Revenue: (Based on 2012 Budget Numbers)

Add'l Staff Hours for Code Enforcement Activities	\$ 14,820	\$ 14,820	\$ 14,820	\$ 14,820	\$ 14,820
Reclass of Public Works Position	\$ 11,548	\$ 11,548	\$ 11,548	\$ 11,548	\$ 11,548
Parks Seasonal Workers adjusted to 2011 Levels	\$ 10,885	\$ 10,885	\$ 10,885	\$ 10,885	\$ 10,885
Police Department Title Change - Adjust to Captain	\$ 4,323	\$ 4,323	\$ 4,323	\$ 4,323	\$ 4,323
Human Resources Intern	\$ 6,507	\$ 6,507	\$ 6,507	\$ 6,507	\$ 6,507
Engineering Intern	\$ 7,485	\$ 7,485	\$ 7,485	\$ 7,485	\$ 7,485
IT Intern (Admin)	\$ 6,288	\$ 6,288	\$ 6,288	\$ 6,288	\$ 6,288
Building Official - Contract	\$ 20,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 5,000
Employee Buyouts/Early Separation	\$ -	\$ -	\$ -	\$ -	\$ -
Refinance Municipal Center Debt*	See Above				
Internal Transfer of Park & Ride Loan Completed in 2012	\$ 10,868	\$ 10,868	\$ 10,868	\$ 10,868	\$ 10,868
Newsletter-4 printed; 2 u/b inserts	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Alpine Park Tower Lease	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Use of Park Fund for Park Maintenance (1/3 of fund)	\$ 36,507	\$ 36,507	\$ 36,507	\$ 36,507	\$ -
Engineering Revenue from Projects (With L.T. Road Recon)	\$ 236,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Trail Overlay Delayed	\$ 15,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Reduce EDA Levy	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Reduce HRA Levy	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000
Total Misc Reductions	\$ 528,231	\$ 377,231	\$ 372,231	\$ 372,231	\$ 330,724

Possible Staffing Reductions: (Based on 2012 Budget Numbers)

Secretary (Fire Department)	\$ 62,376	\$ 62,376	\$ 62,376	\$ 62,376	\$ 62,376
Crime Prevention Specialist (Police)	\$ 71,288	\$ 71,288	\$ 71,288	\$ 71,288	\$ 71,288
Accounting Clerk to 3/4 time (General Fund)/(Finance)	\$ 19,960	\$ 19,960	\$ 19,960	\$ 19,960	\$ 19,960
Econ Dev/Marketing Manager (Gen Fund/EDA) (Admin)	\$ 73,797	\$ 73,797	\$ 73,797	\$ 73,797	\$ 73,797
Police Officer (starting wage)	\$ 62,853	\$ 65,367	\$ 67,982	\$ 67,982	\$ 70,701
Building Maintenance (part-time)	\$ 24,838	\$ 24,838	\$ 24,838	\$ 24,838	\$ 24,838
Ass't City Admin/Comm Dev Dir	\$ 131,163	\$ 131,163	\$ 131,163	\$ 131,163	\$ 131,163
Total Current Staffing Reductions	\$ 446,275	\$ 448,789	\$ 451,404	\$ 451,404	\$ 454,123

Excess Revenue Over 2012 Target Budget:

	\$ 1,408,796	\$ 1,040,026	\$ 1,040,591	\$ 862,816
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OTHER ADDITIONS/DEDUCTIONS:

Excess 2011 Revenue Over Expenditures (Fund Bal Pol)	\$ 103,760
Change Policy to 80% Road Recon 3% Park Maint Fund, 3% Equipment Replace Fund, 14% Facility Fund	\$ (232,400)
Street Maint Program Not Covered by other Funding (\$275,000 TIF 4)	\$ (92,600)
Road Reconstruction	\$ (980,000)
Grand Totals	\$ 287,556

	\$ (184,974)	\$ (459,409)	\$ (637,184)
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Using all 2013 Budget reductions from 5-1-12 BUDGET UPDATE SHEETS

**Includes: Muni Center Debt Refinancing; TIF 10 decertifies, \$528,231 in Misc Reductions, \$446,275 in Staff Reductions
And General Fund Covering \$1,225,000 for Street Maint/Road Reconstruction
Refinancing Debt with \$457,479 in savings for 2013 & \$492,953 for 2012**

(Based off of 2012 Adopted Levy & TAXable value decreased by 5% + TIF 10 Decertified)

2013 PROPOSED LEVY				Estimated 2013	Tax Capacity
	Certified	Fiscal Disp	Local Levy	Taxable Value	
General	6,848,192	1,227,780	5,620,412	15,305,835	36.721%
EDA*	102,387	31,660	70,727	15,305,835	0.462%
Bonds	1,206,625	140,403	1,066,222	15,305,835	6.966%
	<u>8,157,204</u>	<u>1,399,843</u>	<u>6,757,361</u>		<u>44.149%</u>
2012 ADOPTED LEVY					
	Certified	Fiscal Disp	Local Levy	Taxable Value	Tax Capacity
General	6,997,150	1,254,486	5,742,664	15,766,875	36.422%
EDA	169,853	52,522	117,331	15,766,875	0.744%
Bonds	1,246,795	145,077	1,101,718	15,766,875	6.988%
	<u>8,413,798</u>	<u>1,452,085</u>	<u>6,961,713</u>		<u>44.154%</u>

2012 County Valuation	\$ 15,766,875
5% reduction for 2013	\$ 14,978,531
TIF 10 Decertifying EST	\$ 327,304
2013 Valuation	<u>\$ 15,305,835</u>

Using all 2014 Budget reductions 3-20-12

Includes: Muni Center Debt Refinancing; TIF 2 decertifies, \$377,231 in Misc Reductions, \$448,789 in Staff Reductions
 And General Fund Covering \$1,225,000 for Street Maint/Road Reconstruction
 Refinancing Debt with \$438,444 in savings

(Based off of 2012 Adopted Levy & TAXable value decreased by 5% + TIF 10 Decertified)

2014 PROPOSED LEVY				COUNTY #'s	
	Certified	Fiscal Disp	Local Levy	Taxable Value	Tax Capacity
General	7,794,656	1,397,465	6,397,191	16,946,052	37.750%
EDA	169,853	52,522	117,331	16,946,052	0.692%
Bonds	1,224,326	142,462	1,081,864	16,946,052	6.384%
	<u>9,188,835</u>	<u>1,592,449</u>	<u>7,596,386</u>		<u>44.827%</u>
2012 ADOPTED LEVY					
	Certified	Fiscal Disp	Local Levy	Taxable Value	Tax Capacity
General	6,997,150	1,254,486	5,742,664	15,766,875	36.422%
EDA	169,853	52,522	117,331	15,766,875	0.744%
Bonds	1,246,795	145,077	1,101,718	15,766,875	6.988%
	<u>8,413,798</u>	<u>1,452,085</u>	<u>6,961,713</u>		<u>44.154%</u>

* EDA Proposed Levy Reduction is reflected Under General

General Levy reduced by Overstatement of TIF
 2014 Budget Reductions(reduced by TIF in tax value)
 (\$-184,974-612,532 = \$-797,506)

**

2013 Est Valuation \$ 15,305,835
 TIF 2 Decertifying EST \$ 1,640,217
 2014 Valuation \$ 16,946,052

Using all 2015 Budget reductions 3-20-12

**Includes: Muni Center Debt Refinancing; TIF 4 decertifies, \$372,231 in Misc Reductions, \$451,404 in Staff Reductions
And General Fund Covering \$1,500,000 for Street Maint/Road Reconstruction
Refinancing Debt with \$410,874 in savings & adding Road Recon**

(Based off of 2012 Adopted Levy & TAXable value decreased by 5% + TIF 10 Decertified)

2015 PROPOSED LEVY		COUNTY #'s				Tax Capacity
	Certified	Fiscal Disp	Local Levy	Taxable Value		
General	8,222,335	1,474,141	6,748,194	17,391,426	38.802%	
EDA	169,853	52,522	117,331	17,391,426	0.675%	
Bonds	1,245,562	144,933	1,100,629	17,391,426	6.329%	
	<u>9,637,750</u>	<u>1,671,596</u>	<u>7,966,154</u>		45.805%	

2012 ADOPTED LEVY		COUNTY #'s				Tax Capacity
	Certified	Fiscal Disp	Local Levy	Taxable Value		
General	6,997,150	1,254,486	5,742,664	15,766,875	36.422%	
EDA	169,853	52,522	117,331	15,766,875	0.744%	
Bonds	1,246,795	145,077	1,101,718	15,766,875	6.988%	
	<u>8,413,798</u>	<u>1,452,085</u>	<u>6,961,713</u>		44.154%	

* EDA Proposed Levy Reduction is reflected Under General

General Levy reduced by Overstatement of TIF
2015 Budget Reductions(reduced by TIF in tax value)
(\$-459,409-765,776 = \$-1,225,185)

**	2014 Est Valuation	\$ 16,946,052
	TIF 4 Decertifying EST	\$ 445,374
	2015 Valuation	\$ 17,391,426

Using all 2016 Budget reductions 3-20-12

**Includes: Muni Center Debt Refinancing; \$330,724 in Misc Reductions, \$454,123 in Staff Reductions
And General Fund Covering \$1,500,000 for Street Maint/Road Reconstruction
Refinancing Debt with \$393,232 in savings & adding Road Recon**

(Based off of 2012 Adopted Levy & TAXable value decreased by 5% + TIF 10 Decertified)

2016 PROPOSED LEVY				COUNTY #'s	Tax Capacity
	Certified	Fiscal Disp	Local Levy	Taxable Value	
General	8,400,110	1,506,013	6,894,097	17,391,426	39.641%
EDA	169,853	52,522	117,331	17,391,426	0.675%
Bonds	1,265,588	147,263	1,118,325	17,391,426	6.430%
	<u>9,835,551</u>	<u>1,705,798</u>	<u>8,129,753</u>		<u>46.746%</u>
2012 ADOPTED LEVY					Tax Capacity
	Certified	Fiscal Disp	Local Levy	Taxable Value	
General	6,997,150	1,254,486	5,742,664	15,766,875	36.422%
EDA	169,853	52,522	117,331	15,766,875	0.744%
Bonds	1,246,795	145,077	1,101,718	15,766,875	6.988%
	<u>8,413,798</u>	<u>1,452,085</u>	<u>6,961,713</u>		<u>44.154%</u>

* EDA Proposed Levy Reduction is reflected Under General

General Levy reduced by Overstatement of TIF
2016 Budget Reductions(reduced by TIF in tax value)
(\$-637,184-765,776 = \$-1,402,960)

**	2015 Est Valuation	\$ 17,391,426
	2016 Valuation	\$ 17,391,426

ROAD RECONSTRUCTION FUNDING:

Funding Option: 50% Special Assessment for \$1.5M & General Funded for \$1.5M for a total of \$3M annually

SCHEDULE - Phase Out Special Assessments 5% Annually Beginning in Year 2016

OPTIONS TO OFFSET ANNUAL DECREASE IN SPECIAL ASSESSMENTS:						
Year	Special Assessment	% Assessed	Increase Revenues	Decrease Expenditures	Increase Tax Capacity Growth	
2016	\$ 1,350,000	45%	\$ 150,000	\$ (150,000)	\$ 346,000	
2017	\$ 1,200,000	40%	\$ 300,000	\$ (300,000)	\$ 662,000	
2018	\$ 1,050,000	35%	\$ 450,000	\$ (450,000)	\$ 1,050,000	
2019	\$ 900,000	30%	\$ 600,000	\$ (600,000)	\$ 1,330,000	
2020	\$ 750,000	25%	\$ 750,000	\$ (750,000)	\$ 1,660,000	
2021	\$ 600,000	20%	\$ 900,000	\$ (900,000)	\$ 2,000,000	
2022	\$ 450,000	15%	\$ 1,050,000	\$ (1,050,000)	\$ 2,350,000	
2023	\$ 300,000	10%	\$ 1,200,000	\$ (1,200,000)	\$ 2,680,000	
2024	\$ 150,000	5%	\$ 1,350,000	\$ (1,350,000)	\$ 2,995,000	
2025	\$ -	0%	\$ 1,500,000	\$ (1,500,000)	\$ 3,350,000	

CC Work Session

2.3.

Meeting Date: 05/01/2012

Submitted For: Dean Kapler

By: Dean Kapler, Fire Department

Title:

Discussion on Shared Fire Services

Background:

In October of 2010 a study group was formed with members of five communities to look at the feasibility of joining communities fire services. The study group was made up of the City Administrator, Elected Official, Fire Chief and a firefighter from the City involved.

The group met at least monthly and at the end were meeting every other week. On April 12th a meeting was held by all five communities at the Ramsey City Hall to go over the Final Report the Study Group created.

Attached to this case is the Final Report along with the power point presentation used on April 12th.

The purpose of the discussion this evening is to decide if Ramsey wants to be involved in continued discussions about a Shared Fire Service. Any questions generated by council that the Ramsey members of the Study Group can not answer will be brought to the next Study Group meeting held on May 10. The goal of the Study Group was to have a decision by each of the five communities by June 1, 2012.

Recommendation:

Based on discussion.

Funding Source:

There is no funding required at this time should council decide to continue discussion on Shared Fire Services. Any funding needed will be brought to council through normal finance requests.

Council Action:

Decide either in favor or not in favor of participating in continued discussions to move towards a Shared Fire Service.

Attachments

Power Point

Final Report

Form Review

Inbox
Kurt Ulrich

Reviewed By
Kurt Ulrich

Date

04/26/2012 04:53 PM

Form Started By: Dean Kapler

Started On: 04/26/2012 04:03 PM

Final Approval Date: 04/26/2012

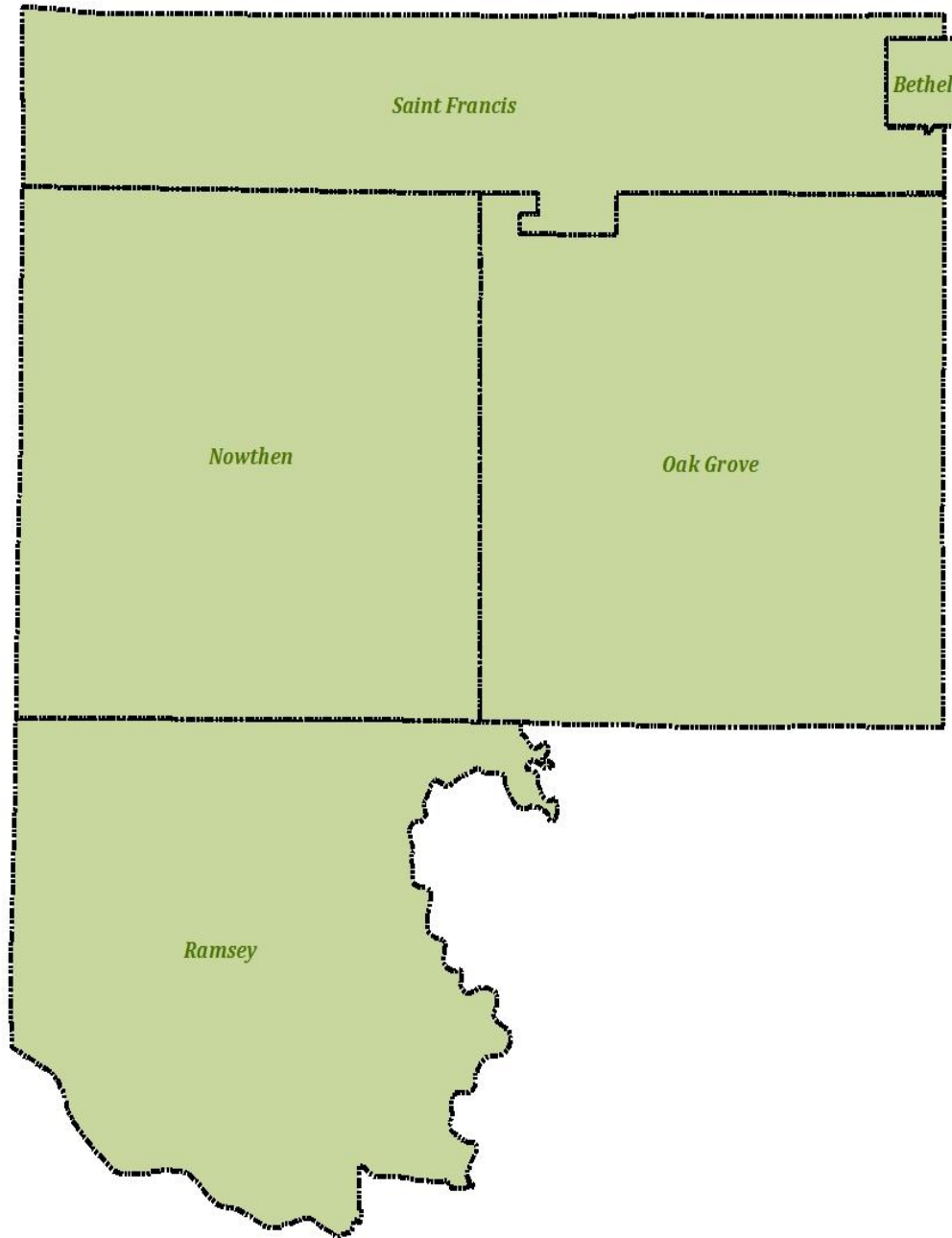
Shared Fire Service


5 city presentation

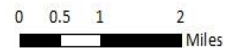
Background

- Communities of St Francis, Nowthen and Ramsey meet to discuss feasibility
- Oak Grove and Bethel invited to participate
- Begin in October 2011 meet monthly, then twice monthly

Potential Joint Fire Service Area



 Potential Cities



This map has been compiled using information generated from various governmental offices and other sources and is to be used for reference purposes only. It is neither a legally recorded map nor a survey and is not intended for use as one. The Geographic Information System (GIS) data used to develop this map is not warranted by the City as being error-free. The City does not represent that the GIS data can be used for exact measurement of distance or direction or precision in the depiction of geographic features.

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Resolution Passed by Communities

- Provide basic services in an efficient manner
- Work cooperatively across community borders
- Establish study group to look at feasibility of Shared Fire Service Area
- Be prepared to report back to communities by April 1st

Joint Fire Study Group Makeup

From each community:

- Elected Representative*
- Administrator*
- Fire Chief
- Fire Department Representative

*Voting members



Highlights of Study Group

- Interviews of Fire Districts
- Presentations by SBM and West-Metro Depts
- Studied demographics of each community
- Looked at possible cost share models



The Departments



Bethel Fire



Nowthen Station



Station Three
19800 Nowthen Blvd
Nowthen, MN



Tanker 31
1986 GMAC
1900 Gallons of water
Crew of 3



Engine 31
1989 Ford L9000
1250 GPM Pump
1000 gallons of water
Crew of 6



Grass 31
2008 Ford F350
250 Gallons of water
Crew of 3

Oak Grove Station #1



Oak Grove Station #2



Ramsey Station 1



Engine 11
2001 HME
1500 GPM Pump
1000 gallons of water
Crew of 6



Station One
15050 Armstrong Blvd.
Ramsey, MN



Tanker 11
1990 Ford L9000
3000 gallons of water
Crew of 2



Grass 11
2003 Ford F350
250 Gallons of water
Crew of 3



Mobile SCBA Trailer



Rescue 11
2004 Ford F450
Crew of 5



Fire Prevention
2002 Ford F150



Water Rescue Boat

Ramsey Station 2



Engine 21
2007 Spartan
1250 GPM Pump
1000 gallons of water
Crew of 6



Station Two
15153 Nowthen Blvd
Ramsey, MN



Tanker 21
1989 Ford L9000
750 GPM Pump
1850 Gallons of water
Crew of 3



Rescue 21
2001 Ford 350
Rescue Response
Crew of 5



Aerial 21
2003 Spartan 104 Ft Platform
1500 GPM Pump
300 Gallons of water
Crew of 6



Grass 21
1989 Ford F250
250 Gallons of water
Crew of 3



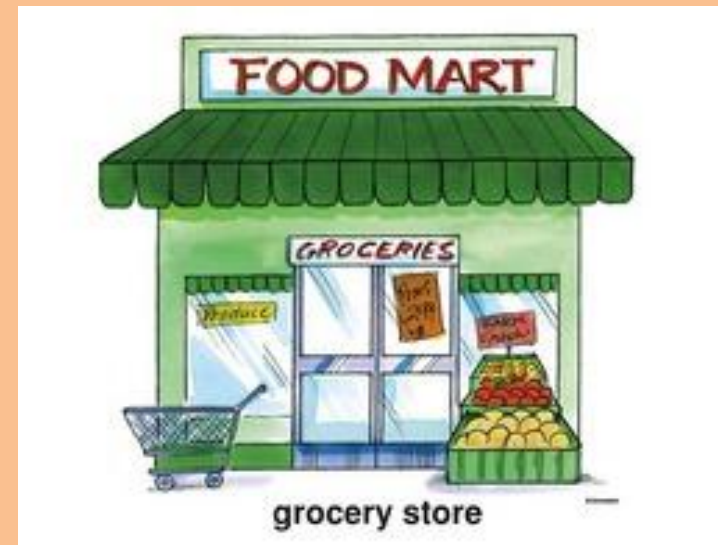
St Francis



Benefits of Shared Service

ISO Rating

- Important to communities insurance costs
- All communities will at least stay the same except Bethel whose rating should improve
- Out lying areas may improve dramatically



Standardized Training

- Currently each dept has training vendors, and training officers
- Combined services will provide more standardized service
- Depts will be more familiar with all equipment



Buying Power for Capital Purchases

- Larger volume purchases should equate to lower overall costs
- Possible lowering of number of apparatus while still providing same level of service



Increase in Employment Pool

- Firefighters working within service area could report to another fire station in times of higher need for better daytime response



Allocation of Capital

- Re-think purchases in a more regional manner
- Economy of scale purchasing
- Relocating some equipment

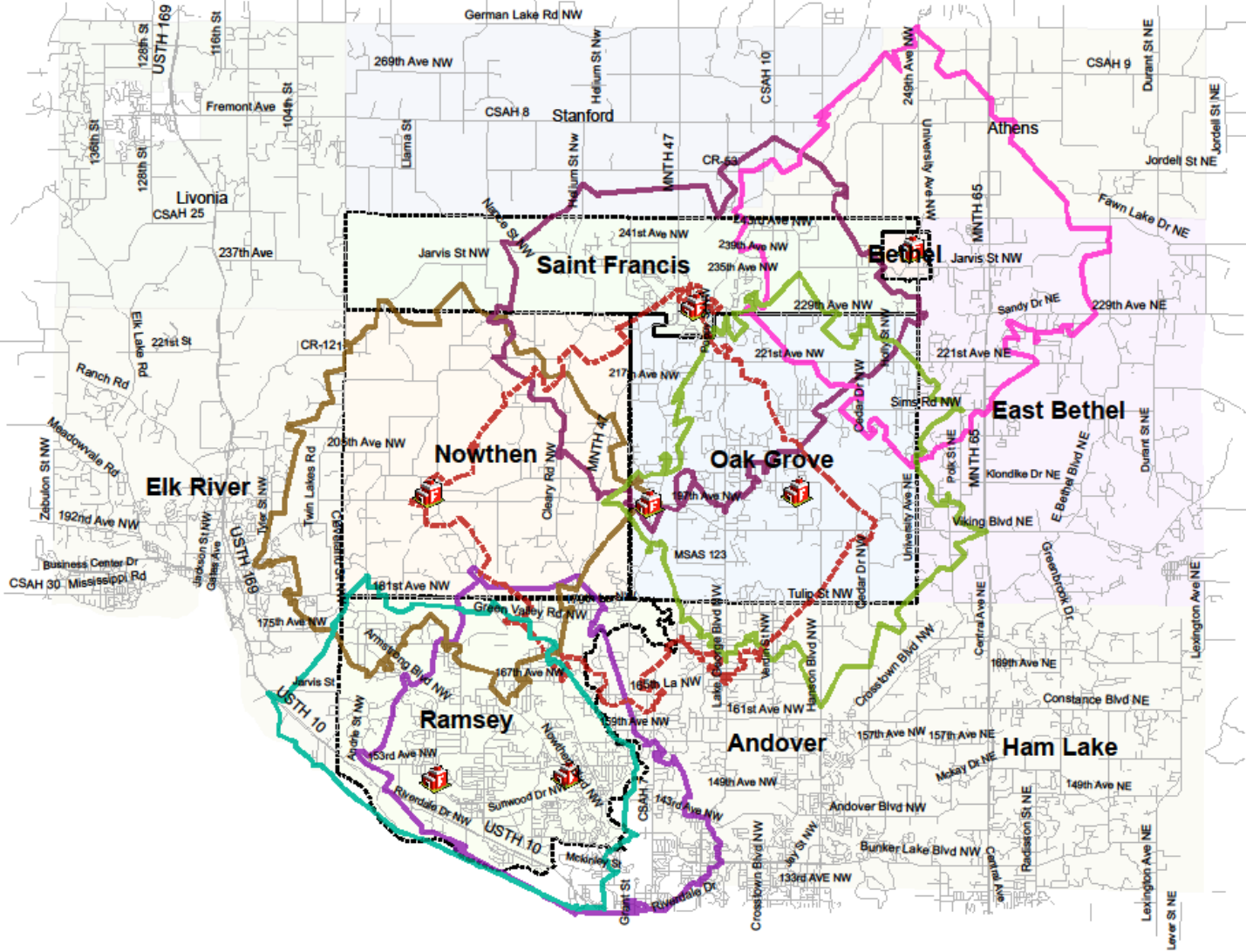


Response Times

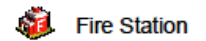
- Goal: minimize time from receipt of call to arrival of emergency services
- Closest fire station response vs. community borders



FIVE CITY FIRE SERVICE STUDY



Legend



Polygons

Name

- Bethel : 0 - 5
- Nowthen : 0 - 5
- Oak Grove 1 : 0 - 5
- Oak Grove 2 : 0 - 5
- Ramsey 1 : 0 - 5
- Ramsey 2 : 0 - 5
- St Francis : 0 - 5

Long Term Operational Savings

- Transition time and costs
- Savings in the short term uncertain
- Once transition is made, longer term savings should happen to all involved

Communities Working Together to Save \$\$

- Shared effort addresses shrinking tax base and state aid
- Transitional costs will be incurred
- Long-term costs trend down



Further Cooperative Ventures

- Other areas that could benefit by sharing?

Issues

Relief Associations

- Separate entities of host communities
- Currently 4 different associations
- Concerns of:
 - More sharing the “pot of \$\$”
 - Fear of service years lost
 - Level of municipal contributions and hourly rates

Allocation of Existing Capital and Debt

- Where does current equipment land?



Increase in Budgets for Some?

- Cutting costs is not the same as redesign
- Cost savings may take time

Identity Issues

- Potential loss of identity
- What is new agency called?

Governance-People and Structure

- Create a governing body
- Fair representation by all involved
- Sustainable through time

Benefits-Consistency of Pay

- 5 communities currently inconsistent
- Other issues arise as process moves forward?

Perception of Loss of “Local” Control

- Pride in communities
- Financial responsibility by each community
- Major financial decisions “joint/cooperative” decision vs. single board

Future Division of Bldgs, Equip, and repairs

- Who owns buildings and equipment?
- Who pays for maintenance?
- Several options to research

Differing Levels of Service

- Goal: provide same level of service at better value
- Not all communities currently provide same services
- More service equates to more \$\$ for that community

Other Operational Issues

Softwares

- Different software across county
- Records Management System new to county in next 2 years



Radios

- Changes needed to one dept vs four
- Additional talk groups?



Security

- Currently 4 different systems
- All involved should be on same system



Equalization of Training

- Same methods across area
- Flexibility in schedules, missed training



Standardized SOG's

- All involved operate under same guidelines



Standardizing of Equipment

- Current inventory has different brands, styles, etc
- Transition may happen over time with some equipment
- Some cost involved

Cost Share Methodology

- 5 different communities (population, valuation, call volume, area covered)
- Many successful models to look at



Summary

- Residents want best value for \$\$
- Each community to decide by June 1st and report decision to Study Group

Questions

- Questions generated by communities should forward to Study Group by May 1st
- Study Group will reconvene on May 10th to address additional questions

Shared Fire Services Final Report

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Summary and Recommendations

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II. Introduction

Process began in October 2011 with the cities of Nowthen, St Francis and Ramsey initiating discussions. At first meeting it was decided to open discussions to a more regional group to include Oak Grove and Bethel. Meetings began as monthly until February at which time the frequency was expanded to 2 times per month.

Resolutions were passed by each community in October verbalizing goals:

- Provide basic city services in an efficient manner
- Working cooperatively across community borders
- Establish Joint Fire Study Group to look at the feasibility of a Shared Fire Service Group.
- Group would formally report back to all communities by April 1, 2012 with a recommendation to the feasibility of the study.

Study Group was made up of the following from each community:

- Administrator
- Elected Official
- Fire Chief
- Member of respective fire dept.

Interviews of 5 established fire districts were made acquiring details how each were formed and governed. Other details included the handling of capital (buildings and equipment), major maintenance to buildings, merging of personnel, makeup of Governance Boards, how large purchases were handled (vehicles, other capital) and who owned such assets, level of services provided, who provides professional services (Finance, HR, etc.) Also researched was the availability of grant opportunities for the feasibility studies through the State Fire Marshal's Office.

Group elected Mayor Jerry Tveit of St Francis as the group chair with Ramsey Councilmember Sarah Strommen being elected as Vice Chair.

Guest speakers were invited to address the group. Nyle Zikmund of SBM (Spring Lake Park, Blaine, Moundsview) and Scott Crandall of West Metro (New Hope and Crystal) both made detailed presentations of their respective organizations.

A combined press release was created and released from all 5 communities. (See attachments)

Demographics of each community were generated and shared including: population, land mass, valuation, Fire Dept. details, budget details.

Cost Share models were generated and details from each community were provided to run these models using current budget numbers. An effort was made to refine each community's budget numbers so that the cost share models would be comparing each community with like information. Issues such as

capital purchases, debt service, reserves for capital expenses were items that the group agreed to pull out of the budget numbers to allow “Apples to Apples” analysis of the models. After review, the group decided that a more detailed analysis of the cost-sharing variables was necessary to provide the level of detail required to make a final decision by policy boards.

Community Administrators met to draft an outline of the final report to each community.

III. Benefits of Shared Services:

1. ISO Impact (Service Improvement to Communities)

A community ISO rating is important as in one form or another has a direct impact on the amount of property insurance premiums that are paid both by residential and commercial/industrial. Below is a summary of the ratings of all 5 communities:

- Hydranted communities (Ramsey and St Francis) Class 5 for structures within 1000 ft of hydrant
- Non-Hydranted communities (Except Bethel) Class 7 for structures within 5 miles of fire station, structures outside the 5 mile distance are at a class 10
- Bethel is currently a class 9, as the water shuttle has not been performed. Staff is contacting ISO for a verbal opinion on the water shuttle outcome

It is important to mention that if communities join as one structure, all must meet the requirements of the water shuttle evaluation to maintain the class 7 rating in the non-hydranted area. The goal of the Study Group is to assure the ISO rating in all communities at least stays the same, with the opportunity to achieve a better rating through this effort.

Initial review has indicated that the geographic locations of existing stations within the proposed Joint Fire Service Area may positively impact the ISO ratings (and insurance ratings) of properties in adjacent communities. Citizens save money!

2. Standardized Training

Currently each of the departments has their own training officer, training coordinator or training group. Each department sets their own schedule of drills – some taught by members of the department and others taught by schools, business’s (Medics Training, FIRE Inc., etc.) and individuals brought in from outside the department.

In the past years there has been an effort to train more with neighboring departments. There are a number of benefits in doing this. Sharing of ideas and sometimes training budget monies are just a couple. Getting to know the surrounding area department’s equipment and personnel helps things go smoother when working together on mutual aid calls. All of these would be realized in a “shared fire service”.

Having a training group made up of members from each city would allow the entire group to standardize the training schedule. A particular drill could be run several times at different locations. This would allow firefighters several options to attend mandatory trainings depending on their schedules.

3. Capital Purchases- Buying Power.

The Joint Fire Service Area may see a cost savings by joining together. The recent purchase of Self Contained Breathing Apparatus by the city of Oak Grove is an example of group buying power. The city of Oak Grove joined Minnetonka, Eden Prairie, Hopkins, Brooklyn Park and other fire agencies to present a Joint Purchase Agreement for the acquisition of air packs. By joining forces with this larger group, the City of Oak Grove was able to reduce the purchase price for the air packs by approximately \$40,000.00. Another example is the purchase of turnout gear. Currently each department involved buys only a few sets of gear per year. This creates challenges in getting sales representatives to do long term quotes for only a couple of sets of fire gear. With multiple cities consolidating together, this Joint Fire Service Area may have a large enough quantity to see a cost savings by buying multiple sets of gear with the increased number of firefighters.

Along these lines, savings may also be seen in the need to potentially not have as much capital equipment. Currently ISO requires that fire departments have back up apparatus. As this is a very costly proposition, many cities do not have back up engines and tankers sitting in their stations. If the Joint Fire Service Area were to form, some capital equipment could slide into this role. For example St Francis would no longer need to have 2 engines at their station. However with ISO wanting a spare engine, this other engine could be kept and used by all 5 cities as a “spare” engine per the ISO standards. This “spare engine” would then benefit all the cities.

4. Human Resources: Employment Pool – increase in employment pool

With the exception of Ramsey, all the Cities involved in this study are considered bedroom communities meaning that people live here but do not work here. This community dynamic makes it difficult for fire departments to find people who are willing to serve and available during the daytime. The initial time commitment required of new hires also limits the number of people available and interested for fire departments to hire. A collaborative effort between the fire departments increases the geographical area of service and may increase the employment pool by creating opportunities for people who may live in one participating community but work in another.

Firefighters who work in one community and live in another could potentially report for duty in 2 to 3 cities. This would lead to better service and possibly a reduction in fire personnel through a better use of resources resulting in a reduced cost to taxpayers. By not being restricted by cities borders, more firefighting equipment would be accessible and this could result in insurance benefits to business and home owners as well as quicker response times.

5. Allocation of Capital

One possible advantage of a Joint Fire System between multiple cities is the ability to use a larger economy of scale to leverage the allocation of Capital, both equipment and staff, to achieve more efficient results. By thinking in a broader sense, it may be possible to delay large purchases and re-locate other capital equipment so other cities may not have to make those purchases at all. This should result in lower cost and better customer service for all cities involved. One ladder truck for the 5 district region, vehicle and equipment sharing, collaborative training, joint Fire Chief and Joint Human Resources. Sharing buildings and equipment saves money.

By managing the staffing properly, it is possible to increase the availability of the firefighters by allowing them to report to other fire stations, while, at the same time decreasing the headcount. It stands to reason that if more firefighters are available, then less would be needed over all.

6. Response Times

The Study group's goal for response time is to minimize the amount of time it takes from receipt of the 911 emergency call to the arrival of Fire Services. To accomplish this, a more regional concept of delivering services can be implemented. For example, currently the Bar None treatment facility, whose address is in Oak Grove, is actually closer to the St Francis Fire Station. By utilizing the closer fire station, the response time should be shortened. Another example would be the northeastern portion of Oak Grove could be served by the City of Bethel due to the shorter distance. Response times should be shortened. Using the regional concept, the responding fire station wouldn't necessarily be from that community, but simply from the nearest fire station, which ever community it may be in. Of course on larger incidents multiple stations would be responding to supply adequate apparatus and manpower. A map of all communities and the 5 mile drive distance from each fire station is included in this report.

7. Long Term Operational Savings

As this process moves forward, care should be taken not to expect immediate budget reductions. There is considerable effort needed to make the transition from several departments into a single structure. Vehicle identification, uniforms, turnout gear, vendor selection, training needs are but a few of the issues that would need a plan for changing to a common style. The phrase "Getting everyone on the same page" could be used for the effort of consolidating different organizations into one. Once the initial change is made, there can be changes in operations that can provide some savings to all involved. Common training facilitators and training supplies is an example of the administrative budget that could be positively impacted. Operational budgets may be impacted by lessening the need for each community to carry inventory of additional hose, nozzles and other equipment, rather a central inventory system that could be utilized by all stations within the district may be an excellent method to both keep needed inventory levels while also assuring these inventory levels are kept at an acceptable level without excess. After analysis, possible changes in the number, type and location of apparatus may also offer some longer term savings to the Joint Fire Service Area.

Our fire fighters already train together and work together on mutual aid calls. Why not standardize the equipment used, and policies so that they could report to the station that is closest to them when they are needed.

8. Perception of Communities working together to save money:

Perception of Communities working together to save money:

In years past every city has seen their tax bases and local government aid shrink considerably. The initial transition of a joint fire effort could actually raise our respective budgets the first one to two years. But as the joint fire group evolved, and as most current models show, a true financial savings can be recognized by working together. With the correct formula each city involved would contribute equitably. This would lessen the financial strain by redundancy in the procurement of equipment, training and personnel we all budget for currently. Also taking this step would change “mutual aide assistance” calls to “our” department responded accordingly.

9. Opening the Door for Further Cooperative Ventures

As the Joint Fire Service Study Group has been working towards possible areas of sharing, we have noticed there are potentially other areas of sharing that have not been discussed yet. The five cities that have dedicated time to faithfully attend the shared services meetings have learned how far we have evolved in cooperative emergency services. Particularly on the “naturalness” of mutual aid on how it operates very well today; whereas many, many years ago there were such parochial issues that outside assistance felt like a failure.

Some of our committee cities are already visiting about other areas of sharing, cooperating, or generally doing things together to ultimately save money. This is partially a symptom of the time, and partially through the efforts of getting fellow appointed and elected officials together. Regardless of the reasoning, this effort is allowing committee participants to better recognize avenues of sharing.

IV. Issues

1. Firefighter Relief Association

A Firefighter Relief Association is typically setup by fire departments to receive funds from the state and the municipalities for funding a retirement pension plan for firefighters. The organization is usually a nonprofit organization and is legally separate from the fire department itself, although both work closely with each other. In addition to funding a pension plan, some relief associations hold fundraisers to help financially support the fire department by purchasing needed equipment from fundraising proceeds. Each relief association has its own bylaws and mission. Pension plans, net assets, rules for receiving pensions and requirements for being part of the relief association vary greatly between each organization. Due to these differences, firefighters have expressed concerns that if the relief association’s combine their pension benefits will decrease or the new association rules will change somehow that would affect their pension dollars.

Some of the obstacles include:

- Loss of pension value due to more personnel sharing in the pot or due to differing benefit amounts joining into one will then lower the benefit amount per member.
- Fears that service years will be lost and firefighters will have to start their pension cycle over again.
- Some fear that focus will shift to less fundraising efforts. i.e.: annual community fundraising events sponsored by the relief association.
- Obstacles which cannot be identified
- Municipal contribution to the pension funds vs. hourly pay rates

SBM Fire Chief Nyle Zikmund who is an expert in the shared services model said; there are a number of ways to make it work. Some have completely merged and others have maintained separate relief associations.

History has shown from previous shared services attempts in other regions that the relief association can be a major obstacle to overcome. Many have successfully mitigated these known and unknown obstacles by maintaining open, honest and clear communication among all parties. Identify and correct all possible misperceptions to avoid a complete disruption, expect the unexpected and to be patient. This process will take some time to complete. A more detailed look into the firefighter relief associations is needed to clearly identify the best ways to fit the relief association/s into a shared services model that works for all the members.

2. Allocations of existing Capital & Debt

A possible barrier to overcome during further study of any type of shared services effort could be the allocation of existing capital resources and/or existing or future debt obligations from participating communities. Additional effort needs to be put forth to discuss with all community participants on exactly where their community property stays/goes. Observations, NOT DIRECTION, by participants on the group have indicated there COULD be a better physical placement of existing resources in another geographic location to BEST serve our citizens. There must be a transition plan on how any equipment ownership transitions occur.

The next phase of the study should examine all current and future debt relating to the physical buildings should be kept with each community. Also the group should address normal maintenance and repair of facilities should be budgeted into any type of future budget of a shared service. Finally the group should address any major upgrades in buildings/property that should be financed.

3. Increase in Budgets for some –

Creating new public service system structures and delivery models is no easy feat. Cutting costs alone is not reform or redesign. Redesign, by its very nature, is not neat or easy. Some new ideas may not produce the outcomes planned; others may take years to generate significant cost savings, but it has been proven that redesigns are possible when they protect public service outcomes and save taxpayer

dollars. Should the communities decide to proceed with the next phase of this study, final projected short-term and long-term costs will be determined.

4. Identity issues-Department names etc.:

If the Joint Fire Service Area is formed there may be some concern about loss of identity and heritage. A fire department is made of many individuals but the core belief of any department is “Protect life first and Property second, in the safest, quickest and most efficient way possible “.

We would have to emphasize the importance of the common goal while making all parties feel a part of something bigger than what a name represents. We need to re-assure the group it’s still the combined efforts of all that make a difference, not the patch on the sleeve or the emblem on the truck.

5. Governance – people and structure

Should the product of this study be some type of a Shared Fire Service Area, than a governing entity would need to be created. Two great challenges in this process would be determining the make-up of a governing body and ensuring that each City is fairly represented on that governing body. There are examples of Shared Fire Service boards ranging from a composition of elected officials to appointed citizens to a mixture of both. After it is decided who the governing body will be comprised of the next issue will be how much authority they have over personnel, budgeting and operations; as well as how that relationship works with the individual Cities. These decisions will be the most challenging and difficult for elected officials to make as they must not only be agreeable now, but sustainable for years to come.

6. Benefits – Consistency of pay, etc.

There are obvious items relating to pay and benefits (if any) to move forward with any type of sharing service. The communities in the group currently have different pay structures. For example some communities may pay for each hour of service, whereas some communities may only pay on call. These will need to be identified specifically, addressed in parts and then potentially as one. There may be some inconsistencies that we are currently unaware of at this time.

7. Perception of loss of “Local” control:

We are all proud of our communities and may become very protective when we discuss not having a “local” fire department with our community name on the door. For communities may not be as concerned about the name on the emergency vehicle. Regardless, this could be portrayed as loss of local control by some individuals. This perception must be managed with all of our communities exploring these ideas to genuinely help our customers/citizens for the long term. Each community has a financial responsibility which is a huge part of our decision making process; both now and in the future. If some type of shared services is a reality, communities setting their budgets would need to

communicate with other communities about fiscal concerns. Major financial decisions will be a joint/cooperative decision verses a singular board decision. This different way of doing “business” may be portrayed as a loss of local control. Part of the financial control issue will be addressed during any further process of a Joint Fire Service Area. The perception must be kept in check. We must all remember that at the time of your emergency, NO ONE cares about the name on the side of the emergency vehicle; they care about the quality and quantity of care.

8. Division of Buildings, Equipment, and future repairs

Part of moving forward with the shared services will include the decision on how to handle the ownership of existing buildings and equipment and also how to pay for on-going maintenance. Research has shown that existing fire districts questioned utilize 3 basic methods of ownership:

- Fire District owns the buildings and equipment. Although from the dept.'s researched, this method represents the minority, it works efficiently for the communities that have chosen this model. One detail that would need attention is to find an equitable process to divide the communities past purchases and investments. Currently there is a difference in how much each community has invested in their fire service.
- Cities continue to own the buildings and equipment and budget for improvements and repairs. This model represents the majority of those researched. Using this model the individual cities would have more decision authority as to improvements and replacement.
- When major equipment and apparatus is replaced, the replacement becomes the property of the fire district. Prior to that the individual communities maintains ownership.

As far as maintenance to equipment and buildings are concerned, these costs can either be the responsibility of the host community, or the cost can be incorporated into the Joint Fire Service Area operating budget. Districts questioned have had shown both ways can be utilized successfully.

9. Differing levels of service

One of the goals of shared services is to provide the same level of service at a better value to the general public. Among the communities exploring the shared services option, Bethel and St. Francis provides a different level of service to its citizens, by responding to general medical emergencies and rescues as opposed to Oak Grove, Nowthen and Ramsey who respond only to major medical/rescues or unless requested by police or ambulance.

In general, major medical/ rescues are many times considered cardiac related where CPR is likely or where a major injury is suspected such as traffic crashes. A general medical emergency is considered in most cases non-life threatening in nature. However, these types of emergencies could also include suspected stroke, diabetic reactions or other similar type emergencies where some level of intervention maybe necessary to save or preserve the quality of life.

The barrier is how much more the communities who wish to continue increased care levels would need to pay compared to those that will not increase service levels.

A study that is more detailed is needed to determine how increased levels of service will fit within the shared services model and how the costs would affect the individual municipality's budget share.

V. Other Operational Issues

1. Software used by Fire Service

Currently across Anoka County Fire Departments there are 3 distinct software being used:

- Fire House
- Image Trend
- SBM

Anoka County Police and Fire agencies have secured funding to consolidate the records management system at the county to allow all depts., both Police and Fire, to use the same records system and in turn share information across community lines. To date, Police and Law Enforcement can share but the Fire Service cannot. It has not been decided if the new system will allow multiple software's to be used by the Fire Service. This system is expected to go online within 2 years. As related to the Shared Services group, both Fire House and Image Trend are used, although it would be essential for communities involved to use the same software within all facilities.

2. Radios

If the merger of Fire Departments were to occur, there would have to be updates made to the communications devices for the various fire departments. The departments have separate tactical channels in the truck and portable radios. The tactical channels allow cities to talk within their own cities and stay off the main channel. Then all the fire fighters carry fire pagers. These pagers are set up based on the city tones and station tones. If the merger were to occur, the pagers that the fire fighters carry would need to be updated to have a fire department "all call" feature added. Lastly the base radios on the trucks and in the stations would have to receive program upgrades as well. Other complications that may arise is based on the sheer size of the new department, potentially over 160 square miles, there may be a need for 2 TAC channels. This would be something that would have to be worked on.

3. Security

Fire Hall Security is accomplished by key pads for Ramsey and Nowthen, while Oak Grove and St. Francis use key fobs. Services for the fobs are purchased through a security company which has a significant cost. Although both systems are effective, a standardization of security would be desirable.

4. Equalization of Training Issues

Working together in a "shared fire service" would allow the firefighters in the entire group to be trained equally, both in level of training and method of training. One instructor could train the entire group on a

particular discipline – if there is a location big enough to house everyone at one time or in smaller groups in different locations at different times. Either way the training on that topic would be equal throughout the group.

One of the possible obstacles of the training group could be finding a common day and time to conduct drills. Right now each department has their own system that is working for their daytime firefighters and their nighttime firefighters. This was a “known” when they joined the department. For example: Oak Grove holds drills, meetings and work details on Wednesday evening for “nights” and Monday morning for “days”. Having to move your day and time could cause problems for some firefighters like – work issues, day care, other obligations with church, sports, and other volunteer activities etc., etc., etc.

5. Standardized SOG's

SOG's refer to Standard Operating Guidelines, which is a set of guidelines used by each fire department to determine how a task or situation should be handled. Every department has differing guidelines which makes operations with other departments somewhat challenging.

For example: Department A has red helmets for probationary firefighters and yellow helmets for seasoned firefighters. Department B however, considers yellow helmets a probationary firefighter and a red helmet signifies an officer.

Standardizing Operational guidelines across municipal borders is a valuable tool to improve interoperability and overall operational safety.

The Anoka County Fire Protection Council has recently formed a standards committee who are tasked with creating standardized operational guidelines on a county wide basis. The goal is to get all departments in Anoka County on the same page regarding SOG's so that errors and compromised safety can be avoided.

A shared service agreement will help further standardize operational guidelines between local stations and personal where specialized SOG's are needed given a unique community risk that will keep firefighters and the community safe.

6. Standardization of Equipment

Currently there is differing equipment from city to city of equipment in use. If the Joint Fire Service structure were to happen, standardizing some of the equipment may take time and be costly. One primary example is in the use of Self Contained Breathing Apparatus or SCBA. These are the air units that fire personal wear when entering a hazardous environment. Currently Oak Grove and Bethel use the Scott brand SCBA. Ramsey uses a MSA brand and St Francis uses a Dragger brand SCBA. If the cities were to form a Joint Fire Service Area, one brand would need to be identified and utilized. Along these lines, even simple items would need to conform. Everything from hand line nozzles, fire hose sizes, helmets and colors, the fire gear we wear and even our department uniforms would need to be

standardized. These issues will not have to be done immediately for this joint agreement to occur, but will need to be planned for and budgeted to accommodate.

VI. Cost Share Methodology

Usually when local governments provide a service to the community, that community bears the entire financial burden and everyone within the community benefits from that service. The full cost of providing such service is not easily determined because administrative, legal and support expenses are frequently absorbed into the city's overall operational costs. When more than one community share in providing emergency services the cost of providing such service may seem greater because the absorbed costs is now accounted for. Elected officials must assure that each community, assume its fair share of the cost; Thus, acting in the best interest of their respective communities.

Studies from other regions with shared service agreements have indicated that it is imperative to look at the long term economic impact to determine a cost share methodology in order to ensure long term success of a Shared Fire Services group.

The study group believes that due to the enormous flexibility of the available cost share formulas, a suitable formula can be established to achieve the goals of a Joint Fire Service Area. It is however, imperative that shared goals and objectives are established within the cost share methodology prior to establishing a suitable cost share formula. A more in depth study and information must be gathered in order to accurately assemble a comprehensive cost share methodology and a subsequent cost share model.

In general, a cost share methodology should include the following factors:

- Determine the goals and ideals each community has related to shared services
- Keep cost apportionment formulas fair, simple and logical to ensure the public accepts and supports the endeavor
- Analyze and set long term benefits
- Anticipate the future expansion of shared services
- Determine which factors should be used within a cost share formula

Those who benefit from a service should pay in direct proportion to the level of benefit. However, social and political concerns may also enter the price-setting process. Therefore, the task of determining a cost share formula will likely take a great deal of analysis and negotiation.

A number of elements to be considered within a cost share formula may include any combination of the following:

Population

Based on the U.S. census, the residential population of a given service area can be proportioned to determine service benefits.

Valuation

Usually, higher-valued structures carry a greater risk to the community from loss by fire. Assessed value holds merit simply because a third party, typically the county assessor determines the value of a property.

Service Demand (Call Volume)

An element which includes a three to five year average of calls within each municipality and proportions those calls by the whole to determine the cost share to a particular jurisdiction.

Area (geographical boundaries)

The cost of services can be apportioned based on the geographic area served relative to the whole. This element is not widely used within cost share formulas. To be effectively fair, each service area should be very similar in size and development.

Fixed Rate

A fee schedule is used to base on the type or level of service desired by a particular community. Fixed rates are rarely used in shared service ventures due to the ever-changing risks (i.e. population, jobs, commerce and structures) within each community. A fixed fee may be a suitable factor to consider for those communities who wish to continue higher levels of service relative to the whole.

Weighted-Element Allocation

As part of the cost sharing methodology, it may be determined that a particular element plays a larger factor in a cost share formula than other elements. The cost share formula would then weight more heavily on one element over another to establish a suitable cost share formula for all governmental entities.

VII. Summary and Recommendations

Residents want their government to get the greatest possible outcome for every tax dollar they spend. The Shared Fire Services have identified some consolidated resources that would provide the best use of the tax payer's dollars. Based upon the information contained in the report, it is the consensus of the committee that there is value in proceeding to further evaluate the feasibility of a shared fire service for the communities involved.

VIII. Attachments:

Agenda's

Agenda November 3

Joint Fire Service Study Group Agenda

November 3, 2011



Introductions

Background of last 2 meetings

Map of area involving discussions

Chair and Vice Chair Appointments

Group Goals to be completed by April 1st

Task List

- Gather demographics of each community
- Population
- Land Area
- Commercial, industrial, residential makeup
- Service Levels provided
- Call Volume
- Operating budget
- Current Building and Equipment facilities
- Current FD Retirement plan
- Cities contribution
- Other

Schedule of meetings through April 1st

Adjourn



Agenda December 1

Joint Fire Service Study Group Agenda

December 1, 2011



Introductions

Detail memberships, voting members

Select Chair and Vice Chair

Old Business

- Fire Districts and budgeting large projects (roof replacement, tuck-pointing)
- Existing agreements from area districts
- Model agreements from LMC

Use of electronic (email) for documents for future meetings

Review of Press Coverage

Individual Cities review of assets, demographics

Grants availability

Calendar of meetings through April

Next Steps

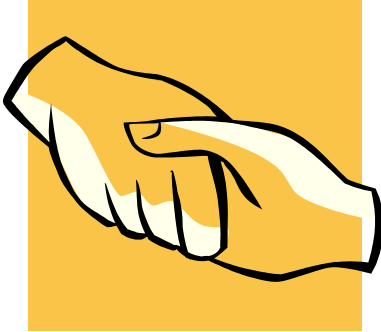
Adjourn



Agenda January 4

Joint Fire Service Study Group Agenda

January 4, 2012
(Happy New Year!!)



Introductions

Guest Presentations

Chief Scott Crandall West Metro Fire District
Chief Nyle Zikmund SBM Fire District

Questions from group

Distribute Star Tribune article (Brooklyn Park)

Old Business

Discuss Assessor's information for each community:

- Business/Commercial
- Residential
- Institutional

Discuss Capital Plans, Future Expenditures, Population forecasts for each community

Next Steps

Review balance of meeting schedule

Adjourn



Agenda February 2

Joint Fire Service Study Group Agenda

February 2, 2012



Cost Share Model Review

Generating Per Capita Figures (Need detail of debt service of buildings and equip from each community)

ISO Conversation Update

Discussion on creating Regional Map with Fire Station Locations and Response

Grant Application via MN State Fire Marshal's Office

Final Report Prep

Next Steps

Review balance of meeting schedule

Adjourn



Agenda February 16

Joint Fire Service Study Group Agenda

February 16, 2012



Cost Share Model Reviews

ISO Conversation Update

Final Report Update

Next Steps

Review balance of meeting schedule

Adjourn



Agenda March 1

Joint Fire Service Study Group Agenda

March 1, 2012



Final Report Review

-Consider addition of Executive Summary Points

Review of Regional Maps

Cost Share Model Reviews

Next Steps

Review balance of meeting schedule

March 15

March 29

All meetings at Ramsey City Hall 3:30-5:00

Adjourn



Agenda March 15

Joint Fire Service Study Group Agenda

March 15, 2012



Review Final Report Draft

Update on ISO comments

Next Steps

Review balance of meeting schedule

Adjourn



Agenda March 29

Joint Fire Service Study Group Agenda

March 29, 2012



Review Final Report Draft

Review Draft Power Point

Room Layout for presentation

Final Vote moving forward

Select Presenter

Adjourn



Minutes

Minutes November 3

Joint Fire Service Study Group November 3, 2011

Attendees: Matt Hylan, Rick Juba, Curt Hallermann, Mark Korin, Sarah Strommen, Dave Arcand, Corrie LaDoucer, Kurt Ulrich, Tim Brown, Dean Kapler

Introductions were made by all present. Communities present were Bethel, Oak Grove, Nowthen, St Francis and Ramsey.

A quick review of the powerpoint from the previous meeting was made. Dean was directed to:

- For the districts that the cities own the buildings, how do districts budget for large maintenance issues like roof replacement/repair, tuckpointing, etc.
- Get copies of agreements from districts
- Contact the League of MN Cities for any model agreements for fire districts

Kurt will work on a press release, Dean will distribute for comment

Kurt will re-do resolution, Dean will distribute

Email distribution list completed other than for Kevin Robinson

Meeting schedule agreed to on 1st Thursday of each month. Next meeting Dec 1st at 3:30 pm at Ramsey

Dean will send each community an information needed list. This includes:

- Buildings, equipment, Demographics (population, square miles), emergency run data, current staff and list of certifications, budgets including reserves for large purchases, current dept retirement plan, service levels provided.

Group agreed to invite one more member from each communities fire dept.

Chair and Vice Chair to be appointed next meeting.

Respectfully submitted on November 8, 2011

Dean Kapler

Minutes December 1



Shared Fire Service Study Group Minutes from December 1st Meeting

Attendees: Matt Hysten (St Francis), Jerry Tveit (St Francis), Rick Juba (Oak Grove), Kevin Robinson (Oak Grove), Curt Hallermann (Oak Grove), Mark Quackenbush (Oak Grove), Sarah Strommen (Ramsey), Kurt Ulrich (Ramsey), Dean Kapler (Ramsey/Nowthen/St Francis), David Arcand (Bethel), Corrie LaDoucer (Nowthen), Bill Schulz (Nowthen)

Introductions

Introductions were made around the room

Detail Memberships and Voting Members

Kurt Ulrich reviewed the cities present and the memberships including the members that would be voting on decisions of the group (Elected and Administrative from each city).

Nominations for Chair and Vice Chair

Jerry Tveit (St Francis) was nominated by Matt Hysten and seconded by Sarah Strommen (Ramsey). Unanimous vote yes.

Sarah Strommen (Ramsey) was nominated by Kurt Ulrich (Ramsey) and seconded by Rick Juba (Oak Grove) Unanimous vote yes.

Review of Joint Powers Agreements

Secretary Dean Kapler passed out packets including documents from the five fire districts. Group directed Secretary to distribute the same information electronically to all members along with minutes from meeting.

Budgeting Major Maintenance projects

Secretary shared information from the five districts. Basically a mix of city budgeting and district budgeting of major maintenance projects (re-roofing, tuck-pointing, etc.)

League of MN Cities Model Agreements

Secretary shared the League of MN Cities website has several model agreements for contracted services but not any that deal specifically with fire district agreements. Group was encouraged to visit the League's website.

Press Releases

Group discussed the press release that was in local papers and TV. Consensus was the current distribution was adequate.

Demographics of each Community

Representative of each city made short presentation of details of their community. It was agreed each community would use Assessors Office Data and provide to Secretary the following:

- Amount of Business/Commercial
- Amount of Residential
- Amount of Institutional

Each community will also provide the following:

- Capital plans (fire service) within a 10 yr. plan
- List of all vehicles and trailers
- Planned future expenditures of \$25,000 or more or significant capital plans (ex. Wells)
- Any notable issues or other purchases
- Current Population and 2030 forecast

Grant Recipients for Shared Services

Secretary informed group that in January the MN State Fire Marshal's Office will have a list of 8 recipients of grants for the purpose of joint ventures. Secretary was directed to find out details on next round of grants.

Next Steps

Look at creating a mission statement.
Reduce cost while continuing current level of service
Look at each depts. budget
Possibly reduce number of firefighters
Create map with fire stations identified
Population breakdown in each community
Define Shared Services along with options

Objectives of Shared Services

Group gave ideas:

- Continue level of service or improve
- Consolidate resources, such as vehicles
- Assure ISO numbers will remain constant or improve
- Issues of future budgeting for continued services, revenues vs. expenditures
- Concerns of increased fire service budget if entering into shared agreement
- Concerns of cutting manpower
- Possibility of utilizing Duty Crews to handle smaller calls
- Issues of Identity of new dept.
- Issues of combining relief associations, how to merge, options.
- Priorities: relief, equipment, name of dept.
- Make sure agreement is expandable for others to join

Guests for next meeting

Secretary was directed to ask Nyle Zikmund (SBM) and Scott Crandall (West Metro) to join next meeting. If members have specific questions for guests, give to secretary ahead of time to be given to guests.

Next meeting dates and times

January 5 3:30-5:30 (extra time for guest presentation)
February 2 3:30-5:00
March 1 3:30-5:00
March 15 3:30-5:00

Adjournment 5:06

Respectfully submitted
Dean Kapler, Secretary

Minutes January 5



Shared Fire Service Study Group Minutes from January 5 Meeting

Attendees: Matt Hysten (St Francis), Jerry Tveit (St Francis), Kevin Robinson (Oak Grove), Curt Hallermann (Oak Grove), Mark Quackenbush (Oak Grove), Kurt Ulrich (Ramsey), Dean Kapler (Ramsey/Nowthen/St Francis), David Arcand (Bethel), Bill Schulz (Nowthen), Kim Swenson (St Francis), Jason Tossey (Ramsey), Brian Kirkham (Bethel), Shane Swedeen (Ramsey), Richard Wiitala (Bethel), Todd Miller (Bethel), Harlan Meyer (Nowthen)

Guests: Chief Nyle Zikmund of SBM Fire and Scott Crandall West Metro Fire

Introductions

Introductions were made around the room

Presentation by guests:

Chief Scott Crandall West Metro

- Gave his background in fire service, came from city of Crystal, gave demographics of each community (3 stations, 46,000 population, 1541 calls for service annually, provides basis EMS services along with all fire responses)
- Process took about 7 years, in 1998 decided to form a fire district
- Discussed the Board of Governance
- Meets quarterly with board
- Has worked for years to send the “right” response to incidents
- District currently in a bit of a “muck”. A good strong governance document is necessary to avoid problems in future.
- Annual budget has been reduced each of the past 4 years. Currently at 1.8 million.

Chief Nyle Zikmund SBM Fire

- SBM organized in 1944 as a non-profit fire corporation
- Discussed the populations of each community with Blaine the largest at +70%
- Works under a contract with each community
- Joint Powers Agreement is 50% market value and 50% call volume
- Board of Directors made up of appointments from each council with Blaine having more members due to population and % of contract. No elected officials on the board or full-time city employees
- Operates out of 4 fire stations, recently closed 2 stations and built others

Questions by Group:

- Term of SBM contract: 10 year with automatic continuation
- Both Chiefs agreed that a clause in contract to make getting out very costly will push communities to work through their differences
- JPA may not save operational costs, but will on capital equipment costs
- West Metro: Factors of concern; philosophical differences between communities has been an issue, currently using a 3rd party to resolve. Community response has been much better by utilizing resources better
- SBM Factors of concern: Conflict back in 90-91 dealing with buying new stations and equipment. Had to fall back to JPA to resolve some personnel issues
- Both Chiefs agreed to needing to give the Fire Chief unprecedented support to work with the other communities
- Governance Board must be the conduit of communication to individual councils
- West Metro: When dealing with power and control, problems are typically with the local politicians
- The Board of Directors/Governance Body must have the power to govern the agreement (Copy of Governance agreement will be sent to all members of the study group)
- Pension issues: SBM’s relief never changed. Chief Zikmund stated there are a number of options to use and all can be very equitable. There is also a state wide plan to look into. (West Metro) agreed to bring one communities pension program up to the level of the other at the beginning of the agreement.

- Identity Issues: (West Metro) many members threatened to quit, very few did. Worked a lot on team building. In some cases it takes certain people to leave to move forward.
- Reasons this group should move forward: Service to the community #1, As a dept probably the most basis of liability in the community, Take care in setting up the Governance Board

Questions given by member prior to meeting (Written responses by both Chiefs)

1) What were the biggest challenges/benefits in establishing and how did those challenges/benefits change over time?

(WM)

- Challenges: Pension legislation, short implementation timeline, start-up funding, employee buy-in.
- Benefits: reduction in fleet while maintain ISO rating, Leveraged strength, personnel pool, resources, greater response capabilities.
- Challenges/benefits over time: Governance/Council power struggles, employee buy-in this took 5-10 years.
 - Reduction in fleet costs, reduction in operational costs, leveraged strength.

(SBM) Dept originally organized as a non-profit in 1944 and has remained in that status since.

Original issues included funding and response. Funding switched from dues and membership to contracts with the townships in 1948-49. Issues in the late 1980's included ownership of assets and makeup of Fire Board. Fire Bond to build 2 new stations a purchase 8 pcs of apparatus caused changes to contract and bylaws resulting in;

- All assets being transferred to the cities that created a Joint Powers Agreement establishing a formula for voting share and ownership share.
- Fire Board transitioned from all 7 members being FD members to 5 of the 7 being community representatives (Blaine 3 and SLP and Moundsview 1 ea), Term limits for all (2-3 year terms), no full time city or FD employees or elected officials.
- Fiscal control of FD transferred to City Manager group (new hires, use of any reserved, annual budget approval)
- Contract changed to perpetuating automatic renewal every 10 years.

Essentially the FD operates much like a concession with staff providing the expertise to manage operation. FD manages and cares for all buildings and equipment (leased back to us via the contract)

2) Were there any unanticipated challenges/benefits? What were they?

(West Metro)

- Unanticipated challenges/benefits: Governance/Council power struggles, budgeting and dissolution.
- Leveraged strength, personnel pool, resources, greater response capabilities.

(SBM)

Benefits included the creation of environment where political forces are minimized, efficiency opportunities an optimized and appropriate levels of checks and balances are in place.

Fire Board oversees budget management, policy, personnel, and Fire Chief.

City Managers/Administrators oversee overall finance and Fire Chief.

Challenges include balancing various needs and interests of different communities.

3) What key advice would you give to communities establishing joint fire services today?

(West Metro)

- Ensure the JPA provides clear authority to the board of directors, questions of authority of the board can derail the organization to the point of dissolution.
- Board members must understand their role on the board is the interest of the Joint entity not their individual community (this is hard to do).
- Ensure fair process is employed and the interest of the organization is focused on accomplishing its mission.
- Ensure the customer is represented on the board.
- Communicate and communicate more.
- Engage stake holders, clarify mutual expectations.

(SBM)

- Do it! Demands on Fire Depts and specifically fire chiefs, especially volunteers are unattainable and thus the organization and eventually the community are subjected to increased risk (training, personnel issues, response, etc.)
- Fire Chief must be given a high degree of support to facilitate changes.
- Cost savings will result more on the capital side than the operational side but service and quality will improve dramatically. It is possible that operating budgets will increase (but by joining forces this may minimize impact)

4) How did you handle communications to the community? What was the response?

(West Metro)

- a. Local media, city publications and websites, council meetings, Town meetings.
- iii. Response was minimal, some individuals called with questions such as “Will I have to pay for service?”

(SBM)

- 1) When we transitioned to the new model in 1991 which included the sale of bonds, changing the board and transferring assets as well as when we closed 2 stations in 2006 and consolidated into a single station (for that area) we used the same approach; media, cable, newsletter, mailings and open houses.
- 2) In both cases, response from the public was minimal (although they voted for the bonds 70.3% to 29.7%) to virtually non-existent when we closed the 2 stations. I concluded that as long as someone showed up in a reasonable amount of time and did a professional job, people had few other concerns.

Assessor’s Information

Discuss Assessor’s information for each community:

- Business/Commercial
- Residential
- Institutional

Community Plans, expenditures, etc.

Discuss Capital Plans, Future Expenditures, Population forecasts for each community

Next Steps

Secretary was directed to complete the following:

- Put information into a spreadsheet
- Run cost comparisons with a model
- Biggest needs by each community Top 5 of each Service and Capital by Jan 19th

Next meeting dates and times

- February 23:30-5:00
- March 1 3:30-5:00
- March 15 3:30-5:00

Adjournment 5:32

Respectfully submitted
Dean Kapler, Secretary

Minutes February 2



Shared Fire Service Study Group Minutes from February 2 Meeting

Attendees: Dave Arcand, Curt Hallermann, Matt Hylen, Rick Juba, Dean Kapler, Brian Kirkham, Corrie LaDoucer, Harlan Meyer, Kevin Robinson, Ron Schliecher, Sarah Strommen, Shane Swedeen, Jerry Tveit, Kurt Ulrich

Cost Share Model Review

Discussed different cost share models and details from each city.

Discussion of different ways to fund capital equipment

- suggestion to pull out capital equipment and building expenses
- pull out buildings and maintenance
- pull out vehicles but leave in PM and regular maintenance
- Use equipment that has at least a 10 year life

Run same numbers using Anoka/Champlin cost share model

Discussion on providing medicals vs not providing

Generating Per Capita Figures

Need detail of debt service of buildings and equip from each community

Generate on all communities both individually and as a complete

ISO Conversation Update

Review of factors that affect the insurance rating

Discussion on creating Regional Map with Fire Station Locations and Response

Fire Chiefs will work to put together map showing response area's.

Grant Application via MN State Fire Marshal's Office

No money currently available for grants

Final Report Prep

Suggestion of scheduling additional meetings. Discussion on April 1st deadline.

Suggestion to outline content of final report, id key topics.

- ISO impact, impact to property owners
- emphasize customer service isn't decreased
- Per Capita numbers
- Costs

City Administrators to meet and come up with draft for final report

Discuss future topics that would come up

Next meeting for administrators scheduled for Feb 9th

Next Steps

Staff Direction:

- Run Cost Share Models pulling out capital items and \$\$ going into capital reserves. Pull out Medical Responses for applicable communities to make fair comparisons.
- Chiefs Arcand, Hallermann and Kapler to conduct conference call with ISO representatives and get detailed information of impact on rating if combining services
- Administrators to meet Feb 9th to draft contents of final report

Review balance of meeting schedule

- Next meeting February 16th

Adjourn 5:06



Minutes February 16



Shared Fire Service Study Group Minutes from February 16 Meeting

Attendees: Dave Arcand, Curt Hallermann, Matt Hylan, Rick Juba, Dean Kapler, Corrie LaDoucer, Kevin Robinson, Ron Schliecher, Shane Swedeen, Jerry Tveit, Kurt Ulrich, Kim Swenson, Bill Schulz

Cost Share Model Review

Reviewed cost share models beginning with Isanti model, Anoka/Champlin, Lake Johanna
Staff was directed to pull Medical Response numbers from Bethel and St Francis Budget and re-run models

ISO Conversation Update

Reviewed current ISO ratings from each community
Reviewed call by Fire Chiefs to ISO representative. Concern of water shuttle was discussed in detail. Staff will contact local ISO representative to find out details of either getting evaluation complete or possibly a "desktop" analysis

Final Report Update

Kurt Ulrich did an overview of the meeting held by administrators. Went through goals, barriers, how to proceed.
Reviewed steps that have happened to date.
Made assignments within the group to generate a paragraph on each topic. Deadline February 27th to Kurt Ulrich.

Next Steps

Create regional map (Dean)
Re-run cost share models without Medical Response costs (Dean and Shane)
Research consultant fee (Kurt)

Decision to hold additional meetings. Remaining meeting schedule:

March 1
March 15
March 29

Adjourn 5:10



Minutes March 1



Shared Fire Service Study Group Minutes from March 1 Meeting

Attendees: Dave Arcand, Curt Hallermann, Harlan Meyer, Matt Hysten, Rick Juba, Dean Kapler, Corrie LaDoucer, Kevin Robinson, Ron Schliecher, Shane Swedeen, Jerry Tveit, Kurt Ulrich, Kim Swenson, Bill Schulz

Final Report Paragraph Review

Each member went over their assigned paragraph. Comments were made and changes will be implemented.

Review of Regional Map

Review of Regional Maps. Decision to look at driving radius's were made and will be implemented.

Review of Cost Share Models

Group went over several different cost share models and discussed the unique differences of all.

Final Report Update

Kurt Ulrich did an overview of the meeting held by administrators. Went through goals, barriers, how to proceed.

Reviewed steps that have happened to date.

Made assignments within the group to generate a paragraph on each topic. Deadline February 27th to Kurt Ulrich.

Consultant Fee

Kurt Ulrich researched to find that an average cost of a consultant will be approximately \$30,000-50,000

Next Steps

Re-do regional map (Dean)

Implement changes to Final Report (Dean)

Remaining meeting schedule:

March 15

March 29

Adjourn 5:10



Minutes March 15



Shared Fire Service Study Group Minutes from March 15 Meeting

Attendees: Dave Arcand, Harlan Meyer, Rick Juba, Dean Kapler, Kevin Robinson, Ron Schliecher, Jerry Tveit, Kurt Ulrich, Kim Swenson, Jeff Harapat

Final Report Review

Latest draft of Final Report gone through and suggestions for change made.

ISO Update

Dean reviewed a phone conversation with ISO representative dealing with the hauled water exercise and Bethel area. ISO rep's comment was Bethel area "should" fall under the class 7 after implementing a shared service.

Powerpoint Presentation Discussion

Group discussed main themes of the final presentation. Dean will implement and bring back to March 29th Meeting.

Remaining meeting schedule:

March 29

Adjourn 4:48



Minutes March 29



Shared Fire Service Study Group Minutes from March 29 Meeting

Attendees: Corrie LaDouccer, Dave Arcand, Rick Juba, Dean Kapler, Kevin Robinson, Matt Hylan, Heidi Nelson, Ron Schliecher, Jerry Tveit, Kim Swenson, Sarah Strommen, Shane Swedeen, Todd Miller, Bill Schulz, Curt Hallermann

Final Report Review

Final draft of Final Report gone through. Group was ok with material.

Powerpoint Presentation Discussion

Group went through powerpoint and changes were discussed. Changes will be implemented.

Final Vote

Group voted 9-0 to approve the materials

Group voted 7-2 to bring a recommendation to further pursue the joint effort to all 5 communities. (Oak Grove had concerns about costs of consultants)

Presenter at 5 city meeting

City Administrator Matt Hylan was selected as the primary presenter for the April 12th meeting.

Adjourn 5:05



RESOLUTION RESCINDING RESOLUTION #XXXXXXX AND ADOPTING THIS RESOLUTION ESTABLISHING A JOINT FIRE SERVICES STUDY GROUP

WHEREAS, local governments have an obligation to the local taxpayers to provide basic City services in an efficient manner; and

WHEREAS, fire protection services are a common local service provided by the communities of western Anoka County; and

WHEREAS, the opportunity exists for several local communities to work cooperatively to provide the same or better service level at a reduced cost to taxpayers; and

WHEREAS, it was the consensus following a joint fire service discussion with the Cities of Bethel, Nowthen, Oak Grove, St. Francis and Ramsey, to appoint members to a formal study group to continue the exploration process of a possible joint fire service among the cities.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF XXXXXX, ANOKA COUNTY, STATE OF MINNESOTA; as follows:

That the City of XXXXXX hereby supports the establishment of a joint fire services study group to study the feasibility of developing a joint fire service organization that would service multiple western Anoka County communities in a cost-effective manner.

That the aforementioned study group will be charged with the duty of analyzing the benefits of a joint fire service and potential barriers to implementation.

That it is expected that the group would provide a written report back to the participating communities on the findings of said study with a recommendation on how to proceed, no later than April 1, 2012.

That the City of XXXXXX hereby appoints an elected official, Councilmember XX XXXX, and an appointed official, City Administrator XX XXXX as members of the joint fire services study group to work cooperatively with the appointed members from the Cities of Bethel, Nowthen, Oak Grove, St. Francis and Ramsey to study a joint fire service organization. In addition, a fire service representative, Fire Chief XX XXXX, is appointed as an ex-officio member.

The motion for the adoption of the foregoing resolution was duly seconded by Councilmember XXXX and upon vote being taken thereon, the following voted in favor:

- Councilmember XXXX
- Councilmember XXXX
- Councilmember XXXX
- Councilmember XXXX
- Councilmember XXXX
- Councilmember XXXX

and the following voted against the same:

None

and the following were abstained:

None

and the following were absent:

None

Whereupon said resolution was declared duly passed and adopted by the XXXX City Council this the 22nd day of November 2011.

XXXX, Mayor

ATTEST:

XXXX, City Clerk

Press Release

FOR IMMEDIATE RELEASE

Contact information:

Kurtis Ulrich
City Administrator
City of Ramsey
(763) 433-9845

**Western Anoka County Communities to Establish
Joint Fire Services Study Group**

November 7, 2011 – Anoka County, Minnesota – Five Anoka County communities announced today the formation of a study group to look at the feasibility of joint fire services.

Recent informal discussions between elected and appointed officials of several western Anoka County communities have resulted in a plan to study the feasibility and benefits of a developing a joint fire service organization that would service these western Anoka County communities in a cost effective manner. The Joint Fire Services Study Group will be charged with the duty of analyzing the benefits of a joint fire service and potential barriers to implementation.

The City Councils of Bethel, Nowthen, Oak Grove, St. Francis and Ramsey, will be asked to consider the appointment of members to a formal study group to continue the exploration of a possible joint fire service among the cities. In addition to an elected and administrative official from each community, a fire department representative will be appointed from each community as an ex-officio member.

Mayor *Jerry Tveit*, the *St. Francis* representative to the group, stated, “Local governments have an obligation to the local taxpayers to provide basic City services in the most cost effective manner.”

There are several joint fire services already operating effectively in Anoka County, including the Anoka-Champlin, Centennial, and Spring Lake Park-Blaine-Mounds View fire departments. The group will study whether the opportunity exists for these five communities to work cooperatively to provide the same or better service level at a reduced cost to taxpayers.

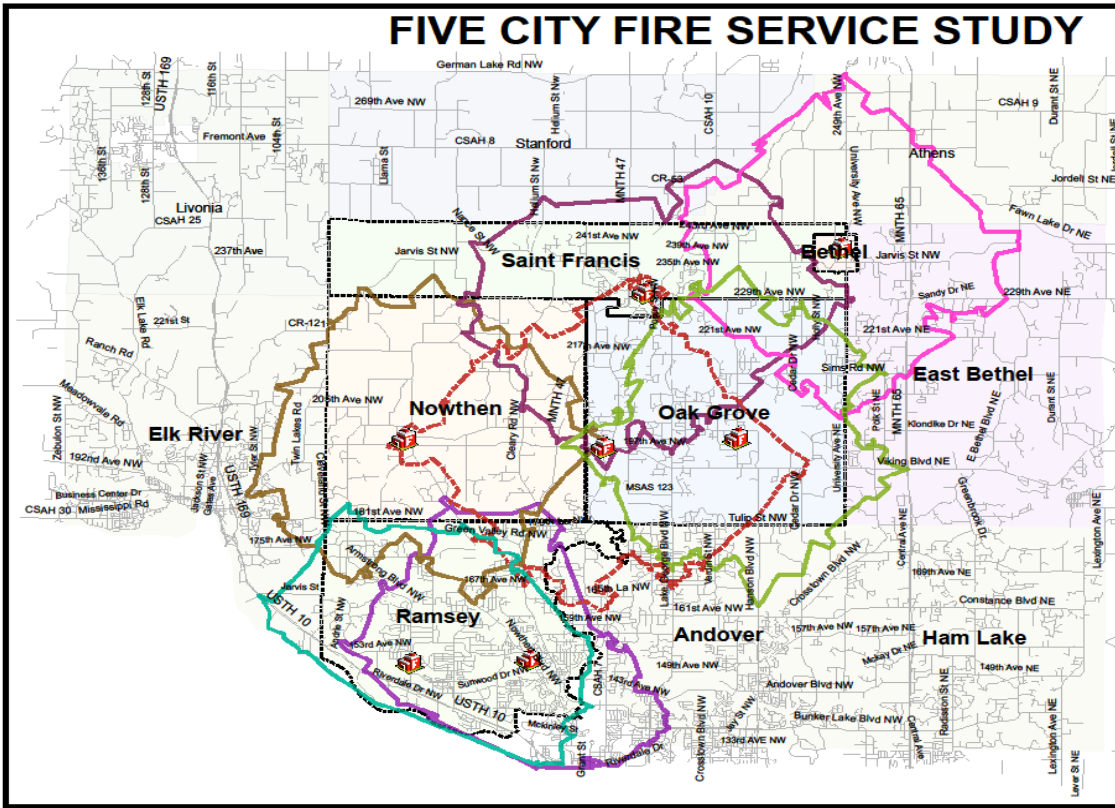
Mayor Mark Korin from Oak Grove stated, “This effort will give our communities a chance to look at a structure that could improve services and make the best use of the limited resources that City’s have today.”

Ramsey Fire Chief Dean Kapler noted, “Currently each City in the study runs independent fire services, except the City of Nowthen, which contracts with the City of Ramsey. Further, he added that “no decision has been made about whether a combined fire service is a good idea, but we need to examine this option to see if it provides an opportunity.”

The group will be charged with providing a written report of findings back to the participating communities with a recommendation on how to proceed, no later than April 1, 2012.

###

Maps of Communities with fire station locations



Lists of equipment and personnel of each community fire department

Bethel

12 Firefighters
1 Fire Station
2008 Engine
1979 Engine
1992 Tender/Tanker
1983 Grass Truck

Nowthen

10 Firefighters
1 Fire Station
1989 Engine
1989 Tender/Tanker
2008 Grass Truck

Oak Grove

Firefighters
2 Fire Stations
2001 Engine
2001 Engine
1995 Tender/Tanker
1992 Tender/Tanker
2006 Grass Truck
2001 Grass Truck
(2) J-5 wild land fire rigs
1994 Rescue Rig

Ramsey

42 Firefighters
2 Fire Stations
2007 Engine
1999 Engine
1994 Tender/Tanker
1989 Tender/Tanker
2003 Ariel Ladder
2003 Grass Truck
1989 Grass Truck
2004 Rescue Rig
2002 Rescue Rig

St Francis

22 Firefighters
1 Fire Station
2000 Engine
1993 Engine
1990 Tender/Tanker
1998 Tender/Tanker
2007 Grass Truck
2002 Rescue Rig