

2024 Shorewood City Council Retreat

Friday January 26th 8:30 – 4:00

**Conference Room
Shorewood Community and Event Center
5735 Country Club Road, Shorewood, MN**

8:00 AM	Refreshments
8:30 AM	Welcome and Opening
8:35 AM	1. Review 2023 Accomplishment and 2024 Projects
9:30 AM	2. Discussion of City Infrastructure and Financing Strategy
	BREAK 10:15-10:30
Noon	LUNCH
12:30	Discussion of Topics Determined by Council
12:30 – 1:15	3. Goals for City Communications
1:15 – 2:00	4. Strategic Planning Process
2:00 – 2:15	BREAK
2:15 – 3:00	5. Public Safety Aid Funds Allocation
3:00 – 3:45	6. Review and Update of City Code
3:45 – 4:00	7. Wrap Up
4:00	Adjourn



Item 1. 2023 Accomplishments and 2024 Goals

Prepared by **Marc Nevinski, City Administrator**

The following accomplishments and goals were submitted by the City Council through the retreat survey and by department heads to the City Administrator. Review of these accomplishments and goals helps to align staff and Council in understanding needs and priorities within the City.

2023 Accomplishments and 2024 Goals by the City Council

2023 Accomplishments

- Completion of Birch Bluff, Strawberry, and Smithtown Ponds
- Completing the new JPA agreement
- Improved hybrid meeting technology
- The budget remained reasonable.
- Three large infrastructure projects were mostly completed.
- New staff/mgmt seem to be fitting in and performing well.
- Successful onboarding of new city administrator and PW director
- Adoption of new technologies to improve performance
- Positive changes in public works performance and policies
- improved communication w residents
- infrastructure improvements & new street management software
- water meter replacements & educating council & residents about our water system
- Strawberry Lane, Birch Bluff projects
- Hiring and onboarding new City Admin and City PW Director (these last 2 could relate back to 2022, but still important!);
- Beginning implementation of IPM plan

2024 Goals

- Develop a realistic plan for expanding city water;
- Improve city messaging around its goals and accomplishments/strategic plan;
- Staffing stability in finance and parks.
- Continue to improve communication w residents & keep educating residents on city government
- Continue infrastructure improvements & develop new road improvement schedule based upon results of street management software
- Continue to educate council & residents about our water system
- Buckthorn
- More opportunities for public engagement and drawing from the resident knowledge base (e.g., via resident work groups, expand participation in council work sessions and council meetings)
- Develop clear and consistent policies and procedures (e.g., SCEC self-funding, zoning code, council rules and procedures, water infrastructure fees, roles of the commissions, city water, IPM, invasive species management, maintenance of parks and stormwater ponds)
- Update the vision and mission of the city

- City-wide refuse collection. Parks/open spaces vegetation management plan. PW facility improvements planning.
- Comprehensive study of medium-density developments with design and construction standard. Our current ordinances seem to struggle to work with this density without using a PUD or CUP for approval.
- Employee retention program, and succession planning probably using an outside consultant for a workshop, and recommendations.
- Scale our security and protection strategies for our parks and other public spaces.

2023 Accomplishments and 2024 Goals by Department

PUBLIC WORKS

2023 Accomplishments

- New winter maintenance practices/staff members doing training to promote these practices as well. And policy, approved in December 2023. Changed winter maintenance materials.
- Sending staff members to conferences to learn more about maintenance practices and meet new vendors. Licensure continuing education and new class licenses.
- Utility Lead position filled November 2023
- SeeClickFix issues being resolved timely and efficiently. Get stats from Eric Wilson.
- Retained all employees/hired 2 seasonal employees.
- Continued to clean the 20% quota that needs to be met of the Sanitary Sewer system. 2nd year. Identified issues with sewer system for future maintenance
- Started to clean out known storm sewer issues, with the intent of this becoming more in depth when time/personnel permit. Cleaning CB sumps, etc.
- Started to knock off some of the neglected maintenance items at the well houses. Gutters, doors, piping issues identified by MDH, etc.
- Did proper maintenance on the Lacrosse field through-out the year using rake, sweeper and aeration equipment. Positive feedback from Minnetonka LAX
- Planted 5 new trees in the parks
- EAB treatments on high value trees in Silverwood, Manor and Cathcart parks
- Auction off old equipment using MinnBid website. All old pickups, trailers, chairs, plows
- Water meter replacement project started in December, 2023. Replace 270 meters in December. An additional 400+ will be replaced in 2024
- Eradicated beaver resort on Timber Lane involving bank rehab and road
- Implemented Vaisala Road AI and analyzed all city streets.
- Evaluating iron in water supply and making changes to system to reduce iron.
- Completed crack sealing and road sealing on city parking lots and newer city streets
- Tree removal by Davey with a focus on dead or dying trees in the ROW or in city parks.
- ROW tree trimming by city staff in November/December with the warmer weather focusing on sightline issues and narrowing roads.
- Conducted speed studies around the city
- Increased and consistent ROW enforcement. Landscaping materials, signs, etc.
- 3 watermain breaks
- Severe drought warning with water conservation measures. Communications

- Lift Station 11 rehab

2024 Goals

- Employee retention
- Successful AFSCME union negotiations.
- Complete lead service inventory
- Continue employee training in utilities, equipment and winter operations.
- Tree planting in parks. \$10,000 in 2024 budget
- Continue sewer cleaning in middle of city area.
- Hire 3 seasonal employees for parks and public works maintenance
- Begin routinely exercising of water valves
- Purchase new capital equipment, water truck, pickups, sweeper.
- Maintenance of invasive species (buckthorn and Canadian thistle) in Freeman Park and Minnetonka Country Club. Look at creating invasive species management plan.
- Perform successful projects
 - SE well valve replacement
 - 2024 mill and overlay
 - Smithtown drainage
 - East water tower maintenance
 - Water meter replacement
- Create new road infrastructure plan
- Continue to create and have productive and quality relationships with neighboring agencies.
- Work on the TH7 corridor. Both on coalition and corridor study.

PARKS & RECREATION

2023 Accomplishments

- Civic Rec training and implementation
- Oktoberfest
- Community Center Attendant all staff training and manual
- Mobile AV Cart, Screen and Projector
- Flashcam
- Revised marketing through ShoreReport
- Established a Parks and Recreation office
- New recurring rentals: Salsa Collaborative, Excelsior Noon Rotary, Ishia Yoga Retreats, Oppidan Meetings
- SSSP Movie events
- Partnerships: SAIL, Bach 2 Rock, Roots and Wings Therapeutic Services, Tenacity Tennis, American Legion, Excelsior Morning Rotary, Snapology, Minnesota Inboard Watersports, New Horizon Academy

2024 Goals

- South Shore Senior Partners Agreement

- South Shore Community Park Engagement
- Marketing of SCEC
- Park Facility User Guide
- SCEC Bathroom Remodel

PLANNING AND INSPECTIONS

2023 Accomplishments

- Planning Applications Reviewed
 - 2 large PUDs Maple Shores and Lake Park Villas
 - 8 residential variances and one CUP
 - 3 Commercial development applications (two antennas and 1 development)
 - 77 zoning permits
- Building Permits
 - 879 permits were issued, of which 7 were new complex homes, 97 remodels and 34 additions.
 - Conducted 2,339 inspections.
 - Tracked and closed/followed up with 1,000 aging permits from pre-Iworqs paper fields.
 - Completed 6 new escrow agreements and released 7 others.
- Rental Housing Activities
 - Issued 36 rental licenses (Including sent expiration notices, scheduled and conducted inspections, etc.)
- Administered the Deer Management Program and Christmas Lake AIS Program
- Code Enforcement
 - Received complaints and conducted investigations
 - Prepared 27 zoning violation notices/citations
 - Worked with Hennepin County and the property owners to bring two hoarded homes into compliance.
- Updated and expanded the number of handouts and information sheets available for the public. The new handouts range from fences to new homes.
- Completed a new house final inspection checklist which is uploaded into every permit application and posted on the website.
- Code Amendments
 - Park Commission duties (to add IPM plan)
 - Rental Housing Code Amendments
 - Drafting Content Neutral Signage
- Park/Trail Activities
 - Finished Silverwood Park
 - Completed Freeman Park Trail Rehab project (and wrote an unsuccessful grant application)
 - Mill Street Corridor Moving Forward (and submitted a Capital Budget Bonding Request)
 - Transitioned the park planning duties to the Parks Director

2024 Goals

- Continue to provide building and inspection services
- Implement the Comprehensive Plan:
 - Building Code Section of City Code
 - High Density residential districts and related chapters in the zoning regulations as well as Zoning Map amendments
 - Medium density residential districts and related chapters in the zoning regulations as well as Zoning Map amendments
 - Low to Medium residential districts and related chapters in the zoning regulations as well as Zoning Map amendments
 - Additional potential code amendments related to steep slopes, tree preservation and other potential issues indicated in the Comp Plan
- Other Code Amendments:
 - Finish content neutral sign regulations
 - Amend the administrative sections of code to keep them current and viable
- Train new ½ time employee
- Rental Housing: Continue administering the program
- Code Enforcement: Receive complaints as they are submitted
- Continue to find more frequently asked questions to turn into handouts.
- Continue to organize basement storage area for easy retrieval of documents with permanent retention.
- Training curriculum for Planning Commission and Council

ADMINISTRATION, HR, COMMUNICATIONS, ELECTIONS & RECYCLING

2023 Accomplishments

Administration

- Approved and implemented new and updated fees in the City's 2023 Fee Schedule in January of 2023, including utility rate increases. Approved and implemented new and updated fees in the City's 2024 Master Fee Schedule in December of 2024, including utility rate, recycling, park/recreation, and zoning increases.
- Ended the City's COVID sick leave policy in its third year of existence in January 2023.
- Recruited for and appointed one new councilmember to the Council vacancy, appointed three new Park commissioners and two new Planning commissioners, one to the LMCD, one to the LMCC, and one to the MCE.
- Repealed and replaced Therapeutic Massage License Ordinance 600 and created new forms and process and fees for administering the licenses in the City – April 2023 and ongoing. Processed one new massage therapy license and denied three applicants who did not meet the minimum requirements. Four massage applicants and one massage business currently in process for approval.
- Provided the annual update for the City's Data Practices policy and updating of data practices officers. Processed over 130 data requests to date in 2023.
- Added Juneteenth as a City Holiday in June of 2023.
- Approved a new liquor license to Red's Savoy Pizza in addition to renewing existing licenses.
- Approved three new tobacco licenses in 2023; Jim's Liquor, Shorewood Tobacco, and Shorewood Smoke Shop, to date, in addition to renewing existing licenses.

- Provided for updates, training, in equipment and staffing for interactive meeting technology.
- Laserfiche Updates and Audit – completed some internal LF updates and completed the annual audit. Provided LF training to new and existing staff.
- Completed painting of front reception area, hallway, and offices in December of 2023. In process of hanging wall photos in front reception area.
- All Administration staff supported city-wide events in 2023 and participated in planning and working the events.

Human Resources

- Implemented recruiting and hiring software NEOGOV Insight which helped in the recruitment and hiring of 24 employees in 2023 – Approved in February of 2023.
- Compensation Study – Presented research and justification at 2023 Council/Staff Retreat and brought to fruition a city-wide compensation study in September of 2023 with an effective implementation date of January 1, 2024.
- Completed the process of Reclassification of seven employees who were improperly classified – effective October 1, 2023. Updated City Reclassification Policy.
- Earned Sick & Safe Time Policy – Approved November of 2023 to be effective January 1, 2024, expanding the city’s current sick leave policies to include casual and seasonal employees and to expand the uses for regular employees.
- Performed and completed first BCA Administrative and Fingerprint Audits – November 2023.
- Hired and onboarded six regular employees in 2023 including a new city administrator, public works director, communications coordinator, light equipment operator, recreation specialist, and administrative assistant. Hired and onboarded 17 part-time casual and seasonal employees including public works seasonal, warming house attendants and community center attendants. Promoted one employee to Utility Lead position in the PW Department.
- Completed onboarding of six regular employees who were hired in 2022, including a new planning technician, three light equipment operators, one shop technician, and a new Park/Recreation Director.
- Created and Implemented a Public Purpose Expenditure & Employee Wellness Policy which includes employee recognition and wellness initiatives and guidelines – August 2023.
- Presented as a panelist expert at the League of MN Cities Annual Conference in Duluth in June of 2023 on “What HR Professionals Wish Their Elected Officials Knew About HR” where over 100 city officials attended the session.
- Updated all employee job descriptions internally, in comparison to a previous update in 2013 when the city contracted the work out at a cost of almost \$3,000.
- Successfully managed 2023 budgets for Administration, Municipal Buildings, Recycling, City Council, and Elections, and created and approved the 2024 budgets, respectively.
- Provided new IT upgrades for five staff members, a new PC for the council chambers, and three new staff phones.
- Personnel Policy Updates which included updates to the city’s firearms policy and the addition of section 4.12 Possession and Use of Dangerous Weapons, adding the new reclassification policy to section 6.02, updates to section 8.08 Pregnancy and Parenting Leave, Section 8.09 School Conference Leave, Section 8.16 Elections/Voting Leave, Section 8.17 Bone Marrow/Organ

Donation Leave and Section 8.18 Nursing Mother Leave and the required adaptations and processes to adhere to the new policies.

- Pay Equity Report – currently working on city pay equity report due in January 2024 and every 3 years to the State of MN to remain in compliance with state law.
- Facilitated ten successful Employee Wellness and Recognition events in 2023.
- Held a mandatory employee workshop for all employees on “Maintaining an Effective Work Environment” in May of 2023.
- Updated Performance Review forms in 2023 and currently in process of completing the annual performance review process for all regular city employees.
- Created an effective process and schedule for employee pay increases to ensure they are managed in a timely manner.
- Established new BCA and Candidate background check processes, and an Adverse action process for the city in the event of a negative background result.

Communications

- Communications Plan – began the development of a comprehensive communication plan – did increase online presence and communications in 2023, established KPI’s and communication objectives.
- Website – Approved the budget and a contract for a new city website in the fall of 2023 to be implemented in March of 2024. Established a baseline understanding of key metrics to better understand user demographics and behavior in anticipation for new website. Implemented best practices for website performance, security, and effectiveness. Created a new website team in the fall of 2023 and began working to meet timeline objectives to bring the new website to realization.
- Social Media – added Instagram and increased online communications through engaging content and strategic publishing schedule.
- Newsletter – updated the monthly newsletter in 2023 to include new design, a change in the material being covered away from park/rec/activities to feature additional content.
- Held two successful photo contests; Fall/Winter and Spring/Summer.
- Branding – created a branding strategy and developed an internal document that outlines principal elements for branding that includes color pallets, type, logo, and templates and updated and uniformed city files and templates.

Elections

- Municipal Canvas Results of the City’s first Recount of a City Election – approved in January 2023 resulting in seating two new councilmembers; Dustin Maddy and Guy Sanschagrín.
- Approved a boundary adjustment to Precinct 2 due to the annexation of a property in Chanhassen – January 2023.
- Supported the successful ISD #276 Election, leasing the city’s election equipment, utilizing our election judges, and using the SCEC as a precinct location.
- Began election training for existing election staff and two new election staff hired in 2023.

Recycling/Sustainability

- Held a successful Tree Sale completed in summer of 2023.
- Spring Clean-Up, Paper Shred and Fall Paper Shred events – held in May and October of 2023.
- Recycling Committee – successfully implemented planning and objectives into actions performed during 2023, including cart audits and partnering with the High School on projects.
- Organics – Increased sign-ups and improvements to the organics recycling program adding new locks to the bins, increased signage and additional print materials.
- Recycling – Increased educational objectives and communications to residents and employees.

2024 Goals

Administration

- Recruit for and appoint commissioners and board members for the open seats on Park, Planning, LMCD, LMCC, and MCE.
- Provide for council meeting staff seating, ADA compliant podium, and technology investments to ensure effective interactive meeting technology.
- Provide for additional Laserfiche updates to include better searchability and organizational structure. Provide for additional staff training.
- Successfully manage the 2024 budgets for Administration, Municipal Buildings, Recycling, City Council, and Elections.
- Provided new IT upgrades per the 2024 budget and consider upgrades for interactive meeting technology for staff.
- Continue to pursue and consider proposals for agenda management software to go paperless for city meetings.

Human Resources

- Train additional staff members in NEOGOV Insight to ensure a back-up for the HR Director.
- Implement an effective retention strategy and succession planning to ensure smooth transitions when key staff turnover.
- Revisit the compensation plan step system for the year 2025.
- Negotiate the AFSCME Public Works Contract for 2025-2027.
- Implement an effective Recruitment strategy for replacing key positions.
- Implement the Earned Sick & Safe Time (ESST) Policy effective January 1, 2024. Calculations for seasonal and casual employees will be performed manually until Springbrook can provide an option in the software to calculate. Implement software and notification requirements per state law. Monitor effectiveness.
- Create BCA Non-Criminal JPA to comply with BCA Fingerprint Audit Requirements.
- Continue to refine onboarding process for new employees – regular and casual.
- Provide for additional Employee Wellness initiatives and events including a financial wellness component.
- Provide for additional development and training opportunities for all employees as delineated in their annual review process as goals and opportunities for growth.

- Work on Paid FMLA legislation that will go into effect in 2026 but need to begin implementation and payroll deductions in 2025.
- Pay Equity Report – complete process and submit report by January 31, 2024.
- Train back-up staff in payroll, HR functions, and utility billing in 2024.
- Facilitate a StrengthsFinder session with staff and council.

Communications

- Communications Plan – Increase online communication presence using engaging content and strategic publishing schedule, utilize metrics for website views, reach, engagement, etc. Develop and publish posts and articles showcasing city’s expertise, projects and events. Goal of 50% open rate on email marketing campaigns.
- Website – Work with staff website team and CivicPlus to update the website, develop and train staff in best practices for the updated website, regularly analyze and report on KPI’s to measure success of new website. Continue to refine website strategies for continual improvement.
- Social Media – Utilizing engaging content and strategic schedule the goal is to increase online presence in 2024. Establish a dedicated social media platform(s) for real-time engagement.
- Newsletter – Beginning January 1, 2024, maintain a strategic bi-monthly newsletter publishing/ mailing schedule and provide for new layout and content.
- Branding – continue to equip staff with key messaging templates, materials, and guidelines and refine/reinforce branding guidelines as needed. Utilize data analytics to measure brand performance to optimize brand strategy.

Elections

- Train new elections staff and City Administrator in the elections process. Goal to transfer as much election and institutional knowledge as possible to key elections staff. Train in new election rules, requirements, and processing for 2024.
- 2024 Elections will include at least four elections (possibly 5) and require a fair amount of staff resources to facilitate, operate, manage, and plan for. In addition, the city provides early voting and the direct balloting and weekend hours have been expanded. My goal is that we pull this off impeccably as we have in the past!
- Provide for a comprehensive training plan for all Shorewood staff and Shorewood election judges.
- Successfully elect the city’s mayor and two councilmember open seats effective January 2025.

Recycling/Sustainability

- Hold a successful Tree Sale in 2024.
- Hold successful Spring Clean-Up, Paper Shred and Fall Paper Shred events.
- Recycling Committee – continue to use this committee to meet education and planning objectives. Continue partnering with the Vantage program and the county on projects.
- Organics – Goal is to increase awareness and participation in the city’s organics recycling program.
- Recycling – Implement a communications plan outlining key messages related to recycling. Continue to grow expertise and knowledge.



Item 2. Discussion of City Infrastructure and Financing Strategy

Prepared by: Marc Nevinski, City Administrator
Matt Morreim, PW Director
Andrew Budde, City Engineer
Joe Rigdon, Finance Director

Background

Ultimately the goal of this discussion, and future ones, is to develop a vision for infrastructure that aligns with community goals, achieves the desired level of service, is financially sustainable, and guides strategic planning and action. Council is asked to consider and discuss the information in this memo and provide staff with comments, questions, and direction for additional analysis and discussion.

Questions for Council

See memo for discussion points.

Attachments

Infrastructure and Financing Strategy Memo
Infrastructure Article (Councilmember Callies)
Ped Safety Article (Councilmember Callies)

INFRASTRUCTURE AND FINANCING STRATEGY MEMO

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1. 2023 City Council Retreat Memo – Long Term Plan Regarding Water Infrastructure and Delivery
2. July 24, 2023 Council Update: Water Quality Update Memo
3. Excerpt from November 13, 2023 Council Work Session: Utility Enterprise Funds Discussion Memo
4. Water Chemistry & Hydrogeology-DNR

INTRODUCTION

Our infrastructure – the roads we travel, the water we consume, the networks that keep us connected – are critical to our everyday lives. Today, many parts of our city infrastructure (water, sanitary and storm sewer, and roads) are facing challenges, from minimally treated water supply to an inconsistent or unclear vision of infrastructure planning to steeply rising maintenance and construction costs. Additionally, infrastructure is expanding with new development and city projects. Maintenance needs, costs and requirements are increasing along with future capital improvements. The City of Shorewood needs a strategic approach to infrastructure funding that prioritizes service, sustainability, and long-term resilience.

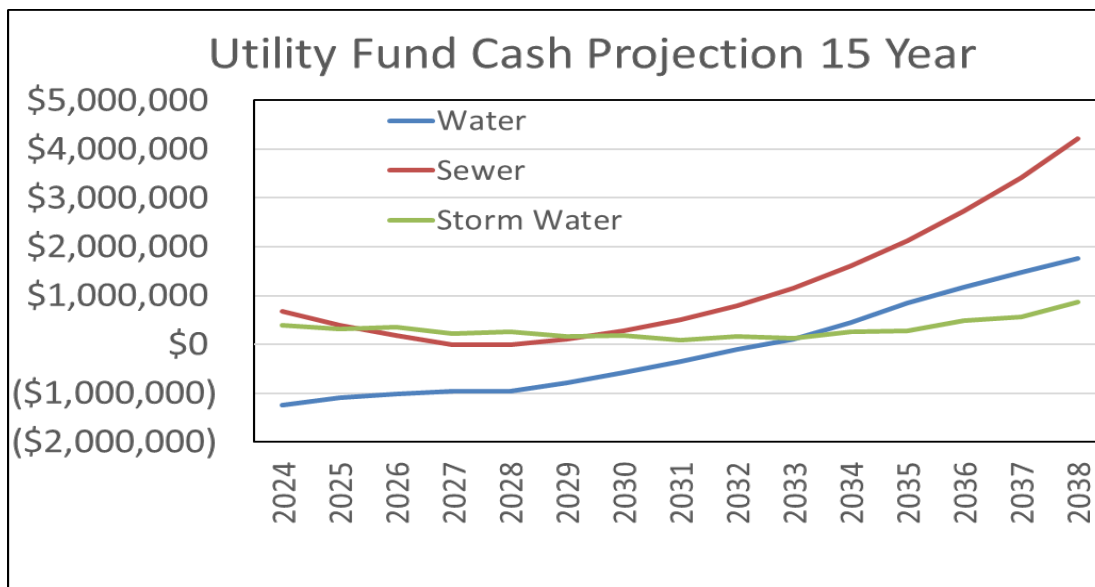
In this memo, we explore the growing need for a long-term infrastructure vision and strategy for each aspect of the city’s public utility infrastructure: water, sanitary sewer, storm sewer and roads. We’ll look at the current funding situation that the city is currently in and strategies to improve and make infrastructure funding more sustainable.

Ultimately the goal of this discussion, and future ones, is to develop a vision for infrastructure that aligns with community goals, achieves the desired level of service, is financially sustainable, and guides strategic planning and action. Council is asked to consider and discuss the information in this memo and provide staff with comments, questions, and direction for additional analysis and discussion. Staff will then prepare a work plan reflecting the Council’s direction and priorities.

CURRENT CHALLENGES

Each part of the city’s infrastructure has unique challenges and needs. Generally, the key challenges facing Shorewood’s infrastructure are:

- Lack of clear vision on overall infrastructure decisions.
- Infrastructure is aging and will require maintenance and replacement.
- Replacement costs are increasing.
- Current utility funding for projects is spending down reserves.
- Absence of an asset management system makes maintaining infrastructure more challenging. Prevents data driven planning and decision-making.
- Minimal treatment in the city’s water supply.



VISION

As a starting point, Council is encouraged to think about establishing a vision for its infrastructure. A clear vision will help define and articulate the City's values and goals and guide future decisions. Such a vision could range from making no further infrastructure improvements and only maintaining the current systems of utilities and roadways, to defining explicit objectives and extending improvements throughout the community.

All cities have unique characteristics that shape discussions and decisions about the future and vision of a community. Shorewood is a mainly residential community with only a little more than one percent of its total land area dedicated to commercial/industrial uses, resulting in residents funding service costs, without much contribution from commercial/industrial users. Its development pattern can be described as a blend of suburban (paved streets with curb and gutter with homes on smaller lots) and rural (paved streets with ditches and larger lots).

Items to consider about the vision of Shorewood as it relates to infrastructure:

- *Rural vs. urban roads.* Significant portions of Shorewood have rural road sections without curb and gutter and minimal storm water drainage. While there are pluses and minuses to both road sections, what should be the direction moving forward? Should new developments have an urban road section and existing streets have the option to be one or the other on a case-by-case basis? What if there are significant utility issues that would warrant a transition to an urban road section?
- *Water infrastructure.* The primary concerns related to water infrastructure are water quality (iron), improved treatment, and resident connections to city water when it's available. Presently, the city has higher than normal iron content in the city's water supply and the city only partially treats the system in one well out of six in the city. In most public water supplies, customers would collectively fund water treatment and ongoing maintenance. In Shorewood, there is lack of water funding due to the option to not connect to city water. Enhanced water treatment may help in getting residents to connect to city water and more users would help fund water treatment. Due to the significant cost of infrastructure and the cost to maintain it, the water utility isn't sustainable long-term until most residents connect to it. That leaves the city with many questions about water infrastructure. Does the city want higher quality water? Does the city want residents to connect to water infrastructure? Does the city want the most efficient infrastructure? Does the city want to expand water infrastructure where residents want city water?
- *Funding.* Currently, funding for capital road projects comes from general funds (property taxes). Funding for utility maintenance and capital projects comes from utility funds where fees are collected for usage. Moving forward, does the city want to continue funding infrastructure in its current manner? Would the city want to explore project assessments or other fees? In this memo, we discuss different funding options for council consideration with the goal of an improved fiscal future for Shorewood.

A lack of vision in these areas makes infrastructure planning, projects, and the process inefficient, costly, and continually controversial.

STRATEGIES AND ACTIONS

Along with a more defined vision for the city's infrastructure, staff have identified potential strategies and actions related to infrastructure maintenance and construction that would improve the city's fiscal future.

A. WATER UTILITY

Stabilizing and improving the long-term viability of the water fund will require multiple strategies. Generally, it is not sustainable at this point to solely raise rates of existing water customers to cover the costs of all the water infrastructure. This section will discuss options for the council to consider that are specific to the water utility and its unique challenges.

Options 1-6 (policies to promote connection to the existing system) could be considered near-term objectives. The implementation of option 7 (water treatment) is a mid-term objective, although planning and preparation would need to begin well ahead of time. Option 8 (system expansion) could be considered a long-term objective but there may be needs, opportunities, or demands for this sooner. These are important considerations and discussion points.

1. Improve Public Perception

The city has a general public relations issue in that many residents believe that the city's water is bad and poor quality. Many employees hear this sentiment from long-term residents and others, and it appears to be making a negative difference in the community. The city's water supply is quality, consistent and in many cases better than private wells. The city's main issue with the water supply is higher levels of iron and the lack of treatment. Iron is a secondary contaminant that's downside is a visual issue. Many residents with private wells have similar issues with iron. The Minnesota Department of Health requires testing and reporting on arsenic, nitrates, and coliform for all new wells as of 2008. The city receives results of these tests, but they are often after in-house treatment and are not representative of the ground water source. Therefore, it is challenging to directly compare municipal water with private well water without more strategic testing of private wells.

Staff has gathered hydrogeological information from the DNR website and has cropped/edited to focus on Shorewood and is included in the appendix. This information provides some basic visualization of private and municipal well depths relative to the source aquifers. Private wells typically source water from within 150'-300' of the surface and within geological glacial outwash that can be susceptible to surface water infiltration over time. Shorewood's municipal wells source water from 280 ft to 640 ft and are typically pulled from a confined aquifer below a layer of bedrock that is not susceptible to surface water infiltration. The figures also provide some information related to water chemistry and identifies areas that have higher than the MDH standard for arsenic and manganese levels present in the shallower aquifer. This has been confirmed by some of the required reports from the MDH.

Staff recommends that Council consider a public relations campaign that begins to tell the accurate story of the city's water quality and system. The campaign could include general information about the water system and water quality results from the city and anonymous private residents to show the difference in water quality. Aspects to the campaign could include:

- Targeted flyers to residents in areas with access to water.
- ShoreReport articles.
- Social media communications.
- Information on quarterly utility bills.

- New resident welcome packets.

2. Increase Connections to Existing City Water System

Currently, approximately half of Shorewood residents are serviced by municipal water. However, many residents do have the ability to connect to municipal water but haven't for one reason or another. Increased fire protection with a municipal water system benefits every Shorewood resident regardless of if they have a water hydrant on their street or not.

Generally, the main benefits for connecting to municipal water systems are:

- Municipal systems are typically subject to stricter regulations and quality control measures than private wells, potentially minimizing the risk of contamination and ensuring safe drinking water for all residents.
- Municipal systems can spread the cost of maintaining and upgrading water infrastructure among all users, leading to more sustainable long-term funding.
- Quality and reliability of service.

Reluctance to connect to municipal water may include the following reasons:

- Financial burden: Connecting to and paying for municipal water can be a significant upfront expense for residents, especially those on lower incomes or with existing private wells and treatment systems.
- Loss of autonomy: Some residents may value the independence and control offered by private wells, and mandatory connection could be seen as an infringement.
- Many residents have invested in existing wells and in-house water treatment. These systems may be perceived as becoming obsolete when connected to municipal water. However, until the city provides water with less iron, the in-house treatment systems will still provide benefit. In-house treatment for well water can range significantly from as simple as a water softener and regular additions of salt to high end systems over \$50,000. This is largely based on the quality of water in the well and the desired water quality by the resident. Also, the city does allow private wells to remain for irrigation purposes.

Shorewood has completed four water main improvement projects over the last four years. Below is a summary of the information.

Project	Watermain Costs	Lots Served	Avg Cost/Lot	Connections	Notes
2023: Birch Bluff Rd/Lee Circle	\$ 888,000.00	60	\$ 14,800.00	4	8" main
2023: Strawberry Lane/Peach Ln/Strawberry Court	\$ 974,000.00	31	\$ 31,419.35	6	12" main
2021: Glen Rd/Amlee Rd/Manitou Ln	\$ 692,000.00	50	\$ 13,840.00	7	8" main
2020: Woodside Road/Woodside Lane/Kathleen Court	\$ 585,000.00	41	\$ 14,268.29	18	8" main
Totals	\$ 3,139,000.00	182	\$ 17,247.25		

Currently, there are over 500 properties that have water available to hook up but have chosen not to. The City’s policy has been to not require connection to the available municipal water system but rather allow connections when residents decide to. Given the capital investment and system operation, a more proactive approach should be considered to increase connections. The following are potential criteria to require property owners to connect to city water:

- *Size of Development, Subdivision or Lot Split.* Currently, the city requires that a new development connect to city water if it is four units or more. Consider reducing the requirement to two units and for lot splits.
- *Home Sale or Improvements.* Require connections when a home is sold, or improvements of a defined magnitude are made.
 - Sale of house. Data from Zillow on number of homes sold in Shorewood:
 - 2021 – 182 homes
 - 2022 – 136 homes
 - 2023 – 126 homes
 - New home build or complete reconstruct:
 - 2021 – 9 homes
 - 2022 – 10 homes
 - 2023 – 7 homes
 - Addition or renovation over \$100k. Data from the city’s permitting program (iWorq) on building permits over \$100k:
 - 2021 – 67 permits
 - 2022 – 52 permits
 - 2023 – 41 permits
- *Require Connection following a Project.* If watermain is installed, connections should be required within a defined number of years. See above table regarding the most recent new infrastructure projects.
- *Provide Resources to Fund Connection.* Assessment agreements, deferments, grants, organized connection program – policies around use of resources. Providing financial assistance programs, subsidies, or ability to assess connection costs for residents can help mitigate the financial burden of connecting to municipal water.
- *Implement an Organized Connection Program.* The city could choose to lead a project that helps facilitate residents installing a water service from the existing curb stop into their house. This provides economies of scale and helps manage costs and eliminate much of the coordination between residents and contractors.
- *Plan to Increase Connection Fee.* Communicating with residents about a plan to raise the water connection fee is an option to encourage residents to connect to city waters sooner than later. The connection fee has been \$10,000 for at least the past 20 years. That amount does not cover the city’s cost for watermain and the service to property line. However, it has stayed at its current level to incentivize residents to connect. A quick financial calculation identified that increasing the number of connections and raising the cost of each connection had a significant impact on the water fund balance.

3. Modify the Water Usage Fees

Water rates are currently increasing by 10% each year. Currently, water rates are structured as follows:

	<u>Current Rates per quarter</u>	<u>(2024) Min-Max Bill</u>
First 5,000 gallons:	\$29.55	\$29.55-\$29.55
Per/1,000 gal from 5,001 to 50,000:	\$4.99	\$34.54-\$254.10

Per/1,000 gal above 50,000: \$7.17 \$261.27-\$1,200.00

Proposed options to consider increasing revenue through water usage rates are:

- Increase all tiers by more than 10%.
- Increase the rate of the higher tier. Increasing the higher tier may help with water conservation as most is used for irrigation.
- Restructure rate tiers to include an intermediate rate step at 25,000 gallons. This would incentivize the most efficient users.

If the council would like staff to look at the options proposed above, staff can provide a more detailed cost analysis for options identified. Generally, raising rates alone will not make a significant difference in the long-term financial outlook unless the rates are increased by a significant amount that could be undesirable to residents.

4. Modify Franchise Fees

Currently the city’s franchise fees are \$4/month for each utility (gas and electric) per single-family home. Council has committed these funds to be dedicated for street and stormwater improvement projects. Proposed options to increase revenue to the water utility are:

- Reallocate existing franchise fees to the water utility. Currently, approximately \$320,000 is allocated to the street capital and storm water utility. Reallocating existing funding would have negative affects to the capital and storm water funds. A detailed costs analysis would be needed if there is a desire to move forward with this option.
- Increase the existing franchise fees and allocate the increase to the water utility. For every \$1 increase per franchise fee, the city would collect approximately an additional \$80,000 per year. These new funds could be allocated to the water utility if desired.
- Combination of the above two options.

The benefits of using franchise fees for support the water utility is that it is an existing fee, and it is a fee that all residents of Shorewood pay. Additional funding mechanisms like infrastructure fees could be considered in a similar manner. Other cities are beginning to utilize infrastructure fees to have a new dedicated funding source for the aging infrastructure and increase maintenance and capital costs.

5. Utility Assessments Policies

Implementing project assessments (MN Statutes Chapter 429) has potential benefits and drawbacks. The benefits of assessments include increased project funding outside of the general tax levy and dedicated specifically for improvements that mostly benefit adjacent properties, and increased community engagement. Properties exempt from taxes can be assessed. Drawbacks include a significant statutory and administrative process, adding time and costs, the requirements for meeting the “special benefit” threshold (i.e. the assessment cannot exceed the property value increase resulting from the improvement), and the potential for opposition to the assessment. The minimum required percentage of special assessments is 20% of the improvement cost, so other sources of funds would likely still be required.

Ultimately, the decision to implement project assessments should be made considering the specific project, community context, and potential impacts. Careful planning, transparency, and a commitment to equity are essential for ensuring that project assessments are a fair and effective way to fund projects. Development of an assessment policy would be necessary to define the details and practices of assessing improvement projects.

Many metro cities utilize special assessments to partially fund infrastructure improvements including Chanhassen, Hopkins, St. Louis Park, and Eden Prairie. Some cities have opted not to assess for improvement and instead fund them using general fund dollars or other resources.

The current city code 903.18 Subd. 2.a.1 includes language on how residents can petition the city to extend water main. A simplified explanation is staff verify the percent of abutting residents that signed the petition, complete a feasibility study, hold a public hearing, and then council would decide to move forward with the project or not. In all scenarios the cost of the improvement is required to be assessed 100% to the benefiting properties. The feasibility study would identify if the project was consistent with the Capital Improvement Planning or if it should be packaged with other improvements. The city's practice over the last six years has been to incorporate water main improvements with a major street improvement project and not assess the abutting property owners. If the policy or practice of watermain improvements is adjusted, an update to this code section is recommended.

6. Amend City Code and Specifications

Currently, the city's municipal code defines ownership of water utility services from the main to the property line of private residences and property owners to the city. Water services are more often maintained by the city from the watermain to the curb stop or valve. Property owners are responsible from the valve to their residence or building. This arrangement increases risk and costs to the City and the water fund.

Water service line municipal code language is as follows:

903.07 SERVICE PIPES (WATER)

Subd. 1. *Maintenance and repair.* It shall be the responsibility of the property owner to maintain the service pipe from the curb box into the structure. In the case of failure upon the part of the property owner to repair any leak occurring in his pipe within 24 hours after verbal or written notice thereof, the water will be shut off and will not be turned on until the service charge, as established by ordinance of the Council, has been paid and the leak repaired. When the waste of water is great, or when damage is likely to result from the leak, water may be turned off immediately pending repairs.

An option to shift some financial burden reduces reliance on public funding to property owners. Estimates of a water service repair range from \$5,000 to \$20,000 per instance. The higher estimate would typically include street restoration. This shift for maintaining and upgrading utilities could free up public funds for other future utility priorities. Chanhassen and Excelsior own the water service to the curb box. Minnetonka owns the water main only, but they have historically made repairs to water services to the curb box. If specified in City Ordinance, the city may invoice residents for water service repairs and if unpaid, can assess these costs to the benefiting property owners.

Another option in code change or policy is to put a moratorium on lot splits until watermain is available. This will help eliminate the installation of new wells and create a market demand with a funding source to extend water in areas not currently served.

Beginning in 2023, the city began to allow plastic materials for watermain and water service construction. This change lowered construction costs and will extend the life of utilities since plastic will withstand corrosive soils better than iron pipe. This change will be revised in the city's project specifications for future use in any infrastructure projects.

An option to help accumulate data on potential contaminants in the private wells is to require all properties that construct a new well or complete maintenance of the well to provide water test results prior to any treatment as opposed to after treatment.

7. Improve Water Treatment

As communicated at last year's council retreat, one of the most frequent comments or complaints the city receives regarding the water supply is quality, most notably the hardness and the higher amounts of iron. In the discussion, staff proposed steps to understand iron content and short-term and low-cost steps to improve the water quality. After the meeting, staff tested all the wells for iron content. The test results are in the Water Quality Update memo in the appendix. Additionally, staff made low-cost changes to the well priority and existing filter to improve overall water quality.

Additional improvements to water quality will require improved or new water treatment at each of the well locations. Staff have begun to investigate treatment options at each of the well locations and associated budgetary costs. Treatment options are unique at each well location. Work at the SE well would include optimizing the existing treatment system. Amesbury and Boulder Bridge locations may involve treatment equipment only as the existing building may have enough footprint to house treatment equipment. Badger location would involve a building and treatment equipment.

If the Council would like staff to look at treatment options discussed above, staff can continue to analyze options and provide a more detailed cost analysis.

8. Expand Water System

Any expansion of the city's water distribution system is best completed in a strategic manner to remain economical and can be done for several purposes such as providing better service to the users, allow for maintenance of the system, to expand the number of connections, and to provide fire protection. Typically, watermains are extended adjacent to areas that are already served by water, routed in locations that maximize connections or result in improved service (looping) and are combined with full street reconstruction or reclamation projects to maximize the benefit of the restoration costs.

There has been discussion about interconnecting the east and west water systems. Currently there is not an immediate need to connect the two systems since the city has interconnections with adjacent communities. These connections can be used in times of emergencies or coordinated operation. Interconnection of the two systems would be most beneficial if the city pursues a long term centralized water treatment system. Until then the city can focus on more short-term treatment within existing well houses.

In 1995 and then in 2012 the city completed a Water Distribution System Plan Update that looked at providing municipal water throughout the city. The plan is still utilized in scoping watermain projects today as it shows general alignments, length, sizes, and costs.

The city has recently received requests and/or petitions from residents to add municipal water around Mill Street, Christmas Lake, and Radisson Road areas. Staff have paused to respond to these requests to seek further guidance from the council. The logistics of providing water in the Radisson Road area is challenging due to the narrow width of right of way that ranges between 12 feet wide to 66 feet wide. In many places the roadway is outside of the right of way. The road exists by prescriptive rights but does not allow for the addition of watermain underneath it.

Many temporary or permanent easements would need to be acquired. Also, Radisson Road and Christmas Lake Road were milled & overlaid within the last 3 years. Other challenges are that Christmas Lake Point, Tiffany Lane, Carrie Lane, and Ridge Road are private roadways. Coordination would need to occur with the owners of these streets to sort out the responsibility for street costs for initial installation, future maintenance, and easements. The city does have areas where water main exists under private roadways, but it was installed with the construction of the development and under a Developers Agreement. An example is the Amesbury Development.

Another challenge that significantly affects the cost per property is the width and depth of lots. When lots sizes are small and up to half an acre the cost per lot is comparable to the installation of a new well and onsite treatment system or around \$25k-\$30k (\$15k for watermain and service in the right of way and \$10k-\$15k for service from right of way into house). As the lot width and depth continue to increase the cost per property escalates quickly and can reach costs of \$50k or more. Typically, when cities have residential lots of 2 acres or more it is not economical to provide municipal water and the city plans for and allows private wells. One item to consider is that these larger lots are split or developed over time. If developed into 4 or more lots, then the costs of watermain extension is the developer's responsibility. If a lot is split, the extension of the watermain is not required, but it adds to the number of potential connections.

Council should consider establishing clear policies regarding the extension of utilities when parcels are split or subdivided. For example, subdivisions resulting in, say, two or more lots could require utilities to be connected to available water at the cost of the developer.

B. SANITARY SEWER UTILITY

1. Modify Sewer Usage Fee

Raising sewer usage fee to recoup increasing operational costs is a responsible way to ensure vital infrastructure remains functional and reliable. The current fee no longer covers the rising expenses of maintaining an aging system, treating wastewater, and investing in future infrastructure needs. Below is the past 5 years of Met Council flow and cost information.

Year:	MCES Rate Increase	Shorewood Flow:	Annual Cost:
2024:	+6.8%	311.12 MG	\$1,076,772.31
2023:	+5.5%	361.94 MG	\$1,162,112.97
2022:	+4.0%	381.70 MG	\$1,070,849.92
2021:	+2.0%	401.80 MG	\$995,899.28
2020:	+3.6%	308.22 MG	\$826,307.31

Sanitary sewer rates are currently increasing by 10% each year. The 2024 rate for sanitary sewer is a flat rate and is set at \$133.49 per quarter. Sewer rates are generally a percentage of winter water usage, but because Shorewood has so many residents on wells, a flat rate is used. Currently, based on the proposed increases, the sanitary sewer fund will spend down cash for the next 4-5 years. Increasing the flat rate is an option to consider covering the increases in wastewater treatment and maintenance. An additional rate increase in 2024 and/or more significant increases in 2025 would change the fund's negative trajectory. If council would like staff to look at the additional increases discussed above, staff can provide a more detailed cost analysis for the options identified.

2. Amend City Code and Specifications

Currently, the city's municipal code does not define ownership and maintenance responsibility of sanitary utility services. Typically, sanitary sewer services are owned by property owners from the sewer main to the structure or home.

As stated earlier, an option to shift some financial burden reduces reliance on public funding to property owners. Estimates of a sanitary service repair range from \$5,000 to \$20,000 per instance. The higher estimate would typically include street restoration. In many instances, tree roots from a tree on the residents' property are the cause for a backup. This shift for maintaining and upgrading utilities could free up public funds for other future utility priorities. Minnetonka, Chanhassen, and Excelsior do not own or maintain the sanitary sewer service from the main to the home (aka "the lateral"). If specified in City Ordinance, the city may invoice residents for sanitary service repairs and if unpaid, can assess these costs to the benefiting property owners.

C. STREET AND STORM WATER UTILITY

1. Create Road Infrastructure Plan

Shorewood currently does not have an overall street infrastructure plan which details transportation system goals, planned maintenance activities, capital improvements and long-term costs and benefits. Having a detailed and focused road infrastructure plan can have many benefits as detailed below:

- Improved infrastructure can make Shorewood a more livable community leading to increased property values.
- Having a focused plan detailing infrastructure goals and outcomes guides projects more efficiently and effectively.
- Improved infrastructure will reduce maintenance costs.
- Improved safety for motorists and pedestrians.
- Serves as a communication tool and supports decision-making.

Creating a comprehensive plan is a worthwhile investment. It is important to consider the needs of residents, businesses, and the environment to realize the economic, safety and quality of life benefits of a well-maintained and efficient road infrastructure. Establishing clear objectives for outcomes, conducting regular maintenance to extend infrastructure lifecycles, and employing an assessment management system from which to make data driven decisions are critical to developing this plan.

NEXT STEPS

The City's infrastructure is the backbone of our community, and there are aspects of each part of the City's infrastructure that need attention in the short- and long-term to ensure a sustainable future. The topics presented in this memo and the resulting Council discussion will help the city build a comprehensive strategy to guide infrastructure investment, maintenance, and funding into the future.



Topic

4. Long Term Plan Regarding Water Infrastructure and Delivery

Prepared By: Matt Morreim, Public Works Director
 Andrew Buddie, City Engineer
 Joe Rigdon, Finance Director

Background:

Source, Capacity & Treatment:

Shorewood has 6 wells that range from 100-1000 Gallons Per Day capacity and range in depth from 280 feet to 640 feet. The municipal wells produce water from the Prairie du Chein-Jordan, St. Peter-Jordan, and Tunnel City-Wonewoc aquifers. As comparison, most private wells are 100 feet to 250 feet deep and pull water glacial till acquirers. In the western system the primary well is Well 7 which located at Silverwood Park and includes iron filters for treatment. In the summer when the demand is highest, it is supplemented by wells 1 and 6. In the eastern system the primary well is Well 3 located at Badger Park and in the summer supplemented by wells 4 & 5. All wells provide chemical treatment with chlorine and fluorine. The municipal water supply meets all regulated contaminate levels set by the Minnesota Department of Health but often there are complaints from residents about hardness and the amount of iron in the water.

Treatment Site ID (Plant Name or Well ID)	Year Constructed	Treatment Capacity (GPD)	Treatment Method	Treatment Type	Annual Volume of Residuals	Disposal Process for Residuals	Do You Reclaim Filter Backwash Water?
Well 1	1973	750	Chemical Addition	Chlorination, fluoridation	N/A	N/A	N/A
Well 3	1981	750	Chemical addition	Chlorination, fluoridation	N/A	N/A	N/A
Well 4	1981	500	Chemical addition	Chlorination, fluoridation	N/A	N/A	N/A
Well 5	1981	500	Chemical addition	Chlorination, fluoridation	N/A	N/A	N/A
Well 6	1982	100	Chemical addition	Chlorination, fluoridation	N/A	N/A	N/A
Well 7	1986	1,000	Chemical addition, Iron Filters	Chlorination, fluoridation, iron removal	16,146 gal	Sanitary Sewer	Yes
Total	N/A	3,600	N/A	N/A	N/A	N/A	N/A



Resource Type (Groundwater, Surface water, Interconnection)	Resource Name	MN Unique Well # or Intake ID	Year Installed	Capacity (Gallons per Minute)	Well Depth (Feet)	Status of Normal and Emergency Operations (active, inactive, emergency only, retail/wholesale interconnection)	Does this Source have a Dedicated Emergency Power Source? (Yes or No)
Groundwater	Well 1	232331	1973	750	528	Active	No
Groundwater	Well 3	161414	1982	750	359	Active	No
Groundwater	Well 4	171020	1981	500	640	Active	No
Groundwater	Well 5	171023	1981	500	640	Active	No
Groundwater	Well 6	122298	1982	100	280	Active	No
Groundwater	Well 7	416160	1986	1,000	415	Active	No

The city also has two water towers, one on the east and one on the west system. Both systems operate at the similar pressures so that the two systems can be combined at some point in the future and add to the resiliency of the overall system.

Table 5. Storage capacity, as of the end of the last calendar year

Structure Name	Type of Storage Structure	Year Constructed	Primary Material	Storage Capacity (Gallons)
West Water Tower	Elevated storage	1995	Steel	500,000
East Water Tower	Elevated storage	1986	Steel	400,000
Total	N/A	N/A	N/A	900,000

The city also has several emergency interconnections available with surrounding communities of Minnetonka, Chanhassen, Victoria, and Tonka Bay.

Distribution:

The city has approximately 25 miles of 8” to 24” watermain providing distribution throughout the city and 435 hydrants. The existing watermain provides water service to 1473 connections (residential & commercial). The existing system is available to another 462 homes that have not yet chosen to connect to the system. Currently the city does not require residents to connect when the watermain is available so, many residents choose to continue utilizing existing private wells until the well has problems mechanically or with the quality of water. There are another 1327 developable parcels within the city that does not currently have access to municipal water.

Future Improvements:

Distribution:

It is the city’s current practice to expand the distribution system on an opportunity basis. Typically, the addition of watermain is reviewed with other major infrastructure projects such as new development or street reconstruction projects. Typically, if the street is planned for full depth street reconstruction it is in the best interest of the city to install municipal water at that time. Watermain can also be considered when a street is slated for reclamation, like what was completed on Woodside Lane several years ago and what will be completed on Strawberry Court this year. Also, if there are petitions signed by



supportive neighborhoods the city could further pursue adding watermain in other locations, but a larger burden of the overall project cost is placed on those petitioning.

As mentioned above there are 462 homes that have water available but are not connected. Each connection would need to pay the current \$10,000 connection charge which equates to \$4.5 million in potential revenue and does not even account for the revenue generated by water consumption. It may be in the best interest of the city to try and “incentivize” connections by one of the following options or potentially others:

1. **Required Time Frame:** establish policy that residents must connect with 2 or 5 years of water being available.
2. **Increased Connection Fee:** plan to increase the connection fee significantly in several years and communicate to residents when this will happen to try end encourage connections.
3. **Sale of House:** establish policy that any sold house needs to connect to water if it is available.
4. **Building Permit:** establish policy that any house issued a building permit must connect to water.
5. **Other Ideas:?**

Source, Capacity & Treatment:

It is anticipated that the city has adequate wells and storage to meet daily demands of the population to be served in next 20 years. However, it is anticipated that either additional storage or higher capacity wells will be needed to serve the ultimate population and fire flow demand of approximately 8,000 residents.

One of the most frequent comments the city receives on the water supply is on quality, largely due to hardness and the amount of iron. There are several approaches that the city could take to address the quality and ultimately depends on the cost/benefit of providing high quality water for the residents.

For comparison below is information on the types of treatment provided by other adjacent communities. In general, most communities treat for iron and manganese, but do not treat the water for hardness. Excelsior is the only adjacent community that treats for hardness.

	Treatment (Y/N)	Type of Treatment	Notes
Tonka Bay	Y	Filtration	Hardness is an issue, couldn't find much information (website was glitching)
Excelsior	Y	Gravity filtration	Softening and iron/manganese removal
Chanhassen	Y	Sand filters, chlorine, fluoride	Iron and manganese removal, chlorination, and fluoridation (no softening)
Minnetonka	Y		Iron removal, chlorination, fluoridation, corrosion control (no softening)
Victoria	Y	Sand filters, chlorine, fluoride	



Treatment Options:

Low Cost: (less than \$100k per well)

1. Chemical Treatment: Feed a polyphosphate solution. This would be an additional chemical to feed and would help with sequestering iron (keeping it in solution). Iron will still oxidize if exposed to enough oxygen, but it may help reduce some iron (rust) complaints. This option required another tank to store the chemical and a chemical feed pump. Staff will need to confirm there is space available in each well house for this option.
2. Operational Changes: If certain wells are lower in iron and manganese then operationally can use those wells more often and first to reduce the amount of potential for rust, etc. This is generally practiced but more data could be acquired to verify and improve this process.
3. Operational Changes: City staff does flush mains, however, flushing more often could improve the quality especially any dead-end mains as those can be more susceptible to iron deposits due to water sitting in the pipe longer.

Mid Cost: (\$100k to multi million per well)

4. Looped Connections: Providing looped connections in strategic or problematic locations could help improve the quality in dead end areas. This would significantly reduce areas of stagnant flows and buildup of sediment. Additional water quality testing and further engineering would be required to better understand preferred locations. One challenge with adding looped connections to an existing system is that utility easements typically need to be acquired through side and back yards of several properties.

Higher Cost: (multi million to \$7.5 Million per well)

5. Buy from other Cities: Connect into existing water systems that have treatment and use their water solely. This needs further vetting with the adjacent communities to confirm it is feasible both from a supply, demand, and operating pressure perspective. This means Shorewood gets out of the 'water business' and is just a buyer.
6. Filtration at each Well: provide filtration at each of the well sites for iron and manganese removal. This would require a building (approx. 75' x 100') and would also require land space. Many of the wells are clustered near each other and therefore could be fed to one filtration building. One filter building is estimated to be about \$7.5 million per 1000 GPD well. Much further evaluation would be needed to better understand potential solutions and the level of quality that could be achieved in the water.

Financial Consider & Water

Of a total of approximately 3,000 City utility billing accounts, the City has roughly 1,500 utility accounts using City water, and 1,500 not using City water. The main sources of water revenue include utility user charges, and water access hookup charges (WAC). Water user charges are based upon quarterly water meter readings obtained electronically by the public works/water department.

Quarterly water rates for the City are \$26.86 for the 1st 5,000 gallons used, \$4.54 for gallons used of 5,000 to 50,000, and \$6.52 for gallons used in excess of 50,000. The user charge revenue was \$737,000 in 2021, and was preliminarily \$808,000 in 2022. In recent years, rates have been increased by 10% per



year, as part of a response to a declining cash balance of the water fund. A comparison to five other cities is included as an attachment. As shown, the Shorewood rates and calculated charges on various water usage levels are lower than each city, with the exception of the City of Chanhassen.

WAC fees have been \$10,000 per hookup for many years. The WAC fees may be paid by cash or by special assessment. The total number of water hookups for 2020, 2021, and 2022 were 20, 18, and 8, respectively. Financed by the issuance of revenue bonded debt, the water fund has incurred significant infrastructure costs over the past several years. The repayment of this debt expected a greater amount of WAC fee revenues, which has contributed to the water fund's declining cash balance.

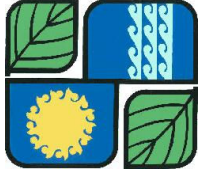
The 2023-2032 10-year water capital improvement plan is attached. Significant improvements are included for Strawberry Lane, Strawberry Court, Peach Circle, and Birch Bluff Road.

Question for Council:

1. Should the City Engineer prepare a scope of work to study potential long-term improvements to the City's water infrastructure to improve water quality?
2. Should City staff further review options to "incentivize" connections to the existing watermain?

Attachments:

- Water System Overview Map
- Water Connections Map
- Age of Existing Wells Map
- Water Schematic
- Water Projects by Source
- Utility Rate Comparison
- Consumer Confidence Report 2021

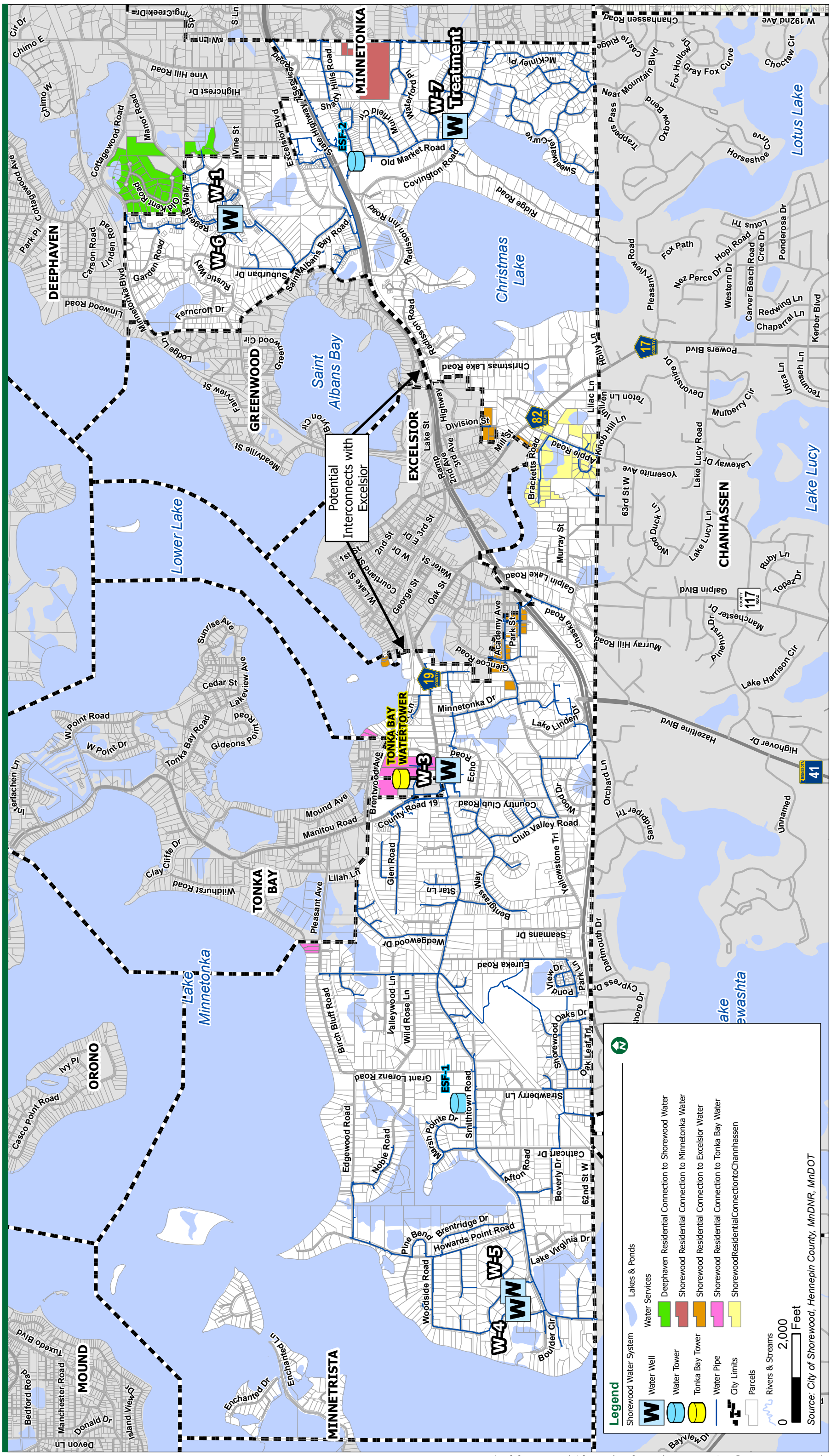


Watermain System
Shorewood, MN



BOLTON & MENK

February 2023



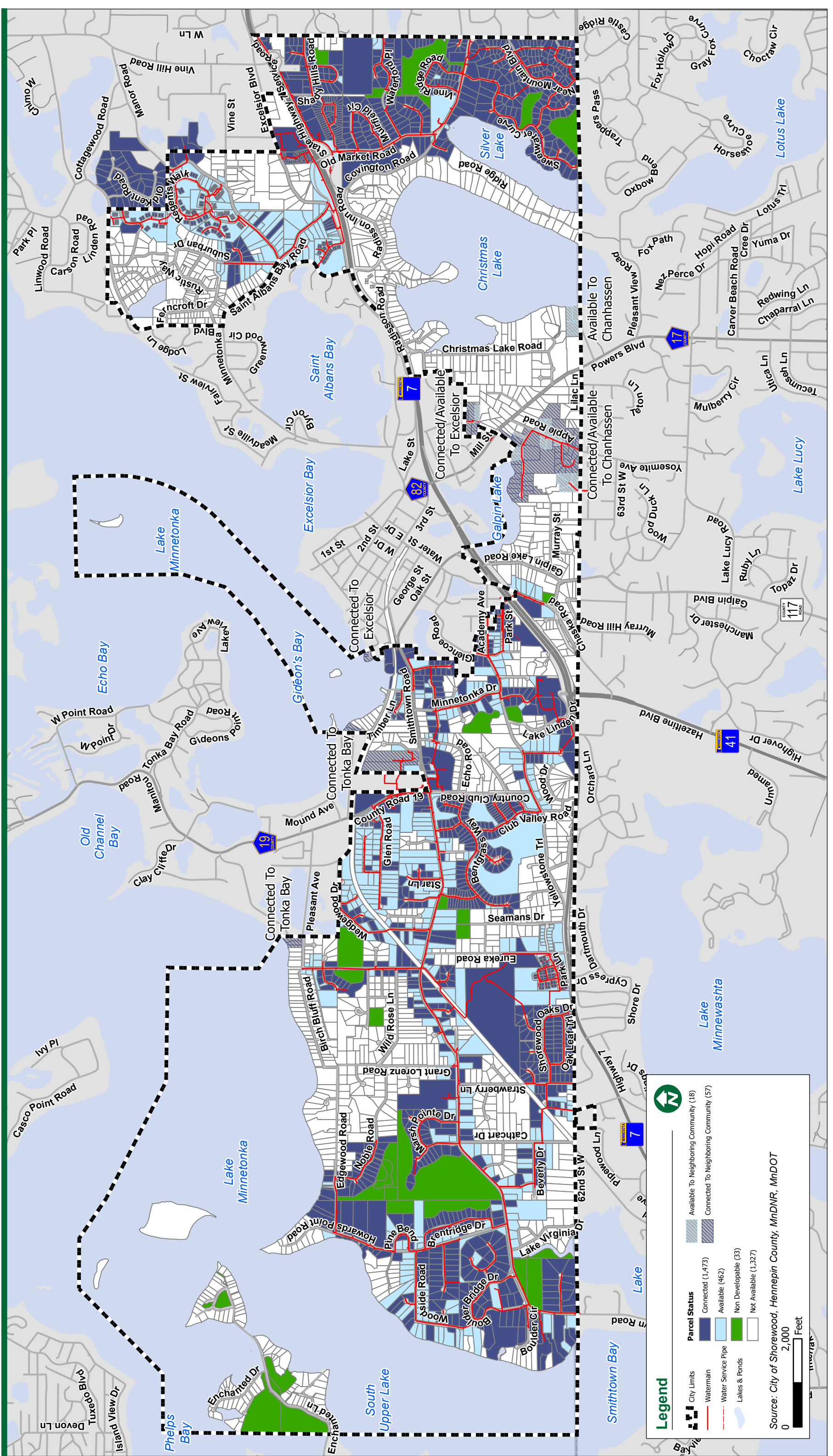
Potential Interconnects with Excelsior

Legend

- Shorewood Water System
- Lakes & Ponds
- Water Services
- Water Well
- Water Tower
- Tonka Bay Tower
- Water Pipe
- City Limits
- Parcels
- Rivers & Streams
- Scale: 0 to 2,000 Feet

- Deephaven Residential Connection to Shorewood Water
- Shorewood Residential Connection to Minnetonka Water
- Shorewood Residential Connection to Excelsior Water
- Shorewood Residential Connection to Tonka Bay Water
- Shorewood Residential Connection to Chanhassen

Source: City of Shorewood, Hennepin County, MnDNR, MnDOT

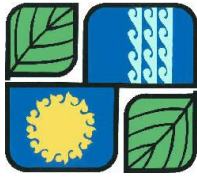


Legend

- City Limits
- Watermain
- Water Service Pipe
- Lakes & Ponds
- Parcel Status
 - Available To Neighboring Community (18)
 - Connected (1,473)
 - Available (462)
 - Non-Developable (33)
 - Not Available (1,327)
- Available To Neighboring Community (18)
- Connected To Neighboring Community (57)

Source: City of Shorewood, Hennepin County, MnDNR, MnDOT

0 2,000 Feet

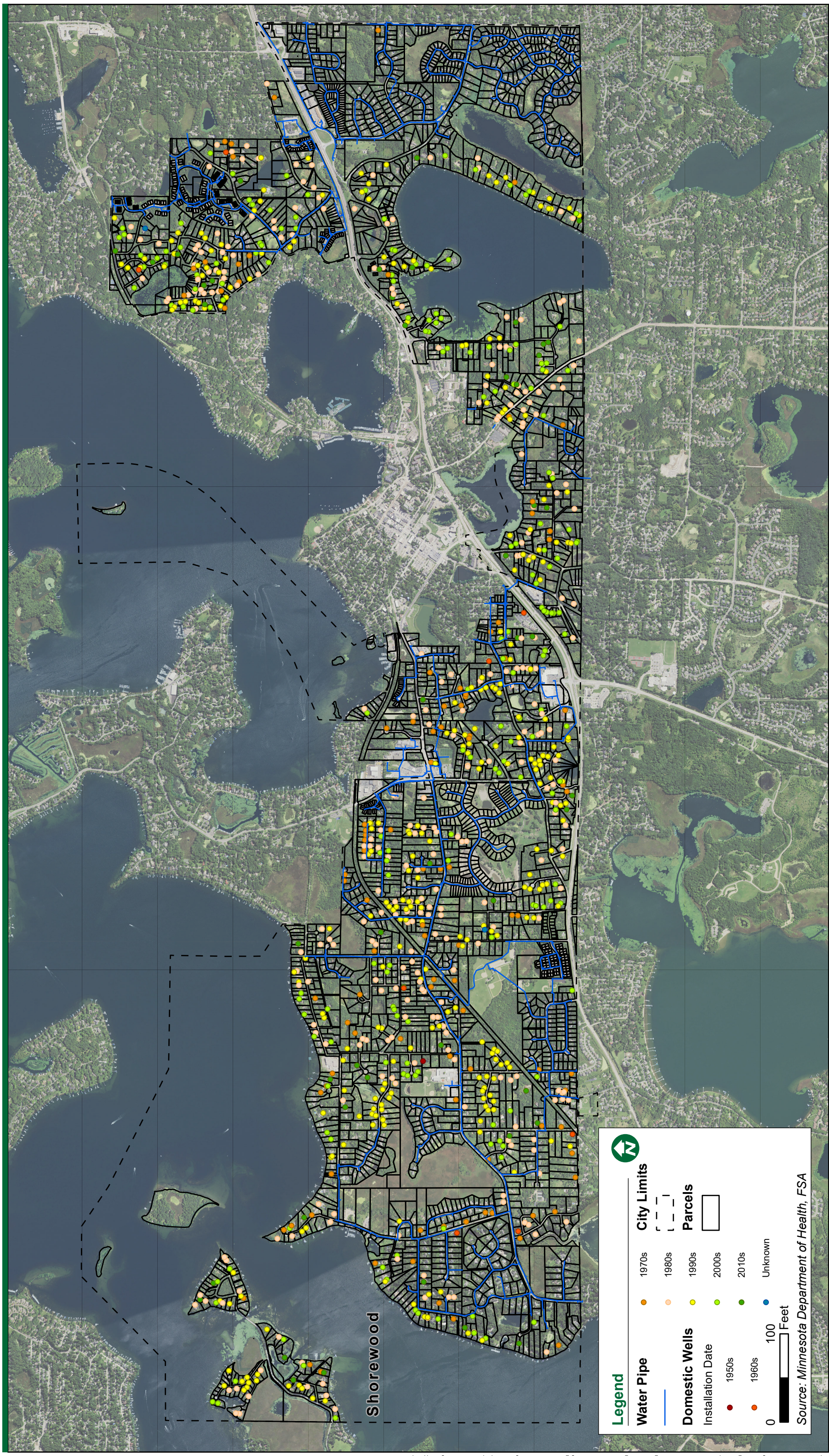


Age of Domestic Wells

Shorewood



October 2022



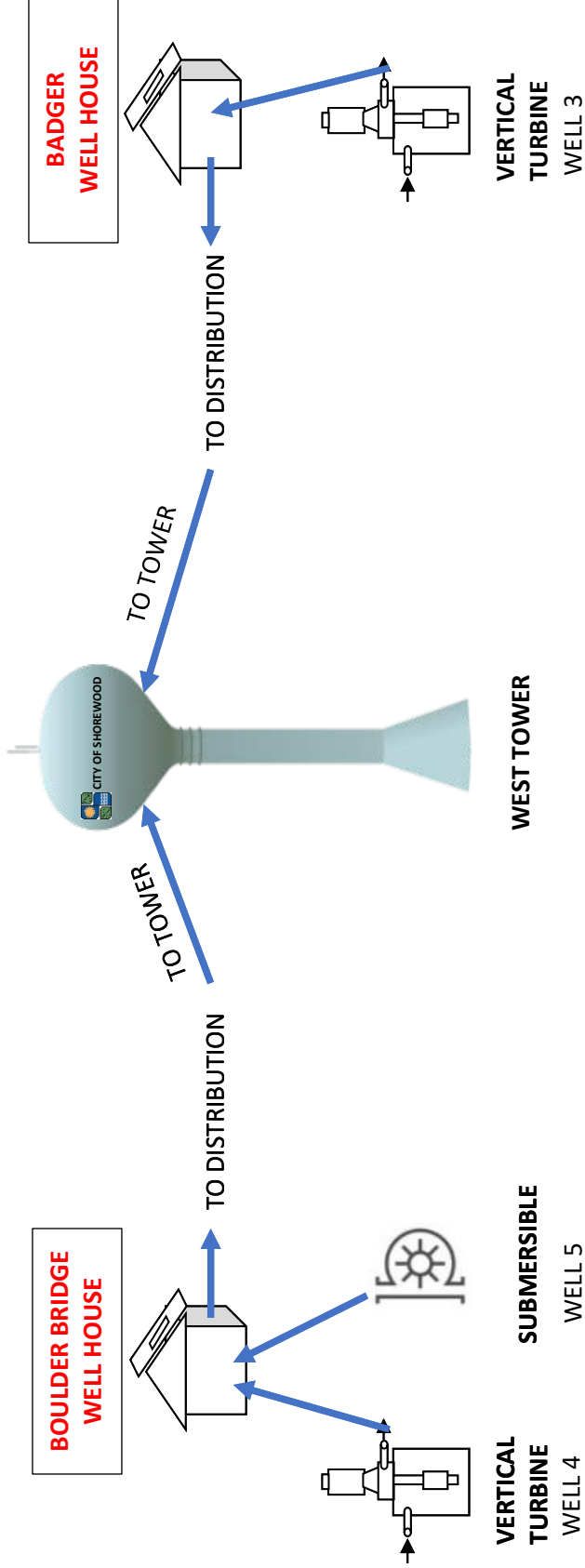
Legend

	Water Pipe		1970s		City Limits
	Domestic Wells Installation Date		1980s		Parcels
			1990s		
			2000s		
			2010s		
			Unknown		

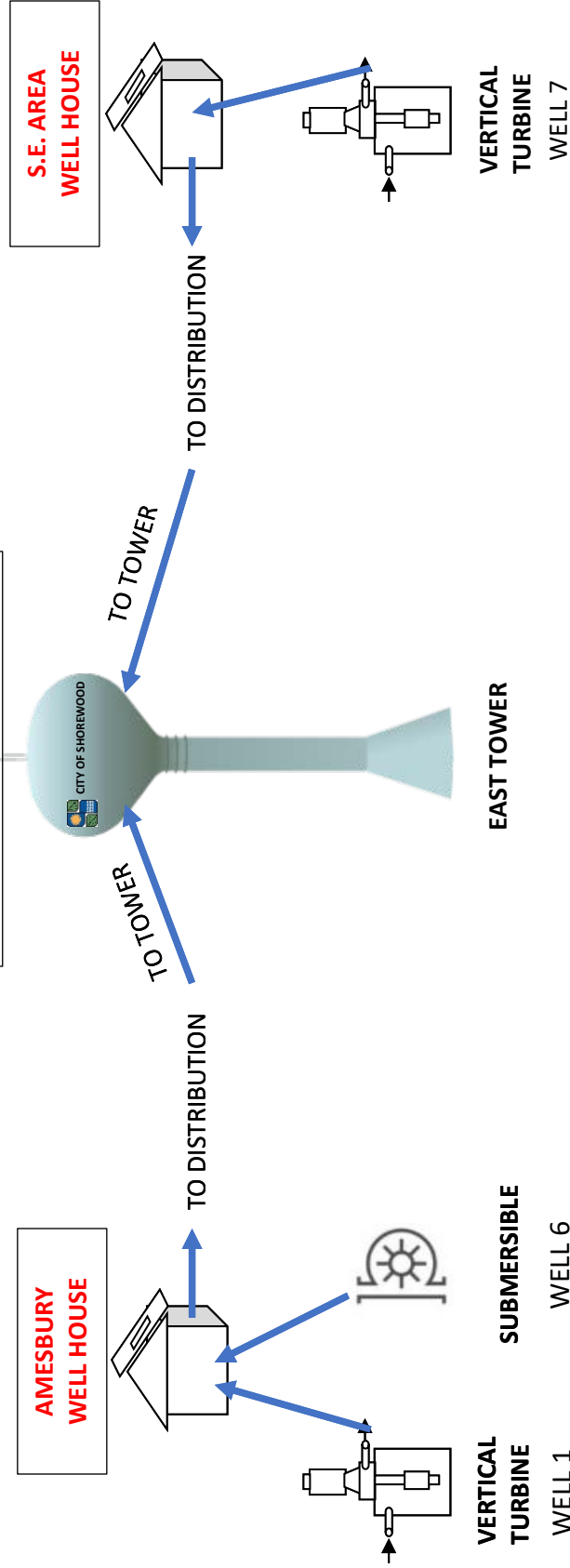
0 100 Feet

Source: Minnesota Department of Health, FSA

WEST WATER SYSTEM



EAST WATER SYSTEM



NOTE: THERE IS NO INTERCONNECTION BETWEEN THE EAST AND WEST WATER SYSTEMS.

City of Shorewood, Minnesota
Capital Improvement Program

2023 thru 2032

PROJECTS BY FUNDING SOURCE

Source	#	Priority	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
601 - Water Fund													
Truck - Ford 550 w/crane, Utility Truck 50%	007	n/a						101,250					101,250
Air Compressor - Ingersall Rand 185	038	n/a			34,200								34,200
Dodge Grand Caravan (Pool) - Water	077	n/a	38,400										38,400
Edgewood Rd reclaim	ST-21-01	n/a								1,022,135			1,022,135
Strawberry Court reclaim	ST-22-01	n/a	203,608										203,608
Peach Circle reconstruction	ST-22-02	n/a	169,373										169,373
Strawberry Ln reconstruction	ST-23-01	n/a	659,459										659,459
Grant Lorenz Rd reclaim	ST-23-02	n/a							751,815				751,815
Vine Ridge Road Watermain	ST-23-05	n/a			896,835								896,835
Birch Bluff Rd reconstruction	ST-23-99	n/a	941,280										941,280
Noble Rd recon	ST-24-01	n/a					550,011						550,011
Galpin Lake Rd/Trail	ST-24-03	n/a					634,453						634,453
Mill Street Trail Construction - Led by Hpn County	ST-27-03	n/a			2,620,235								2,620,235
Rebuild Well Pump SE VT Well	W-19-05	n/a			25,000								25,000
Rebuild Well Pump Amesbury VT Well	W-20-05	n/a				25,000							25,000
Rebuild Well Pump Badger VT Well	W-21-02	n/a					35,000						35,000
Rebuild Well Pump Boulder Bridge VT Well	W-22-02	n/a					35,000						35,000
Rebuild Well Pump Amesbury Submersible Well	W-23-01	n/a	30,000						36,000				66,000
Badger Park Watermain	W-23-02	n/a	63,600										63,600
Replace valves SE area filter plant w/ controls	W-23-03	n/a	67,200										67,200
Water Meter Replacement Project	W-23-04	n/a	30,000	30,000	30,000	30,000	35,000	35,000	35,000	35,000	35,000	35,000	330,000
Rebuild Well Pump Boulder Bridge Submersible Well	W-24-01	n/a		30,000									30,000

Source	#	Priority	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
East Water Tower Paint & Reconditioning	W-24-02	n/a		380,000									380,000
Replace VFD SE Area Well	W-24-03	n/a		10,000									10,000
Replace VFD Badger Well	W-26-01	n/a			12,000								12,000
Watermain Reconstruction Activity	W-99-01	n/a	100,000	105,000	110,000	115,000	120,000	125,000	130,000	135,000	140,000	145,000	1,225,000
601 - Water Fund Total			2,302,920	555,000	3,716,270	182,000	1,374,464	296,250	952,815	170,000	1,197,135	180,000	10,926,854
GRAND TOTAL			2,302,920	555,000	3,716,270	182,000	1,374,464	296,250	952,815	170,000	1,197,135	180,000	10,926,854

**City of Shorewood
Water Utility Rates Comparison
2023**

	Shorewood	Tonka Bay	Chanhassen * Fixed Charge (minimum charge per quarter)	Minnetrissa	Excelsior	Mound	
* 1st 5,000 gallons	\$26.86	* 0-15,999 gallons \$7.54	* Fixed Charge (minimum charge per quarter) \$16.62	* Base per quarter \$31.97	* Fixed charge \$53.36	* Quarterly base rate charge \$58.42	
* per 1,000 gallons in excess of 5,000 and up to 50,000 gallons	\$4.54	* 16,000-30,999 \$8.22	* 0-15,000 gallons \$2.43	* 0-25,000 gallons \$4.13	* 0-20,000 gallons \$7.74	* 1,000-5,000 gallons \$5.07	
* per 1,000 gallons in excess of 50,000 gallons per quarter	\$6.52	* 31,000-45,999 \$8.91 * More than 46,000 \$9.59	* 15,001-30,000 \$3.75 * 30,001-60,000 \$4.45 * 60,001-90,000 \$4.97 * 90,001 + \$6.07	* 25,001-50,000 \$5.15 * Over 50,001 \$6.59	* 20,000-40,000 \$9.69 * Over 40,000 \$14.51	* 5,001-25,000 \$5.83 * 25,001 + \$6.70	
Quarterly Usage (Gallons)	Fee	Quarterly Usage (Gallons)	Fee	Quarterly Usage (Gallons)	Fee	Quarterly Usage (Gallons)	Fee
5,000	\$27	5,000	\$29	5,000	\$53	5,000	\$84
15,000	\$72	15,000	\$53	15,000	\$94	15,000	\$142
25,000	\$118	25,000	\$91	25,000	\$135	25,000	\$200
50,000	\$231	50,000	\$198	50,000	\$264	50,000	\$368

Shorewood 2021 Drinking Water Report

This report contains important information about your drinking water. Have someone translate it for you, or speak with someone who understands it.

Información importante. Si no la entiende, haga que alguien se la traduzca ahora.

Making Safe Drinking Water

Your drinking water comes from the following groundwater sources: Shorewood purchases water from Chanhassen and your system has six wells ranging from 326 to 640 feet deep, that draw water from the Prairie Du Chien-Jordan, Prairie Du Chien Group and Tunnel City-Wonewoc aquifers.

Shorewood works hard to provide you with safe and reliable drinking water that meets federal and state water quality requirements. The purpose of this report is to provide you with information on your drinking water and how to protect our precious water resources.

Contact Larry Brown, Director of Public Works , at 952-960-7913 or Lbrown@shorewoodpw.com if you have questions about Shorewood's drinking water. You can also ask for information about how you can take part in decisions that may affect water quality.

The U.S. Environmental Protection Agency sets safe drinking water standards. These standards limit the amounts of specific contaminants allowed in drinking water. This ensures that tap water is safe to drink for most people. The U.S. Food and Drug Administration regulates the amount of certain contaminants in bottled water. Bottled water must provide the same public health protection as public tap water.

Drinking water, including bottled water, may reasonably be expected to contain at least small amounts of some contaminants. The presence of contaminants does not necessarily indicate that water poses a health risk. More information about contaminants and potential health effects can be obtained by calling the Environmental Protection Agency's Safe Drinking Water Hotline at 1-800-426-4791.

Shorewood Monitoring Results

This report contains our monitoring results from January 1 to December 31, 2021.

We work with the Minnesota Department of Health to test drinking water for more than 100 contaminants. It is not unusual to detect contaminants in small amounts. No water supply is ever completely free of contaminants. Drinking water standards protect Minnesotans from substances that may be harmful to their health.

Learn more by visiting the Minnesota Department of Health's webpage [Basics of Monitoring and testing of Drinking Water in Minnesota](https://www.health.state.mn.us/communities/environment/water/factsheet/sampling.html) (<https://www.health.state.mn.us/communities/environment/water/factsheet/sampling.html>).

How to Read the Water Quality Data Tables

The tables below show the contaminants we found last year or the most recent time we sampled for that contaminant. They also show the levels of those contaminants and the Environmental Protection Agency's limits. Substances that we tested for but did not find are not included in the tables.

We sample for some contaminants less than once a year because their levels in water are not expected to change from year to year. If we found any of these contaminants the last time we sampled for them, we included them in the tables below with the detection date.

We may have done additional monitoring for contaminants that are not included in the Safe Drinking Water Act. To request a copy of these results, call the Minnesota Department of Health at 651-201-4700 between 8:00 a.m. and 4:30 p.m., Monday through Friday.

Explaining Special Situations for the Highest Result and Average

Some contaminants are monitored regularly throughout the year, and rolling (or moving) annual averages are used to manage compliance. Because of this averaging, there are times where the Range of Detected Test Results for the calendar year is lower than the Highest Average or Highest Single Test Result, because it occurred in the previous calendar year.

Definitions

- **AL (Action Level):** The concentration of a contaminant which, if exceeded, triggers treatment or other requirements which a water system must follow.
- **EPA:** Environmental Protection Agency
- **MCL (Maximum contaminant level):** The highest level of a contaminant that is allowed in drinking water. MCLs are set as close to the MCLGs as feasible using the best available treatment technology.
- **MCLG (Maximum contaminant level goal):** The level of a contaminant in drinking water below which there is no known or expected risk to health. MCLGs allow for a margin of safety.
- **MRDL (Maximum residual disinfectant level):** The highest level of a disinfectant allowed in drinking water. There is convincing evidence that addition of a disinfectant is necessary for control of microbial contaminants.
- **MRDLG (Maximum residual disinfectant level goal):** The level of a drinking water disinfectant below which there is no known or expected risk to health. MRDLGs do not reflect the benefits of the use of disinfectants to control microbial contaminants.
- **N/A (Not applicable):** Does not apply.
- **pCi/l (picocuries per liter):** A measure of radioactivity.
- **ppb (parts per billion):** One part per billion in water is like one drop in one billion drops of water, or about one drop in a swimming pool. ppb is the same as micrograms per liter ($\mu\text{g}/\text{l}$).
- **ppm (parts per million):** One part per million is like one drop in one million drops of water, or about one cup in a swimming pool. ppm is the same as milligrams per liter (mg/l).
- **PWSID:** Public water system identification.

Monitoring Results – Regulated Substances

LEAD AND COPPER – Tested at customer taps.

Contaminant (Date, if sampled in previous year)	EPA's Ideal Goal (MCLG)	EPA's Action Level	90% of Results Were Less Than	Number of Homes with High Levels	Violation	Typical Sources
Lead (10/01/20)	0 ppb	90% of homes less than 15 ppb	5.8 ppb	1 out of 19	NO	Corrosion of household plumbing.
Copper (10/01/20)	0 ppm	90% of homes less than 1.3 ppm	0.45 ppm	0 out of 19	NO	Corrosion of household plumbing.

INORGANIC & ORGANIC CONTAMINANTS – Tested in drinking water.						
Contaminant (Date, if sampled in previous year)	EPA’s Ideal Goal (MCLG)	EPA’s Limit (MCL)	Highest Average or Highest Single Test Result	Range of Detected Test Results	Violation	Typical Sources
Cyanide, Free	0.2 ppm	0.2 ppm	0.06 ppm	N/A	NO	Discharge from steel/metal factories; Discharge from plastic and fertilizer factories.
Barium	2 ppm	2 ppm	0.16 ppm	N/A	NO	Discharge of drilling wastes; Discharge from metal refineries; Erosion of natural deposit.
Gross Alpha	0 pCi/l	15.4 pCi/l	5.9 pCi/l	0.0 - 5.9 pCi/l	NO	Erosion of natural deposits.
Combined Radium	0 pCi/l	5.4 pCi/l	1.3 pCi/l	0.0 - 1.3 pCi/l	NO	Erosion of natural deposits.
Arsenic	0 ppb	10.4 ppb	7.75 ppb	4.36 - 10.80 ppb	NO	Erosion of natural deposits; Runoff from orchards; Runoff from glass and electronics production wastes.

Potential Health Effects and Corrective Actions (If Applicable)

Arsenic: During the year our system had an arsenic result that was greater than the MCL. Since there is variability in sampling results, and this is not an acute contaminant, four quarterly sample results are used to determine compliance. Quarterly monitoring for arsenic was conducted, and the annual average for arsenic was less than the MCL, therefore, no violation was issued for this contaminant.

Arsenic: While your drinking water meets EPA's standard for arsenic, it does contain low levels of arsenic. EPA's standard balances the current understanding of arsenic's possible health effects against the costs of removing arsenic from drinking water. EPA continues to research the health effects of low levels of arsenic, which is a mineral known to cause cancer in humans at high concentrations and is linked to other health effects such as skin damage and circulatory problems.

CONTAMINANTS RELATED TO DISINFECTION – Tested in drinking water.						
Substance (Date, if sampled in previous year)	EPA’s Ideal Goal (MCLG or MRDLG)	EPA’s Limit (MCL or MRDL)	Highest Average or Highest Single Test Result	Range of Detected Test Results	Violation	Typical Sources
Total Trihalomethanes (TTHMs)	N/A	80 ppb	1 ppb	N/A	NO	By-product of drinking water disinfection.
Total Haloacetic Acids (HAA)	N/A	60 ppb	2.5 ppb	N/A	NO	By-product of drinking water disinfection.
Total Chlorine	4.0 ppm	4.0 ppm	1.24 ppm	0.60 - 2.12 ppm	NO	Water additive used to control microbes.

Total HAA refers to HAA5

OTHER SUBSTANCES – Tested in drinking water.						
Substance (Date, if sampled in previous year)	EPA’s Ideal Goal (MCLG)	EPA’s Limit (MCL)	Highest Average or Highest Single Test Result	Range of Detected Test Results	Violation	Typical Sources
Fluoride	4.0 ppm	4.0 ppm	0.9 ppm	0.46 - 0.79 ppm	NO	Erosion of natural deposits; Water additive to promote strong teeth.

Potential Health Effects and Corrective Actions (If Applicable)

Fluoride: Fluoride is nature's cavity fighter, with small amounts present naturally in many drinking water sources. There is an overwhelming weight of credible, peer-reviewed, scientific evidence that fluoridation reduces tooth decay and cavities in children and adults, even when there is availability of fluoride from other sources, such as fluoride toothpaste and mouth rinses. Since studies show that optimal fluoride levels in drinking water benefit public health, municipal community water systems adjust the level of fluoride in the water to an optimal concentration between 0.5 to 0.9 parts per million (ppm) to protect your teeth. Fluoride levels below 2.0 ppm are not expected to increase the risk of a cosmetic condition known as enamel fluorosis.

Some People Are More Vulnerable to Contaminants in Drinking Water

Some people may be more vulnerable to contaminants in drinking water than the general population. Immuno-compromised persons such as persons with cancer undergoing chemotherapy, persons who have undergone organ transplants, people with HIV/AIDS or other immune system disorders, some elderly, and infants can be particularly at risk from infections. The developing fetus and therefore pregnant women may also be more vulnerable to contaminants in drinking water. These people or their caregivers should seek advice about drinking water from their health care providers. EPA/Centers for Disease Control (CDC) guidelines on appropriate means to lessen the risk of infection by *Cryptosporidium* and other microbial contaminants are available from the Safe Drinking Water Hotline at 1-800-426-4791.

Learn More about Your Drinking Water

Drinking Water Sources

Minnesota's primary drinking water sources are groundwater and surface water. Groundwater is the water found in aquifers beneath the surface of the land. Groundwater supplies 75 percent of Minnesota's drinking water. Surface water is the water in lakes, rivers, and streams above the surface of the land. Surface water supplies 25 percent of Minnesota's drinking water.

Contaminants can get in drinking water sources from the natural environment and from people's daily activities. There are five main types of contaminants in drinking water sources.

- **Microbial contaminants**, such as viruses, bacteria, and parasites. Sources include sewage treatment plants, septic systems, agricultural livestock operations, pets, and wildlife.
- **Inorganic contaminants** include salts and metals from natural sources (e.g. rock and soil), oil and gas production, mining and farming operations, urban stormwater runoff, and wastewater discharges.
- **Pesticides and herbicides** are chemicals used to reduce or kill unwanted plants and pests. Sources include agriculture, urban stormwater runoff, and commercial and residential properties.
- **Organic chemical contaminants** include synthetic and volatile organic compounds. Sources include industrial processes and petroleum production, gas stations, urban stormwater runoff, and septic systems.
- **Radioactive contaminants** such as radium, thorium, and uranium isotopes come from natural sources (e.g. radon gas from soils and rock), mining operations, and oil and gas production.

The Minnesota Department of Health provides information about your drinking water source(s) in a source water assessment, including:

- How Shorewood is protecting your drinking water source(s);
- Nearby threats to your drinking water sources;
- How easily water and pollution can move from the surface of the land into drinking water sources, based on natural geology and the way wells are constructed.

Find your source water assessment at [Source Water Assessments](https://www.health.state.mn.us/communities/environment/water/swp/swa) (<https://www.health.state.mn.us/communities/environment/water/swp/swa>) or call 651-201-4700 between 8:00 a.m. and 4:30 p.m., Monday through Friday.

Lead in Drinking Water

You may be in contact with lead through paint, water, dust, soil, food, hobbies, or your job. Coming in contact with lead can cause serious health problems for everyone. There is no safe level of lead. Babies, children under six years, and pregnant women are at the highest risk.

Lead is rarely in a drinking water source, but it can get in your drinking water as it passes through lead service lines and your household plumbing system. Shorewood is responsible for providing high quality drinking water, but it cannot control the plumbing materials used in private buildings.

Read below to learn how you can protect yourself from lead in drinking water.

1. **Let the water run** for 30-60 seconds before using it for drinking or cooking if the water has not been turned on in over six hours. If you have a lead service line, you may need to let the water run longer. A service line is the underground pipe that brings water from the main water pipe under the street to your home.
 - You can find out if you have a lead service line by contacting your public water system, or you can check by following the steps at: <https://www.mprnews.org/story/2016/06/24/npr-find-lead-pipes-in-your-home>
 - The only way to know if lead has been reduced by letting it run is to check with a test. If letting the water run does not reduce lead, consider other options to reduce your exposure.
2. **Use cold water** for drinking, making food, and making baby formula. Hot water releases more lead from pipes than cold water.
3. **Test your water.** In most cases, letting the water run and using cold water for drinking and cooking should keep lead levels low in your drinking water. If you are still concerned about lead, arrange with a laboratory to test your tap water. Testing your water is important if young children or pregnant women drink your tap water.
 - Contact a Minnesota Department of Health accredited laboratory to get a sample container and instructions on how to submit a sample: [Environmental Laboratory Accreditation Program](https://eldo.web.health.state.mn.us/public/accreditedlabs/labsearch.seam) (<https://eldo.web.health.state.mn.us/public/accreditedlabs/labsearch.seam>)
The Minnesota Department of Health can help you understand your test results.
4. **Treat your water** if a test shows your water has high levels of lead after you let the water run.
 - Read about water treatment units: [Point-of-Use Water Treatment Units for Lead Reduction](https://www.health.state.mn.us/communities/environment/water/factsheet/poulead.html) (<https://www.health.state.mn.us/communities/environment/water/factsheet/poulead.html>)

Learn more:

- Visit [Lead in Drinking Water](https://www.health.state.mn.us/communities/environment/water/contaminants/lead.html) (<https://www.health.state.mn.us/communities/environment/water/contaminants/lead.html>)

- Visit [Basic Information about Lead in Drinking Water](http://www.epa.gov/safewater/lead) (<http://www.epa.gov/safewater/lead>)
- Call the EPA Safe Drinking Water Hotline at 1-800-426-4791. To learn about how to reduce your contact with lead from sources other than your drinking water, visit [Common Sources](https://www.health.state.mn.us/communities/environment/lead/fs/common.html) (<https://www.health.state.mn.us/communities/environment/lead/fs/common.html>).

Help Protect Our Most Precious Resource – Water

The Value of Water

Drinking water is a precious resource, yet we often take it for granted.

Throughout history, civilizations have risen and fallen based on access to a plentiful, safe water supply. That's still the case today. Water is key to healthy people and healthy communities.

Water is also vital to our economy. We need water for manufacturing, agriculture, energy production, and more. One-fifth of the U.S. economy would come to a stop without a reliable and clean source of water.

Systems are in place to provide you with safe drinking water. The state of Minnesota and local water systems work to protect drinking water sources. For example, we might work to seal an unused well to prevent contamination of the groundwater. We treat water to remove harmful contaminants. And we do extensive testing to ensure the safety of drinking water.

If we detect a problem, we take corrective action and notify the public. Water from a public water system like yours is tested more thoroughly and regulated more closely than water from any other source, including bottled water.

Conservation

Conservation is essential, even in the land of 10,000 lakes. For example, in parts of the metropolitan area, groundwater is being used faster than it can be replaced. Some agricultural regions in Minnesota are vulnerable to drought, which can affect crop yields and municipal water supplies.

We must use our water wisely. Below are some tips to help you and your family conserve – and save money in the process.

- Fix running toilets—they can waste hundreds of gallons of water.
- Turn off the tap while shaving or brushing your teeth.
- Shower instead of bathe. Bathing uses more water than showering, on average.
- Only run full loads of laundry, and set the washing machine to the correct water level.
- Only run the dishwasher when it's full.
- Use water-efficient appliances (look for the WaterSense label).
- Use water-friendly landscaping, such as native plants.
- When you do water your yard, water slowly, deeply, and less frequently. Water early in the morning and close to the ground.
- Learn more
 - [Minnesota Pollution Control Agency's Conserving Water webpage \(https://www.pca.state.mn.us/living-green/conserving-water\)](https://www.pca.state.mn.us/living-green/conserving-water)
 - [U.S. Environmental Protection Agency's WaterSense webpage \(https://www.epa.gov/watersense\)](https://www.epa.gov/watersense)



City of Shorewood

City Council Meeting Item

Title/Subject: Water Quality Update Memo
Meeting Date: July 24, 2023
Prepared by: Matt Morreim, PW Director
Reviewed by: Marc Nevinski, City Administrator
Attachments: 2023 Council Retreat Water Infrastructure Memo

Background:

During this year's City Council Retreat, there was discussion regarding water quality issues as it relates to iron content in the municipal water. Attached is the agenda packet information for your reference. Iron is a secondary contaminant and is not regulated by the Minnesota Department of Health (MDH). That being said, too much iron in the water system can:

- Give water a metallic taste,
- Stain clothes, plumbing fixtures, driveways, landscaping, etc.,
- Clog plumbing fixtures, sprinklers, etc.

There was additional discussion at the retreat on how to improve water quality through treatment, watermain looping and other means. It was decided at the retreat that we get more insight into iron levels at all the wells before any options to improve water quality are considered.

For general reference:

- Water with an iron level above 0.3 milligrams per liter (mg/L) is usually considered objectionable.
- Shorewood has two separate public water systems (east and west) that are not connected. Each water system has a water tower and three wells. (see map in retreat packet)
- Water treatment for iron only occurs at one well location, southeast well.

To get more water quality information and data, PW staff has taken the following steps:

1. Internal data review. PW staff searched historical records and files for any iron testing data for the City's wells. The only testing data that was found was from over 15 years ago. Additionally, current PW staff does not have any knowledge of any recent water testing for iron content.
2. Perform water testing for iron content
 - a. As a result of not having any current iron content testing data, staff pulled water samples and had them lab tested for iron content. All six wells in the city were tested in May and June when the wells were operational. See Table 1 for results.

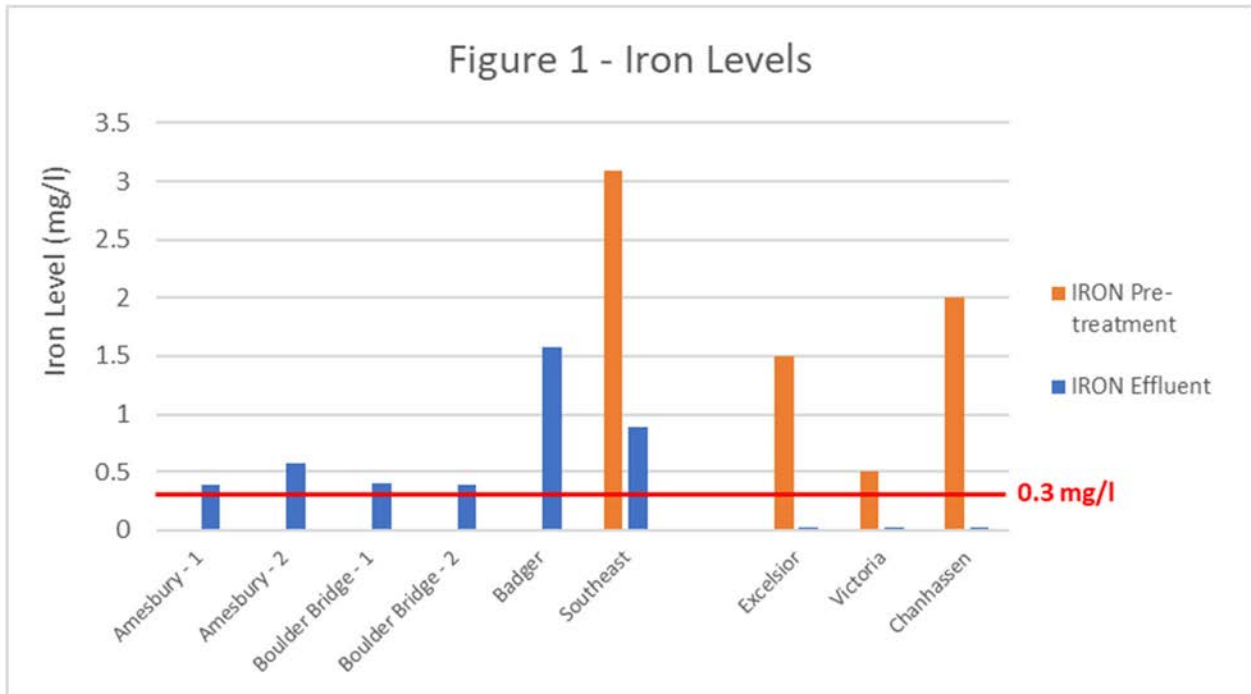
Mission Statement: *The City of Shorewood is committed to providing residents quality public services, a healthy environment, a variety of attractive amenities, a sustainable tax base, and sound financial management through effective, efficient, and visionary leadership.* Page 1

- b. Additionally, staff began in early June performing routine iron testing on the wells in operation using iron testing kits.

Testing Results:

Table 1

WELL	IRON Pre-treatment (mg/l)	IRON Effluent (mg/l)
Amesbury - 1	n/a	0.386
Amesbury - 2	n/a	0.578
Boulder Bridge - 1	n/a	0.397
Boulder Bridge - 2	n/a	0.381
Badger	n/a	1.58
Southeast	3.09	0.887
Excelsior	1.0-1.5	0.02
Victoria (4)	0.3-0.5	0.02
Chanhassen (15+)	0.62-2.0	0.02



After getting the iron testing results, staff made a few key low-cost changes to the water distribution process to improve the iron levels in the water system.

West water system

1. Switch the lead well from Badger to Boulder Bridge. During normal water usage times, only one well runs at a time. Both locations pump approximately the same volume of water.
2. Adjusted the water tower set point levels to have the Boulder Bridge wells turn on sooner so that the use of the Badger well is minimized during high volume periods of time.

East water system

1. Improved the backwash of the water filter at the SE well location
2. With more regular iron testing, staff adjusted the controls of the filter operations to improve performance.

With the above-mentioned changes and improvements, staff has been able to significantly reduce the iron content in both the east and west water systems. Switching the lead well on the west system to Boulder Bridge reduced the iron content by 75%, from 1.6 mg/l to 0.4-0.5 mg/l. The improvements to the SE well iron treatment reduced the iron content in the east water system by over 50%, from 0.9 mg/l to 0.3-0.4 mg/l. That being said, the iron levels are still at or slightly above the level of 0.3 mg/l, which is typically considered objectionable. As shown in Table 1, other surrounding communities have an iron level that is less than 0.03 mg/l. Minnetonka's water system treats to an iron level between 0.1 mg/l and 0.2 mg/l.

Action Requested:

Staff is recommending discussing the results of the water testing and next steps at a future council work session.

Connection to Vision/Mission: Consistency in providing residents quality public services, a healthy environment, a sustainable tax base, and sound financial management through effective, efficient, and visionary leadership.



City of Shorewood Council Meeting Item

2

MEETING TYPE
Work Session

Title / Subject: Utility Enterprise Funds Discussion
Meeting Date: November 13, 2023
Prepared by: Joe Rigdon, Finance Director
Reviewed by: Mark Nevinski, City Administrator

Attachments: Water utility rates comparison
 Capital Improvement Plan – streets and utilities

Background:

In 2019, the City reported that its water, sewer and storm water rates would experience annual increases. In May 2020, the City Council approved an overall ten-year capital improvement plan and a five-year street reconstruction plan. The street reconstruction plan provides for the implementation of infrastructure projects, many of which include utility improvements to be financed by general obligation bonds.

The 2024-2033 10-year utility/street capital improvement plan is attached.

The capital improvement plan, including the street reconstruction plan, will require the City to increase utility rates to cover utility fund expenses, including increasing operating costs, capital outlays, and debt service payments on bonds. Without rate increases, the utility fund balances will be insufficient to cover utility fund costs. The utility rate analysis has planned annual increases over a ten-year period.

For the past two years, the City has considered changes in utility rates in the fourth quarter. For 2024, that would change to the first quarter and would include the effective usage dates of January 2024 through March 2024, billable approximately April 1, 2024.

For a property using an average of 15,000 gallons of water per quarter, the projected utility fees for the next several years are calculated as follows (the highlighted rows are the proposed rates for the 1st, 2nd, 3rd, and 4th quarters of 2024.

Mission Statement: *The City of Shorewood is committed to providing residents quality public services, a healthy environment, a variety of attractive amenities, a sustainable tax base, and sound financial management through effective, efficient, and visionary leadership.*

Quarterly Utilities

15,000 Average Gallons per Quarter

	Water	Sewer	Storm Water **	Increase Per Quarter
2020	\$ 59.70	\$ 94.57	\$ 31.97	\$ 15.60
2021	\$ 65.72	\$ 103.08	\$ 34.53	\$ 17.09
2022	\$ 72.26	\$ 112.36	\$ 37.29	\$ 18.58
2023	\$ 79.49	\$ 122.47	\$ 40.27	\$ 20.32
2024	\$ 87.43	\$ 133.49	\$ 43.49	\$ 22.19
2025	\$ 96.18	\$ 145.51	\$ 46.97	\$ 24.24
2026	\$ 105.80	\$ 158.60	\$ 50.73	\$ 26.47
2027	\$ 116.38	\$ 172.87	\$ 54.79	\$ 28.91
2028	\$ 128.01	\$ 188.43	\$ 59.17	\$ 31.58
2029	\$ 140.81	\$ 205.39	\$ 63.90	\$ 34.49

* Fees based on current rates

** Lots 10,000 to 50,000 sq. ft.

Annual Utilities

15,000 Average Gallons per Quarter

	Water	Sewer	Storm Water **	Increase Per Year
2020	\$ 238.80	\$ 378.27	\$ 127.87	\$ 62.39
2021	\$ 262.88	\$ 412.32	\$ 138.10	\$ 68.35
2022	\$ 289.04	\$ 449.43	\$ 149.15	\$ 74.32
2023	\$ 317.94	\$ 489.88	\$ 161.08	\$ 81.28
2024	\$ 349.74	\$ 533.96	\$ 173.97	\$ 88.77
2025	\$ 384.71	\$ 582.02	\$ 187.89	\$ 96.95
2026	\$ 423.18	\$ 634.40	\$ 202.92	\$ 105.88
2027	\$ 465.50	\$ 691.50	\$ 219.15	\$ 115.65
2028	\$ 512.05	\$ 753.73	\$ 236.68	\$ 126.32
2029	\$ 563.26	\$ 821.57	\$ 255.62	\$ 137.98

* Fees based on current rates

** Lots 10,000 to 50,000 sq. ft.

The Water, Sewer, and Storm Water funds include 10%, 9%, and 8% annual increases, respectively. The utility rates are subject to analysis and review at least on an annual basis.

Water Fund:

Of a total of approximately 3,000 utility billing accounts, the City has roughly 1,500 utility accounts using City water, and 1,500 not using City water. The main sources of water revenue include utility user charges, and water access hookup charges (WAC). Water user charges are based upon quarterly water meter readings obtained electronically by the public works/water department.

Quarterly water rates for the City are \$26.86 for the 1st 5,000 gallons used, \$4.54 for gallons used of 5,000 to 50,000, and \$6.52 for gallons used in excess of 50,000. The user charge revenue was \$737,000 in 2021, \$812,000 in 2022, and a preliminary estimate of \$900,000 in 2023. In recent years, rates have been increased by 10% per year, as part of a response to a declining cash balance of the water fund. A comparison to five other cities is included as an attachment. As shown, the Shorewood rates and calculated charges on various water usage levels are lower than each other city, with the exception of the City of Chanhassen.

As indicated in the chart below, Water fund operating revenues have increased over the past several years, resulting from rate increases and higher overall water usage. Expenses also increased in 2022 due to increased repair and maintenance, and several water main breaks.

<u>WATER</u>	2018	2019	2020	2021	2022
Operating Revenues	\$ 453,358	\$ 453,252	\$ 573,630	\$ 766,069	\$ 821,953
Operating Expenses *	\$ (432,068)	\$ (443,200)	\$ (485,450)	\$ (618,161)	\$ (689,267)
Operating Income (Loss) *	\$ 21,290	\$ 10,052	\$ 88,180	\$ 147,908	\$ 132,686

* Excluding depreciation and pension expense (non-cash)

Meanwhile, the City’s operating cash in the Water fund has been in a deficit position over the past several years, with a small surplus in 2022:

12/31/	Water Total Cash	Unspent Bond Proceeds	Cash For Operations
2018	\$ (18,026)	\$ -	\$ (18,026)
2019	\$ (415,413)	\$ -	\$ (415,413)
2020	\$ 96,743	\$ 117,949	\$ (21,206)
2021	\$ 209,320	\$ 317,269	\$ (107,949)
2022	\$ 1,238,227	\$ 1,072,437	\$ 165,790

The 2023 ending cash available projection is a negative \$838,131. The Water fund cash projects to a deficit until 2033, with a low of approximately negative \$1.25 million.

Various factors have caused the Water fund cash to decrease to a deficit position. In order to fund current and future Water fund infrastructure improvements, the City has used financing through the issuance of bonded indebtedness. In 2020 through 2023, the City did issue G.O. bonds for projects including water capital improvements. Water utility rates are projected to increase in order to provide a repayment mechanism for the debt service on the bonds.

WAC fees have been \$10,000 per hookup for many years. The WAC fees may be paid by cash or by special assessment. The number of water hookups in the past several years has been lower than expected, averaging around 10-15 per year. Financed by the issuance of revenue bonded debt, the water fund has incurred significant infrastructure costs over the past several years. The repayment of this debt expected a greater amount of WAC fee revenues, which has contributed to the water fund’s declining cash balance.



Sewer Fund:

Sewer fund operations have resulted in operating losses in recent years. Metropolitan Council wastewater service costs have generally been increasing at a faster rate than the City’s sewer utility charge revenues.

<u>SEWER</u>	2018	2019	2020	2021	2022
Operating Revenues	\$ 924,503	\$ 987,487	\$ 1,069,397	\$ 1,190,040	\$ 1,290,035
Operating Expenses *	\$ (992,976)	\$ (1,154,749)	\$ (1,239,363)	\$ (1,464,204)	\$ (1,540,726)
Operating Income (Loss) *	\$ (68,473)	\$ (167,262)	\$ (169,966)	\$ (274,164)	\$ (250,691)

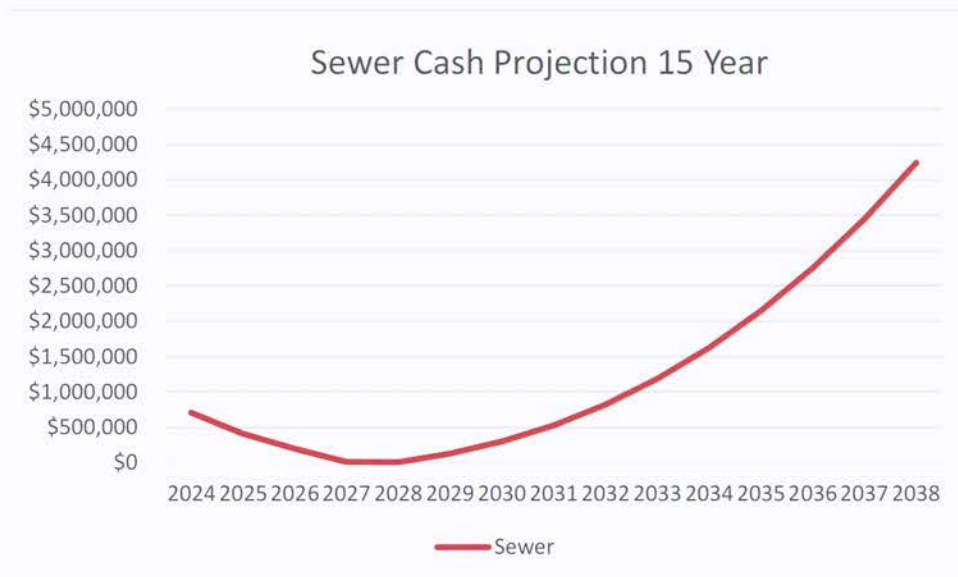
* Excluding depreciation and pension expense (non-cash)

Quarterly sewer rates for the City are based on a flat rate of \$112.36. The user charge revenue was \$1,169,863 in 2021, \$1,285,352 in 2022, and a preliminary estimate of \$1,357,000 in 2023. In recent years, rates have been increased by 9% per year, as part of a response to a declining cash balance of the Sewer fund.

Sewer fund cash is projected to decrease to approximately \$0 through 2028, based on significant capital outlays programmed into the City’s capital improvement plan, including sewer portions of street improvement projects, inflow and infiltration projects, lift station rehabs, etc. The sewer cash is estimated to experience positive growth around 2029.

The City issued G.O. bonds including sewer costs in 2020 through 2023. The Sewer fund may need increased revenue to repay future debt service payments.

12/31/	Sewer Total Cash	Unspent Bond Proceeds	Cash For Operations
2018	\$ 2,502,007	\$ -	\$ 2,502,007
2019	\$ 1,740,552	\$ -	\$ 1,740,552
2020	\$ 2,480,427	\$ 110,897	\$ 2,369,530
2021	\$ 1,651,805	\$ 297,914	\$ 1,353,891
2022	\$ 2,038,113	\$ 390,075	\$ 1,648,038



Storm Water Management Fund:

Storm Water fund operations have resulted in operating income in each of the past 5 years:

<u>STORM WATER</u>	2018	2019	2020	2021	2022
Operating Revenues	\$ 381,997	\$ 404,877	\$ 411,374	\$ 447,514	\$ 487,463
Operating Expenses *	\$ (92,424)	\$ (230,279)	\$ (149,745)	\$ (139,628)	\$ (209,460)
Operating Income (Loss) *	\$ 289,573	\$ 174,598	\$ 261,629	\$ 307,886	\$ 278,003

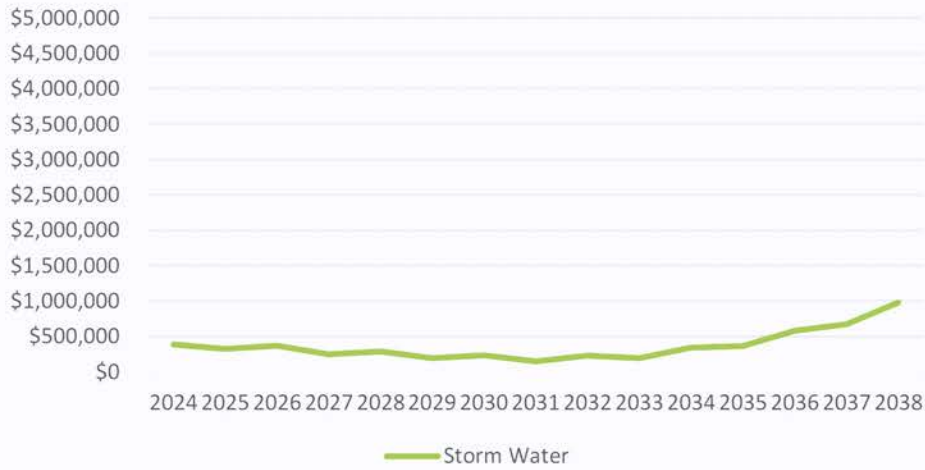
* Excluding depreciation and pension expense (non-cash)

Quarterly storm water fund rates for the City are based on various flat rates. The user charge revenue was \$447,314 in 2021, \$487,273 in 2022, and a preliminary estimate of \$505,000 in 2023. In recent years, rates have been increased by 8% per year, as part of a response to a declining cash balance of the Storm Water fund.

Similar to the Water and Sewer fund cash balances, without rate increases, the Storm Water fund cash balance is projected to decrease over the next several years. The City financed substantial storm water improvements with the issuance of bonded debt in 2020 through 2023 and may plan for additional G.O. bonds in the future.

12/31/	Storm Water Total Cash	Unspent Bond Proceeds	Cash For Operations
2018	\$ 280,496	\$ -	\$ 280,496
2019	\$ 450,800	\$ -	\$ 450,800
2020	\$ 3,210,093	\$ 2,214,915	\$ 995,178
2021	\$ 2,193,800	\$ 1,686,616	\$ 507,184
2022	\$ 3,772,616	\$ 3,135,777	\$ 636,839

Storm Water Cash Projection 15 Year



Questions:

- For each utility, what is the City Council’s desired change in usage rates? Over the past several years, the Water, Sewer, and Storm Water funds have included 10%, 9%, and 8% annual increases, respectively.
- It is planned that Council will discuss strategies around infrastructure development, maintenance, and financing at its retreat in January. Council may wish to pose ideas, strategies, or questions regarding infrastructure for staff to investigate in advance of the retreat.

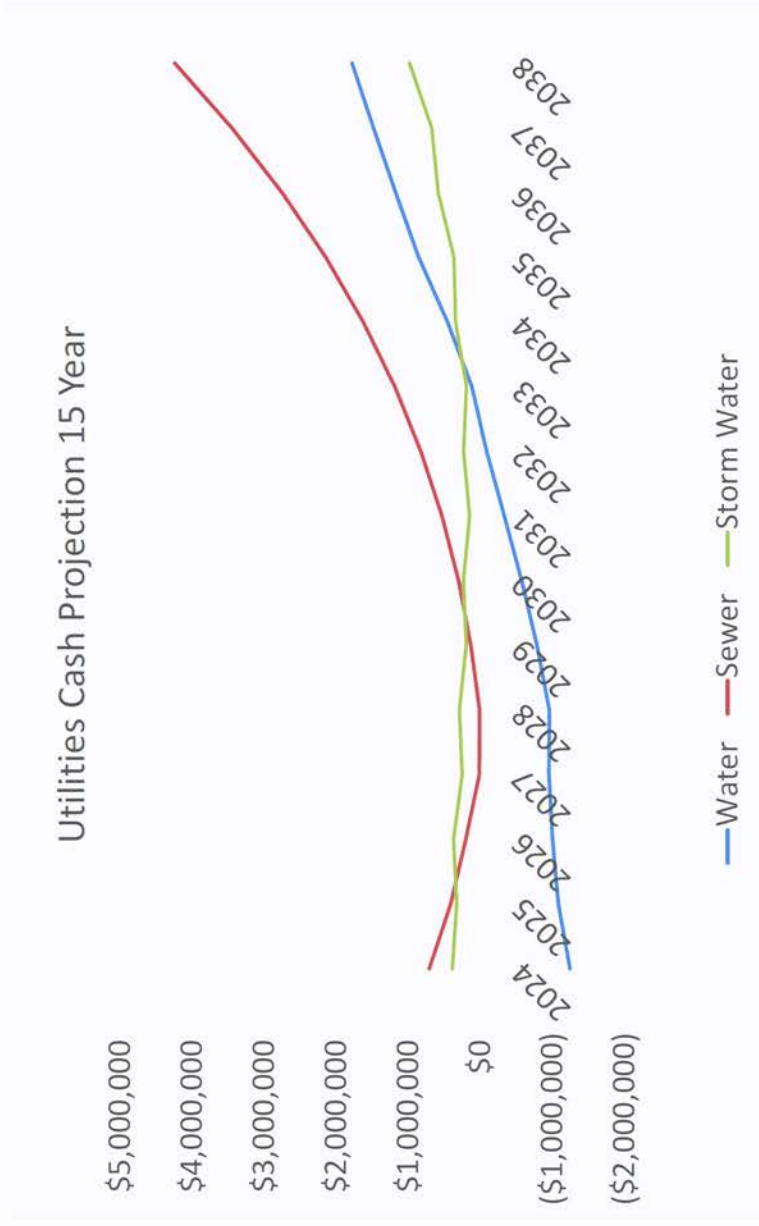
City of Shorewood
Water Utility Rates Comparison
2023

	Shorewood	Tonka Bay	Chanhassen	Minnetrista	Excelsior	Mound
* 1st 5,000 gallons	\$26.86	\$7.54	\$16.62	\$31.97	\$53.36	\$58.42
* per 1,000 gallons in excess of 5,000 and up to 50,000 gallons	\$4.54	\$8.22	\$2.43	\$4.13	\$7.74	\$5.07
* per 1,000 gallons in excess of 50,000 gallons per quarter	\$6.52	\$8.91 \$9.59	\$3.75 \$4.45 \$4.97 \$6.07	\$5.15 \$6.59	\$9.69 \$14.51	\$5.83 \$6.70
			* Fixed Charge (minimum charge per quarter)	* Base per quarter	* Fixed charge	* Quarterly base rate charge
		* 0-15,999 gallons * 16,000-30,999	* 0-15,000 gallons	* 0-25,000 gallons * 25,001-50,000 * Over 50,001	* 0-20,000 gallons * Over 40,000	* 1,000-5,000 gallon
		* Quarterly Usage (Gallons)	* Quarterly Usage (Gallons)	* Quarterly Usage (Gallons)	* Quarterly Usage (Gallons)	* Quarterly Usage (Gallons)
	Quarterly Fee	Quarterly Fee	Quarterly Fee	Quarterly Fee	Quarterly Fee	Quarterly Fee
	Annual Fee	Annual Fee	Annual Fee	Annual Fee	Annual Fee	Annual Fee
	\$107 \$289 \$471 \$925	\$151 \$452 \$778 \$1,664	\$115 \$212 \$362 \$793	\$210 \$376 \$541 \$1,056	\$368 \$678 \$1,026 \$2,188	\$335 \$568 \$801 \$1,471

City of Shorewood
 Utility Enterprise Funds
 Cash Available Projections
 15 Years

NOTE: Cash available projections are estimates only and are subject to change

Description	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Preliminary Budget	2025 Preliminary Budget	2026 Preliminary Budget	2027 Preliminary Budget	2028 Preliminary Budget
Cash									
Water	(\$21,206)	(\$107,949)	\$165,790	(\$838,131)	(\$1,244,099)	(\$1,082,949)	(\$1,002,600)	(\$851,071)	(\$957,437)
Sewer	\$2,369,530	\$1,353,891	\$1,648,038	\$1,066,829	\$709,405	\$412,984	\$200,699	\$13,761	\$10,427
Storm Water	\$995,178	\$507,184	\$636,839	\$284,387	\$388,540	\$328,761	\$373,767	\$251,446	\$291,384
Total Cash Available	\$3,343,502	\$1,753,126	\$2,450,667	\$513,085	(\$146,154)	(\$341,205)	(\$428,134)	(\$685,864)	(\$655,626)



map explanation

Water sample and aquifer symbols

Symbol color indicates tritium age of water sample.
See Figure 5 in the report for geologic unit correlation.

Unconsolidated aquifers

- ▼ afhl, at
- ▲ ts, ts2, st
- ✖ si, s1, s2, cs, s3
- f1
- ✦ h2
- f2, sf2
- ◀ wo
- ✦ eo
- ✦ vo

Bedrock

- ▲ Platteville, Platteville–Glenwood, Platteville–St. Peter
- ◆ St. Peter, St. Peter–Prairie du Chien, St. Peter–Jordan
- ✦ Prairie du Chien/Shakopee, Prairie du Chien, Prairie du Chien–Jordan
- Jordan, Jordan–St. Lawrence, Jordan–Tunnel City
- ◆ St. Lawrence, St. Lawrence–Tunnel City
- Tunnel City/Mazomanie, Tunnel City, Tunnel City–Wonewoc, Tunnel City–Eau Claire, Tunnel City–Mt. Simon
- Wonewoc, Wonewoc–Eau Claire, Wonewoc–Mt. Simon
- Mt. Simon, Mt. Simon–Fond du Lac, Mt. Simon–Red Clastics
- Spring (label indicates aquifer code)

Tritium age

Symbol color indicates tritium age of water sample.

- Modern: water entered the ground since about 1953.
- Mixed: water is a mixture of modern and premodern.
- Mostly premodern*: tritium not detected and the premodern threshold is below the detection limit.
- Premodern: water entered the ground before 1953.
- Not sampled for tritium.

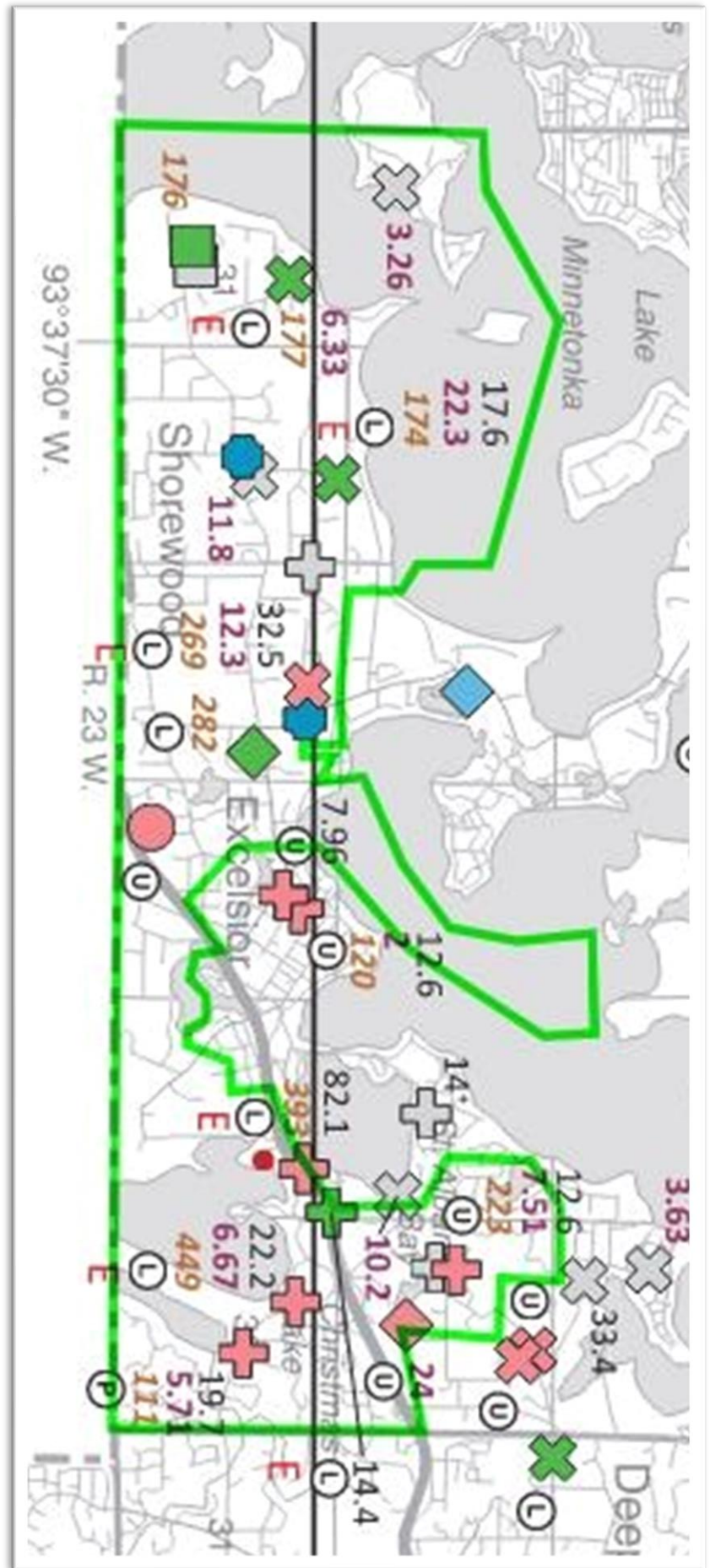
*These samples are referred to as “premodern” in the report. Both “mostly premodern” and “premodern” are shown on plates and figures for consistency with the dataset.

Symbols and labels

- 17.6 Chloride: if shown, concentration is ≥ 5 ppm. (* naturally elevated, - source unknown)
- 15.6 Arsenic: if shown, concentration is ≥ 2 ppb.
- 209 Manganese: if shown, concentration is ≥ 100 ppb.
- 1.97 Nitrate: if shown, concentration is ≥ 1 ppm.
- 1100 Carbon-14 (^{14}C): estimated groundwater residence time in years.
- E Groundwater sample with evaporative signature
- Surface water
- A' Line of cross section (Part B)
- Body of water

Groundwater conditions

- ① Water from the surface moves through a thin layer of overlying fine-grained material to an underlying aquifer.
- ② Groundwater moves from an overlying surficial aquifer to a buried aquifer.
- ③ Groundwater moves from an overlying buried aquifer to an underlying buried aquifer.
- ④ Groundwater flows laterally.
- Ⓟ Tritium concentrations are likely artificially elevated by high-volume pumping.
- Ⓢ Groundwater flowpath is unknown.



Hydrogeologic Cross Sections:

Cross section locations and wells used for cross section generation

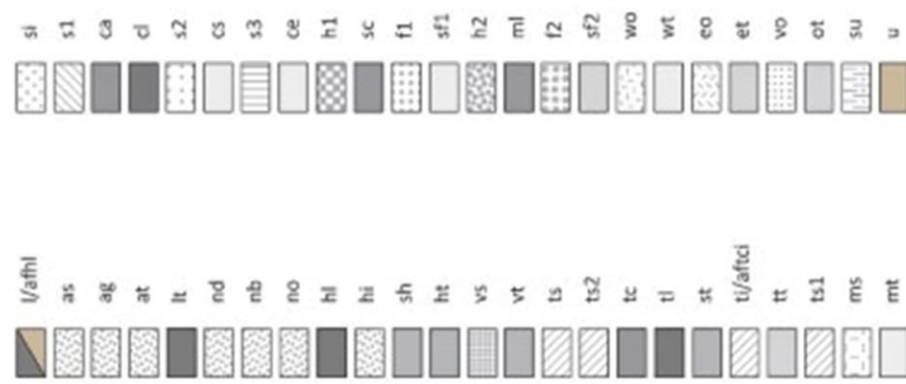


Symbols

- Well shown on cross section
- H—H' Part B line of cross section shown on this plate
- A—A' Part B line of cross section shown on Plate 8
- B—B' Part A line of cross section

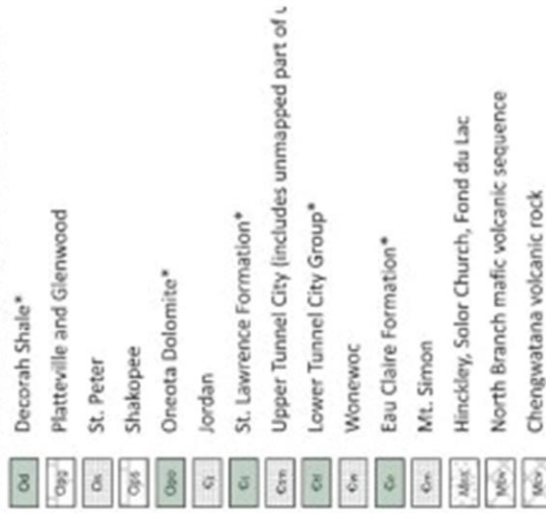
Quaternary unconsolidated

Interpreted tritium age is indicated by background color. See Figure 5 in the report for geologic unit correlation.



Bedrock

Interpreted tritium age is indicated by pattern color. See Figure 6 in the report for geologic unit correlation.



*aquifer

Quaternary aquitards

Grouped by texture ranging from highest to lowest sand content indicating relative hydraulic conductivity.



Tritium age

Darker color in small vertical rectangle (well screen symbol) indicates tritium age of water sampled in well. Lighter color indicates interpreted age of water in aquifer. Well casings (thin vertical lines) are not shown on cross sections to avoid obscuring other information.

- Modern: water entered the ground since about 1953.
- Mixed: water is a mixture of modern and premodern waters.
- Mostly premodern*: tritium not detected and the premodern threshold is below the detection limit.
- Premodern: water entered the ground before 1953.
- Well not sampled for tritium.

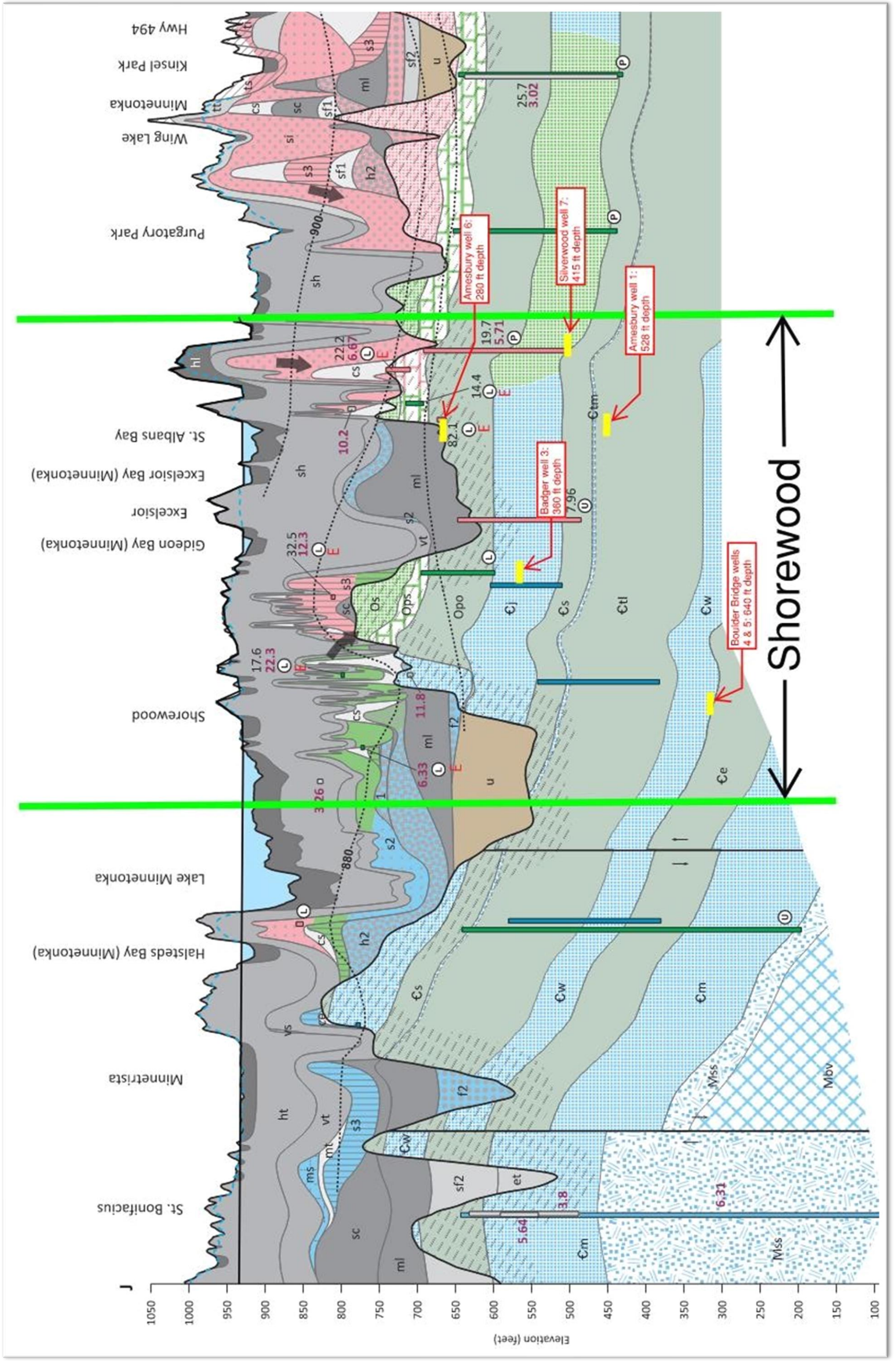
*These samples are referred to as "premodern" in the report. Both "mostly premodern" and "premodern" are shown on plates and figures for consistency with the dataset.

Symbols and labels

- 19.7 Chloride: if shown, concentration is 25 ppm. (* naturally elevated, - source unknown)
- 4.5 Arsenic: if shown, concentration is 2 ppb.
- 3.9 Nitrate: if shown, concentration is ≥1 ppm.
- 25,000 Carbon-14 [¹⁴C]: estimated groundwater residence time in years
- E Groundwater sample with evaporative signature
- General groundwater flow direction
- Approximate equipotential contour; contour interval 20 feet
- Geologic contact, dashed where approximate
- Land or bedrock surface
- Water table
- Direction of fault movement, arrows indicate relative movement
- Enhanced-permeability zone

Groundwater conditions

- Groundwater moves from an overlying surficial aquifer to a buried aquifer.
- Groundwater moves from an overlying buried aquifer to an underlying buried aquifer.
- Groundwater flows laterally.
- Tritium concentrations are likely artificially elevated by high-volume pumping.
- Groundwater flowpath is unknown.
- Groundwater discharges to a surface-water body.



← Shorewood →

St. Bonifacius

Minnetrista

Halsted's Bay (Minnetonka)

Lake Minnetonka

Shorewood

Gideon Bay (Minnetonka)

Excelsior

Excelsior Bay (Minnetonka)

St. Albans Bay

Purgatory Park

Wing Lake

Minnetonka

Kinsel Park

Hwy 494

Elevation (feet)
1050
1000
950
900
850
800
750
700
650
600
550
500
450
400
350
300
250
200
150
100

Amesbury well 6:
280 ft depth

Silverwood well 7:
415 ft depth

Amesbury well 1:
528 ft depth

Badger well 3:
360 ft depth

Boulder Bridge wells
4 & 5: 640 ft depth

5.64

3.8

6.31

17.6
22.3

32.5
12.3

10.2

82.1

14.4

19.7
5.71

22.2
6.67

25.7
3.02

900

880

326

11.8

6.33

3.26

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Longer Commutes, Shorter Lives: The Costs of Not Investing in America

For decades, spending on the future put the nation ahead of all others. What would it take to revive that spirit?



By David Leonhardt

Oct. 17, 2023 Updated 7:45 a.m. ET

Every morning in 21st-century America, thousands of people wake up and prepare to take a cross-country trip. Some are traveling for business. Others are visiting family or going on vacations. Whether they are leaving from New York or Los Angeles, Atlanta or Seattle, their trips have a lot in common.

They leave their homes several hours before their plane is scheduled to depart. Many sit in traffic on their way to the airport. Once they arrive, they park their cars and make their way through the terminal, waiting in a security line, taking off their shoes, removing laptops and liquids from their bags. When they finally get to the gate, they often wait again because their flight is delayed. The flight itself typically lasts about six hours heading west, and the travelers then need to find ground transportation to their destination. Door to door, cross-country journeys often last 10 or even 12 hours.

In the sweep of human history, these trips remain a marvel of ingenuity. For centuries, long-distance travel required weeks or months and could be dangerous. Today, somebody can eat breakfast on one end of the continental United States and dinner on the other. If you narrow the focus to recent decades, however, you will notice another striking fact about these trips: Almost none of the progress has occurred in the past half-century. A cross-country trip today typically takes more time than it did in the 1970s. The same is true of many trips within a region or a metropolitan area.

Compare this stagnation with the progress of the previous century. The first transcontinental railroad was completed in 1869, and passenger trains ran on its route days later, revolutionizing a journey that had taken months. People could suddenly cross the country in a week. Next came commercial flight. In the 1930s, an airplane could beat a train across the country by hopscotching from city to city. Finally, the jet age arrived: The first regularly scheduled nonstop transcontinental flight occurred on Jan. 25, 1959, from Los Angeles to New York, on a new long-range Boeing jet, the 707.

The poet Carl Sandburg was among the passengers on the return American Airlines flight that first day. “You look out of the window at the waves of dark and light clouds looking like ocean shorelines,” he wrote about the trip, “and you feel as if you are floating away in this pleasantly moving room, like the basket hanging from the balloon you saw with a visiting circus when you were a boy.” Sandburg was born in 1878, when crossing the country took almost a week. His cross-country flight took five and a half hours.

In the more than 60 years since then, there has been no progress. Instead, the scheduled flight time between Los Angeles and New York has become about 30 minutes longer. Aviation technology has not advanced in ways that speed the trip, and the skies have become so crowded that pilots reroute planes to avoid traffic. Nearly every other part of a cross-country trip, in airports and on local roads, also lasts longer. All told, a trip across the United States can take a few more hours today than in the 1970s.

The speed at which people can get from one place to another is one of the most basic measures of a society’s sophistication. It affects economic productivity and human happiness; academic research has found that commuting makes people more unhappy than almost any other daily activity. Yet in one area of U.S. travel after another, progress has largely stopped over the past half-century.





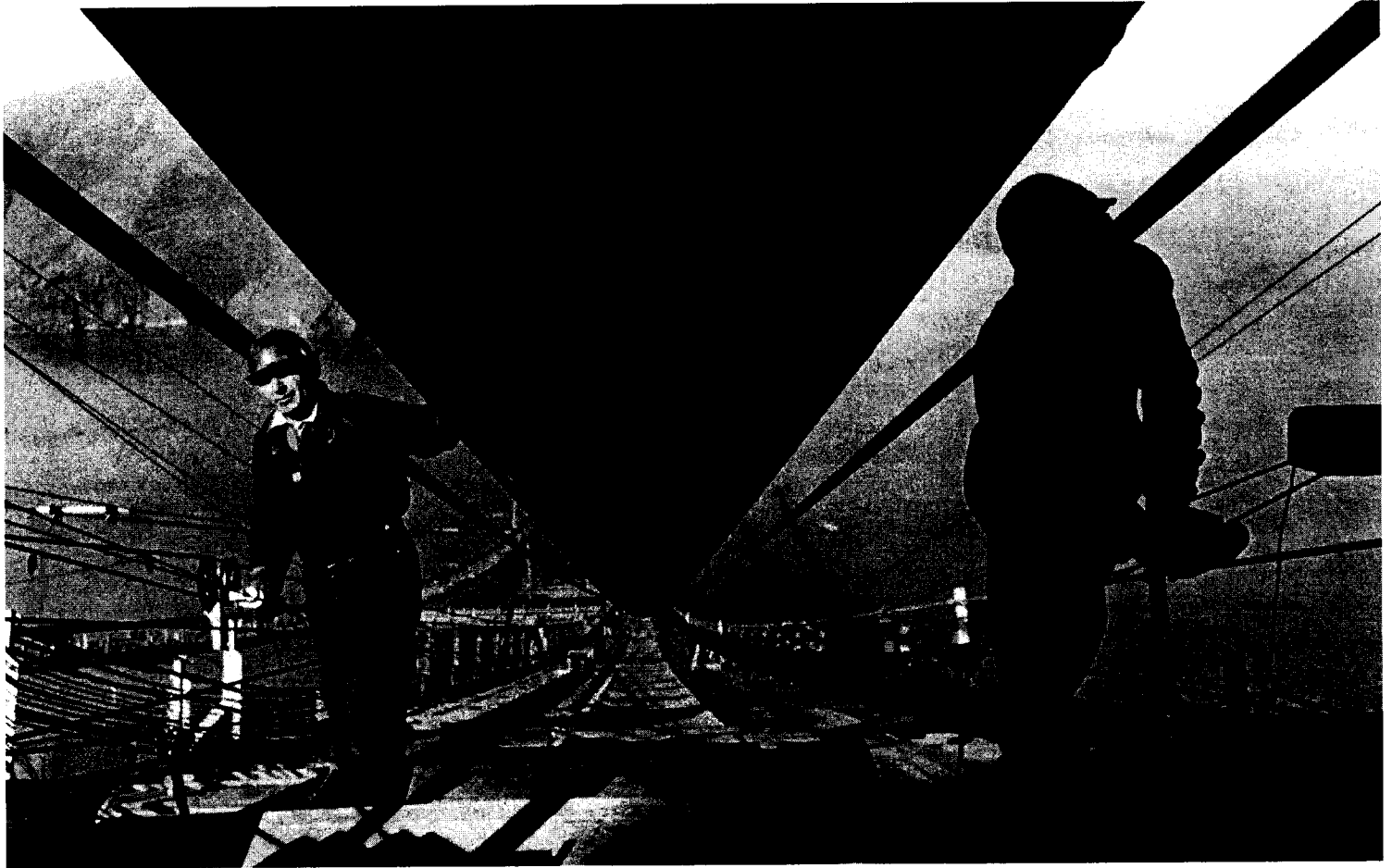
Passengers on Amtrak's Metroliner around 1974. Hum Images/Alamy

In 1969, Metroliner trains made two-and-a-half-hour nonstop trips between Washington and New York. Today, there are no nonstop trains on that route, and the fastest trip, on Acela trains, takes about 20 minutes longer than the Metroliner once did. Commuter railroads and subway lines in many places have also failed to become faster. When I ride the New York City subway, I don't go from Point A to Point B much faster than my grandparents did in the 1940s. For drivers — a majority of American travelers — trip times have increased, because traffic has worsened. In the California metropolitan area that includes Silicon Valley, a typical rush-hour drive that would have taken 45 minutes in the early 1980s took nearly 60 minutes by 2019.

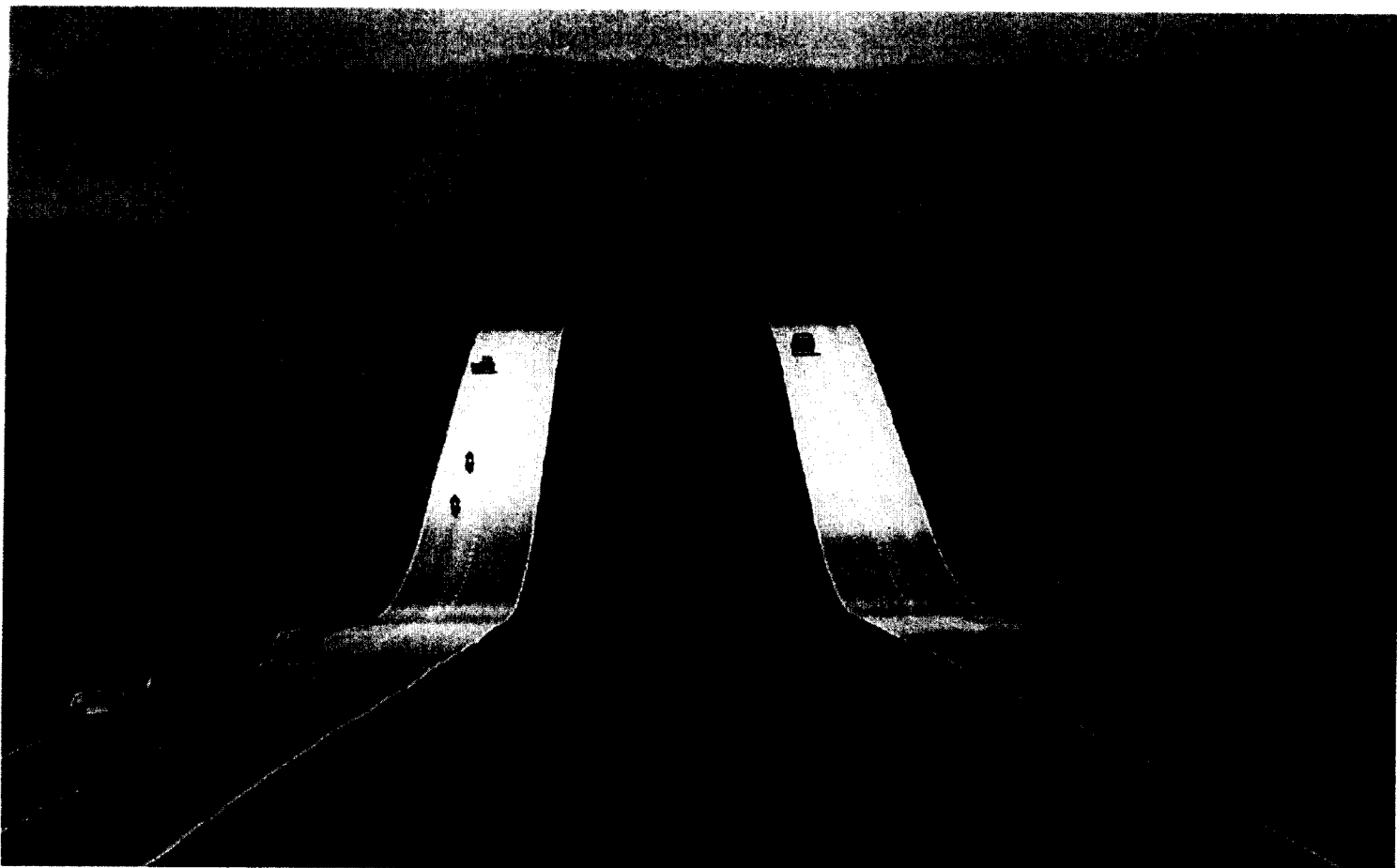
The lack of recent progress is not a result of any physical or technological limits. In other parts of the world, travel has continued to accelerate. Japan, China, South Korea and countries in Europe have built high-speed train lines that have tangibly improved daily life. Because the United States is less densely populated, high-speed trains would not work in much of this country. But they could transform travel in California, the Northeast and a few other regions — and it is not as if this country has been improving its highways and airline network instead of its rail system. All have languished.

Why has this happened? A central reason is that the United States, for all that we spend as a nation on transportation, has stopped meaningfully investing in it. Investment, in simple terms, involves using today's resources to make life better in the long term. For a family, investment can involve saving money over many years to afford a home purchase or a child's college education. For a society, it can mean raising taxes or cutting other forms of spending to build roads, train lines, science laboratories or schools that might take decades to prove their usefulness. Historically, the most successful economic growth strategy has revolved around investment. It was true in ancient Rome, with its roads and aqueducts, and in 19th-century Britain, with its railroads. During the 20th century, it was true in the United States as well as Japan and Europe.

Investments are certainly not guaranteed to pay off: Just as families sometimes buy houses that decline in value, governments sometimes waste taxpayer dollars on programs that accomplish little. Still, successful people and societies have always understood that these risks are unavoidable. Failing to invest enough resources in the future tends to be the bigger mistake.



Construction underway on the Golden Gate Bridge, a four-year, \$34 million project, in 1936. Peter Stackpole/The LIFE Picture Collection/Shutterstock



Interstate 90 in 1972. A cross-country trip today typically takes more time than it did in the 1970s. Associated Press

Investment is not simply a synonym for a bigger government. For decades, liberals and conservatives have been arguing over the size of government. Liberals prefer that the public sector play a larger role, and conservatives prefer a smaller one, in one realm after another: health care, retirement, environmental protection, business regulation and more. Investment has often been swept up in that debate. Some of the steepest declines in government spending on research and development — a crucial form of investment — occurred after Ronald Reagan won the presidency in 1980 with a message that less government was the solution to the country's economic troubles. Government investment has never recovered. In recent years, federal spending on research and development has been less than half as large, relative to the size of the economy, as it was in the mid-1960s.

In truth, investment is consistent with both a conservative and a liberal economic philosophy, as American leaders dating to Alexander Hamilton and Thomas Jefferson have recognized. Conservatives believe that the government should do the minimum necessary to create a flourishing society, and investment passes both tests: minimum and necessary. It passes the "minimum" test because many investments are surprisingly inexpensive compared with social insurance programs or the military. Last year, Social Security cost six times as much money as federal R.&D., and spending on the military and veterans was five times as large as R.&D. spending. Investment also passes the "necessary" test — because the private sector tends to do less of it than a healthy economy needs.

Investments are expensive for a private company, and only a fraction of the returns typically flows to the original investors and inventors. Despite patents, other people find ways to mimic the invention. Often, these imitators build on the original in ways that are perfectly legal but would not have been possible without the initial breakthrough. Johannes Gutenberg did not get rich from inventing the printing press, and neither did Tim Berners-Lee from creating the World Wide Web in 1989.

The earliest stages of scientific research are difficult for the private sector to support. In these stages, the commercial possibilities are often unclear. An automobile company, for example, will struggle to justify spending money on basic engineering research that may end up being useful only to an aerospace company. Yet such basic scientific research can bring enormous benefits for a society. It can allow people to live longer and better lives and can lay the groundwork for unforeseen commercial applications that are indeed profitable. A well-functioning capitalist economy depends on large investments in research that the free market, on its own, usually will not make. The most obvious recent example was the crash program to create a Covid-19 vaccine.

During the laissez-faire years leading up to the Great Depression, the United States invested relatively little money in scientific research, and the country fell behind. Europe dominated the Nobel Prizes during this period, and European countries, including Nazi Germany, began World War II with a technological advantage over the United States. The scariest evidence could be seen in the North Atlantic Ocean and Gulf of Mexico, where German U-boats sank more than 200 ships — sometimes visible from U.S. soil — early in the war and killed 5,000 Americans. Recognizing the threat from this technological gap, a small group of American scientists and government officials began an urgent effort to persuade Franklin Roosevelt to support an investment program larger than anything before. The result, called the National Defense Research Committee, funded research into radar, sonar, planes, ships, vehicles and guns. It included a race to develop an atomic bomb before the Nazis did.

That effort arguably won World War II. American factories learned how to build a ship in less than three weeks, down from eight months at the war's start. "We were never able to build a tank as good as the German tank," Lucius Clay, an American general, said. "But we made so many of them that it didn't really matter."

Clay's boss, the American military officer overseeing this productive effort, was Gen. Dwight D. Eisenhower. He and the people around him absorbed the lesson about the awesome power of American investment. After becoming president in 1953, Eisenhower recognized that if government did not make vital investments, nobody would. "The principal contradiction in the whole system comes about because of the inability of men to forgo immediate gain for a longtime good," he once wrote. "We do not yet have a sufficient number of people who are ready to make the immediate sacrifice in favor of a long-term investment."



Dwight D. Eisenhower ran for president as a conservative promising to rein in the excesses of the Democratic Party. His administration demonstrated the relative affordability of government investment. Circa Images/Universal History Archive/Universal Images Group, via Getty Images

The Eisenhower investment boom has no peer in U.S. history, at least not outside a major war. Its best-known achievement, the Interstate System, allowed people and goods to move around the country much more quickly than before. That highway system was one example among many. The Cold War — especially after the 1957 launch of Sputnik raised fears that the Soviet Union had become scientifically dominant — offered a rationale. As a share of the country's total economic output, federal spending on research and development roughly tripled between the early 1950s and early 1960s. This measure did not even capture highway construction and some other programs.

Eisenhower's agenda demonstrated the relative affordability of government investment. He had run for president as a conservative promising to rein in the excesses of the Democratic Party's 20-year hold on the White House. And he did restrain some forms of federal spending, balancing the budget for parts of his presidency. Still, the federal government was easily able to afford a much larger investment budget. Eisenhower was able to be both a fiscal conservative and the president who nearly tripled R.&D. spending.

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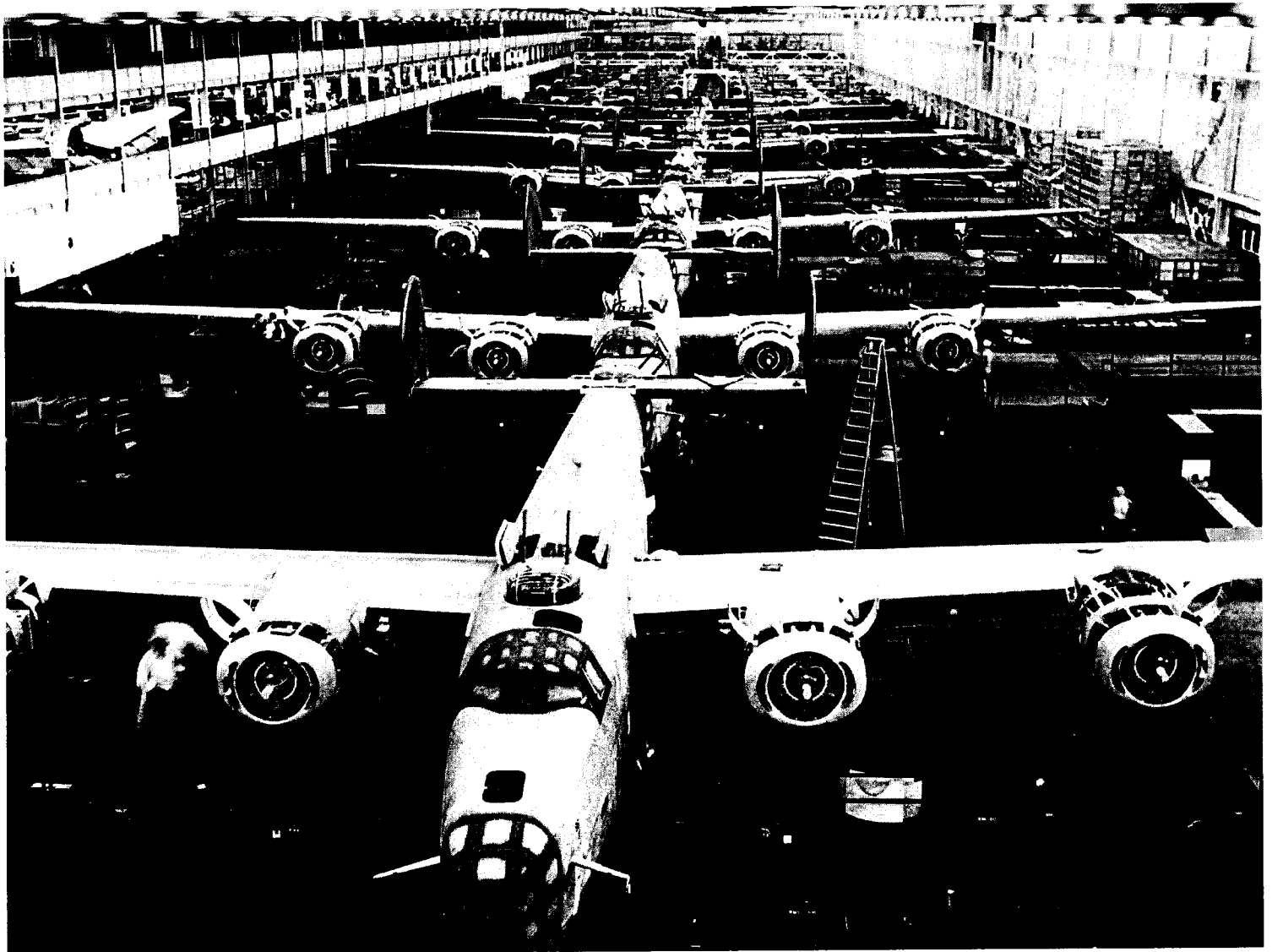
It is worth pausing to reflect on how many global industries were dominated by American companies by the late 20th century. It happened in aviation (Boeing, American, United and Delta) and automobiles (General Motors, Ford and, later, Tesla), as well as energy (Exxon and Chevron), telecommunications (AT&T and Verizon) and pharmaceuticals (Pfizer, Johnson & Johnson, Eli Lilly and Merck). The United States built the world's best system of higher education, with its universities occupying more than half of the top spots in various rankings of top research institutions. American citizens dominated the scientific Nobel Prizes too.

None of this was inevitable. While there were multiple causes — including the country's large consumer market and a vibrant private sector shaped by a national ethos that celebrates risk-taking — the postwar investment boom was vital. That boom fit the historical pattern of successful government investments. First, the government paid for basic scientific research that the private sector was not conducting. Then the government helped create an early market for new products by buying them. Boeing, for example, got its start during World War I selling planes to the Navy. Later, the government paid for research that facilitated jet-airline technology and, by extension, the Boeing 707, the plane that launched transcontinental jet travel.

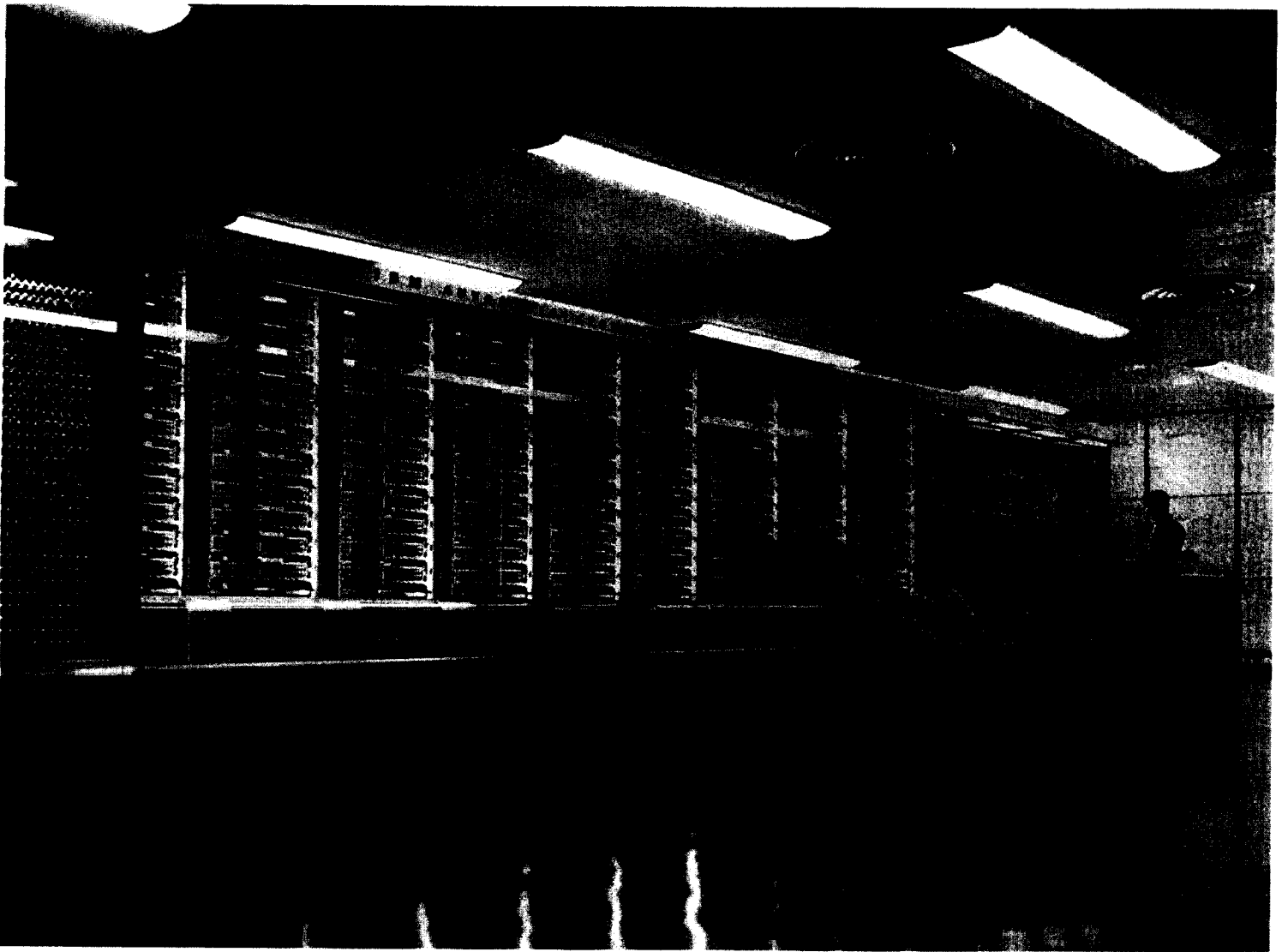
One of the clearest case studies is the computer industry, the same industry that would become known for a cadre of libertarian-leaning executives who dismissed the importance of government. In reality, American dominance in the digital economy would not exist without decades of generous government investment, partly because the private sector failed to see its potential in the industry's early days.

In the 1930s, a Harvard physics graduate student named Howard Aiken designed one of the world's first computers, nicknamed the Mark, with help from IBM engineers. But IBM's top executives, then focused on a mundane punch-card system that helped other companies keep track of their operations, were so unimpressed that they allowed Aiken to take the computer to a laboratory at Harvard University. During World War II, the U.S. Navy took over the lab. The Mark — 51 feet long and eight feet tall, weighing nearly five tons and with 750,000 parts, including visible gears, chains and an electric motor — helped the military perform complex calculations to make weapons more efficient. The New York Times described the computer as the Algebra Machine, and a Boston newspaper called it the Robot Brain. The military came to rely on it so heavily that the lab operated 24 hours a day. The lab had a phone connected directly to the Navy's Bureau of Ordnance in Washington so the officers could demand immediate solutions to their most pressing problems.

“We used to shake every time that darn thing rang,” recalled Grace Hopper, a former math professor at Vassar College who worked in the lab as a Navy officer and would become a pioneering computer scientist. “The pressure was terrific.” At one point, the mathematician John von Neumann arrived at the lab bearing a long set of complex problems. He did not say why he needed them solved. After he and the team there solved them, von Neumann left to continue secretly working on the atomic-bomb project.



B-24 bombers on the final assembly line at Ford's Willow Run plant in Michigan in 1943. Bettmann/Getty Images



The Mark, an early computer relied upon by the U.S. Navy during World War II, in its laboratory at Harvard University in 1944. PhotoQuest/Getty Images

Despite the role that computers played in winning the war, most of corporate America still did not recognize their importance afterward. Into the 1950s, IBM executives — focused on their lucrative punch-card business — remained wary of investing in the development of any large new computer. “It didn’t move me at all,” Thomas Watson Jr., IBM’s chairman, wrote in 1990. “I couldn’t see this gigantic, costly, unreliable device as a piece of business equipment.”

Watson and other executives were not ignorant or uncreative. They were among the most successful businesspeople in the country. Their failure was structural, stemming from the resources at their disposal and the financial incentives that constrained them. Only one organization had enough money and a sufficient long-term horizon to bankroll the creation of the computer industry: the federal government.

It could afford the inevitable setbacks that basic research involved. The federal government could insist that researchers build on one another’s ideas, rather than working in separate laboratories, unaware of related breakthroughs. The government could patiently finance research that was making progress but not yet ready for commercial applications. As soon as an invention was shown to be useful to the largest organization in the country — the military — the federal government could guarantee huge amounts of revenue through military contracts. As late as 1959, federal agencies financed about 85 percent of the country’s electronics research.

The military even made possible IBM’s belated entrance into computing: After its top executives realized their company would otherwise fade, they made it their top priority to win a bidding competition to create the computers needed for a network of radar stations across Alaska and Canada that would watch for a Soviet attack. Watson would later say that the

contract was a watershed for the company.

Without a doubt, government officials make plenty of mistakes when choosing which projects to fund. They misjudge an idea's potential or allow political considerations to influence decisions. Some of these mistakes turn into symbols of government's supposed fecklessness, like Solyndra, a doomed clean-energy company that the Obama administration funded. Yet these failures tend to be cheap relative to the size of the federal budget, at least in the United States. (The risks of overinvestment are more serious in an authoritarian system like the old Soviet Union or contemporary China.) Even more important, a few big investment successes can produce returns, in economic growth and the resulting tax revenue, that cover the costs for dozens of failures. IBM and Google can pay for a lot of Solyndras.

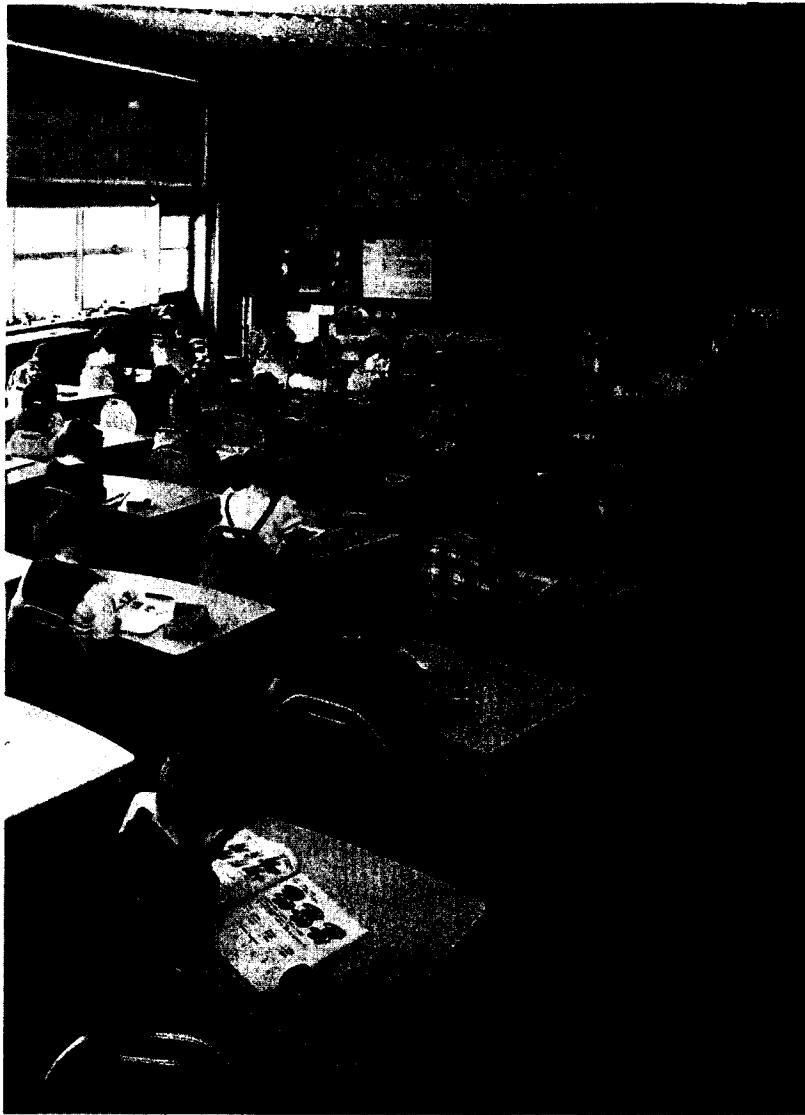
Just as important, government can reduce its involvement as an industry matures and allow the market system to take over. After the government creates the initial demand for a new product, the sprawling private sector — with its reliance on market feedback and the wisdom of crowds — often does a better job allocating resources than any bureaucratic agency. When a company makes a better version of a product, it gains market share. The incentives for selling goods that improve people's lives can be enormous. Market capitalism may not do an adequate job of subsidizing basic scientific research, but it is very efficient at spreading the eventual fruits of that research. Government-funded research led to the development of penicillin, cortisone, chemotherapy, vaccines and cardiac treatments, which the private sector then produced and distributed. In transportation, the government built the air-traffic and Interstate-highway systems, which private companies used. Government funding helped develop the satellite, the jet engine, the snowmobile and the microwave oven.

By the end of the 1960s, the United States had become the most broadly prosperous country the world had ever known. Incomes had risen markedly for rich, middle class and poor alike — and more for the poor and middle class than the rich. The Black-white wage gap fell markedly during these decades, even in the presence of virulent racism. Americans had faith during these years that the future could be better than the past, and they forged that future.

Not every form of investment is as tangible as a highway or computer. Education also fits the definition of a program that requires spending money today mostly to improve the quality of life tomorrow. In the middle of the 20th century, education was the investment that turbocharged many other investments.

Even before the Eisenhower investment boom, the United States took a relatively inclusive approach to education. Several of the country's founders believed that the success of their new democracy depended on an educated citizenry. The Massachusetts Constitution, which John Adams drafted, called for "spreading the opportunities and advantages of education." The country obviously did not come close to achieving these ideals. It generally denied formal education to Black Americans, and many schools excluded girls. White boys from modest backgrounds often began working at young ages. But the early United States was nonetheless ahead of many other countries in the breadth of its grade schools. By the middle of the 19th century, the American population had surpassed Germany's as the world's most widely educated.

When parts of Europe began to catch up, the United States raced ahead again, opening public high schools in the early 1900s. Britain did not enact a law making it possible for many low-income students to attend high school until 1944. That same year, the United States Congress passed the G.I. Bill of Rights, and the postwar investment boom helped make good on the bill's promise by increasing spending on both K-12 schools and universities.



First graders in a new elementary school in Munster, Ind., in 1950. When the United States produced more and better-educated graduates than its rivals, American industries reaped the benefits. Bettmann/Getty Images

Education has always had its skeptics. Europe was slow to educate its masses because its leaders believed that doing so was a waste of resources: They didn't see why the working class needed to read literature, study history and learn mathematics. In the United States today, many people still believe that only a narrow subset of the population benefits from college — that its benefits are overrated and that most Americans would be better off pursuing immediate employment. And different people are indeed best served by different kinds of education. Education is also not a cure-all for the American economy. Tax rates, antitrust policy, workers' bargaining power and many other areas matter enormously.

But downplaying the importance of education is a mistake, a mistake that the United States avoided during much of its rise to global pre-eminence. Relative to its economic rivals, the country could call on more college graduates to fill its professional ranks and more high-school graduates to fill its blue-collar ranks. IBM, Boeing, Pfizer, General Motors and other leading companies benefited from government investments in both basic science and in mass schooling. As Claudia Goldin (the latest Nobel laureate in economics) and Lawrence Katz have argued, the 20th century was the American century in large part because it was the human-capital century. Education — knowledge — can help people live better by allowing them to learn from past errors and make new discoveries. It can help companies and workers accomplish tasks more effectively and produce goods that other people want to buy.

The evidence is everywhere. Today, high school graduates earn more and are less likely to be out of work than people without a high school diploma, as has been the case for more than a century. College graduates earn more yet. Not only does mass education increase the size of the economic pie; it also evens out the distribution. The spread of American high schools and then colleges meant that graduates were no longer an elite group. The wage premium that they earned was spread among a larger group of workers.

The benefits extend far beyond economic measures. Life expectancy for Americans without a college degree has fallen to its lowest level since at least the early 1990s, the scholars Anne Case and Angus Deaton have shown, while it is only slightly below its pre-Covid peak for college graduates. In 2021, the average American with a bachelor's degree could expect to live eight years longer than somebody without one. More-educated Americans also report being more satisfied with their lives. They are less likely to suffer from chronic pain or to abuse alcohol and drugs. They are more likely to be married and to live with their young children.

Yes, the relationship between education and well-being is partly correlation rather than causation. Talented, hardworking people are more likely to finish school partly because of those characteristics, and they might have thrived even if they dropped out. But academic research has found that much of the relationship is causal. A clever study in Florida compared students whose grades and scores barely earned them admission to a public four-year college with students who just missed the cutoff; those students who were admitted fared significantly better in later life.

Although the rest of the world was slow to do so, it eventually came to recognize the benefits of the American approach to mass education and to copy it. In the 1970s, educational attainment began to surge in Europe and Asia. Political leaders effectively acknowledged that their elitist approach to education had been wrong. They understood that the amount of education that people need to thrive tends to rise over the course of history. The economy becomes more complex, thanks to technological change, and citizens need new knowledge and skills to take advantage of that technology, or else their labor will be replaced by it. When you think about education in these terms, you start to realize that the appropriate amount of schooling for a typical citizen changes over time. If 13 years — kindergarten through 12th grade — made sense a century ago, it surely is not enough today.

The chaos of the 1960s and 1970s helped end the era of great American investment. Crime rose rapidly during those decades. The country fought a losing war in Vietnam. Political leaders were murdered. A president resigned in scandal. And the economy seemed to break down, with both unemployment and inflation soaring. The causes were complex — including wars in the Middle East that upended global energy markets — but Americans understandably came to question their own government's competence.

In their frustration, many embraced a diagnosis that a group of conservative intellectuals had been offering for decades, mostly without winning converts. It held that the post-New Deal United States had put too much faith in government regulation and not enough in the power of the market to allocate resources efficiently. These intellectuals included Milton Friedman and Robert Bork, while the politician who successfully sold their vision was Reagan. The new consensus has become known as neoliberalism, a word that in recent years has turned into a catchall epithet to describe the views of moderate Democrats and conservatives. But the word is nonetheless meaningful. The neoliberal revolution in economic policy changed the country's trajectory. After 1980, regulators allowed companies to grow much larger, often through mergers. The government became hostile to labor unions. Tax rates on the affluent plummeted. And Washington pulled back from the major investments it had been making.

Federal spending on research and development, which had already come down from its post-Eisenhower high, declined in the 1980s and 1990s. In recent years, it has accounted for less than half as large a share of G.D.P. as it did 60 years ago. The country's roads, bridges, rail networks and air-traffic system have all atrophied — hence the lengthening of travel times. The share of national income devoted to government spending on education stopped rising in the 1970s and has remained stagnant since. Less selective colleges, which tend to educate working-class students, tend to be especially lacking in resources. Other countries, meanwhile, have passed by the United States. Every American generation born between the late

1800s and mid-1900s was the most educated in the world. Americans under age 50 no longer hold this distinction. The lack of progress among American men has been especially stark. Men's wages, not coincidentally, have risen extremely slowly in recent decades.

The stagnation of investment does not stem only from the size of government. It also reflects the priorities of modern government, as set by both Republicans and Democrats. The federal government has grown — but not the parts oriented toward the future and economic growth. Spending has surged on health care, Social Security, antipoverty programs, police and prisons. (Military spending has declined as a share of G.D.P. in recent decades.) All these programs are important. A decent society needs to care for its vulnerable and prevent disorder. But the United States has effectively starved programs focused on the future at the expense of those focused on the present. The country spent about twice as much per capita on the elderly as on children in recent years, according to the Urban Institute. Even the affluent elderly can receive more government help than impoverished children.

These choices help explain why the United States has fallen behind other countries in educational attainment, why our child-poverty rate is so high, why it takes longer to cross the country than it once did. As Eugene Steuerle, an economist with a long career in Washington, has said, "We have a budget for a declining nation."

Americans have come to believe that the country is, in fact, declining. Less than 25 percent of Americans say that the economy is in good or excellent condition today. Whether the economy has been growing or shrinking during the 21st century, whether a Democrat or Republican has been in the White House, most Americans have usually rated the economy as weak.

Pundits and politicians — who tend to be affluent — sometimes express befuddlement about this pessimism, but it accurately reflects reality for most Americans. For decades, incomes and wealth have grown more slowly than the economy for every group other than the very rich. Net worth for the typical family shrank during the first two decades of the 21st century, after adjusting for inflation. The trends in many noneconomic measures of well-being are even worse: In 1980, life expectancy in the United States was typical for an industrialized country. American life expectancy now is lower than in any other high-income country — including Canada, Japan, South Korea, Australia, Britain, France, Germany, Italy and even less-wealthy European countries like Slovenia and Greece.

This great American stagnation has many causes, but the withering of investment is a major one. The economists and other experts who advise politicians have increasingly come to this conclusion, which explains why President Biden has made investment the centerpiece of his economic strategy — even if that isn't always obvious to outsiders. He has signed legislation authorizing hundreds of billions of dollars to rebuild the transportation system, subsidize semiconductor manufacturing and expand clean energy. These are precisely the kinds of programs the private sector tends not to do on its own. All told, Biden has overseen the largest increase in federal investment since the Eisenhower era. Notably, the infrastructure and semiconductor bill both passed with bipartisan support, a sign that parts of the Republican Party are coming to question the neoliberal consensus. As was the case during the 1950s, the threat from a foreign rival — China, this time — is focusing some policymakers on the value of government investment.

There is plenty of reason to doubt that the country has reached a true turning point. Biden's investment program remains much smaller in scale than Eisenhower's, relative to the size of the economy. Many Republicans continue to oppose government investment, as the recent chaos in the House of Representatives indicates. It is possible that we are now living through a short exception to the country's long investment slump.

Whatever happens, the stakes should be clear by now. A government that does not devote sufficient resources to the future will produce a society that is ultimately less prosperous, less innovative, less healthy and less mobile than it could be. The citizens of such a society will grow frustrated, and with good reason.

Opening illustration: Source photographs from Underwood Archives/Getty Images; Bettmann/Getty Images; iStock/Getty Images; Gamma-Keystone, via Getty Images; Encyclopedia Britannica/Getty Images; Pictorial Parade/Getty Images.

David Leonhardt writes *The Morning*, *The Times's* flagship daily newsletter. He has previously been an Op-Ed columnist, Washington bureau chief, co-host of "The Argument" podcast, founding editor of *The Upshot* section and a staff writer for *The Times Magazine*. In 2011, he received the Pulitzer Prize for commentary. [More about David Leonhardt](#)

A version of this article appears in print on , Page 28 of the Sunday Magazine with the headline: The Spigot

JAMELLE BOUIE

The Path to Reducing Pedestrian Deaths Is Steep but Straight

Oct. 21, 2023



By Jamelle Bouie
Opinion Columnist

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Last year, according to the Governors Highway Safety Association, more than 7,500 pedestrians were killed while walking on U.S. roadways. Between 2010 and 2021, in fact, pedestrian deaths rose 77 percent, from an annual total of 4,302 to 7,624. These increases represent 40-year-highs for pedestrian fatalities.

There are no numbers yet, for 2023, but a cursory look at headlines in cities, counties and other localities across the country — “Pedestrian deaths have quadrupled in Durham,” reads a story published this week by a North Carolina news outlet — suggests that we’re in for another year of record pedestrian deaths.

Who or what is to blame for this terrible increase in pedestrian fatalities? For starters, there is the proliferation of bigger and heavier trucks and SUVs, which may pose a growing menace to pedestrians and bicyclists. These vehicles, which often dwarf the size of their predecessors, are harder to control and have large blind zones in either the front or rear, making them much more difficult to operate in busy or crowded areas.

And then there’s physics. In a 2020 study of pedestrian crashes in Michigan, the Insurance Institute for Highway Safety found that, at residential and city speeds of 20 to 39 miles per hour, 30 percent of crashes with SUVs resulted in a pedestrian fatality, compared with 23 percent for cars. At 40 miles per hour or higher, all crashes with the SUV killed the pedestrian, while just over half the crashes with cars resulted in a pedestrian fatality.

It is difficult to overstate just how much the design of modern trucks and SUVs threatens pedestrian safety. These vehicles have tall hoods — that make it impossible to see obstacles directly in front of the driver — and longer braking distances, increasing the time it takes for them to stop.

If you are unlucky enough to be hit by a midsize sedan going 25 miles per hour, the point of impact will most likely be your legs, causing you to flip onto the hood. If you are unlucky enough to be hit by a Chevrolet Silverado — one of the most popular truck models in the United States — the point of impact for an adult will most likely be the torso, as the tall hood plows directly into your center of mass. A child would be crushed outright.

In addition to the kinds of vehicles on the road, there’s the fact that many roads are not safe to walk on, with few sidewalks or anything to create a barrier between pedestrians and vehicles. When coupled with an increase in speeding and a decrease in traffic enforcement, it is a recipe for greater pedestrian deaths.

It almost goes without saying that pedestrian deaths are unevenly distributed among groups. The reason is simple: pedestrian infrastructure is often worst in places that are most disadvantaged. Compared to more affluent neighborhoods, these communities have fewer parks, sidewalks, marked crosswalks and other measures to calm traffic. They are also more

likely to have the wider roads and sparse streetscapes that encourage speeding. People walking in low-income neighborhoods are more likely to be struck and killed than people walking in higher-income areas, and both Native and Black Americans are more likely to die while walking than any other group.

Ideally, no one would die while walking or riding a bike. Unfortunately, the path to drastically reducing pedestrian deaths is a steep one. It would require our cities to completely rethink their vehicle and pedestrian infrastructure, with an emphasis on reducing traffic speeds and redesigning streets to force drivers to slow down. It would require big, new investments in transit and public transportation, to allow those who don't want to drive to stay off the road. It would require new policies, like vehicle weight taxes, to penalize the purchase of large trucks and SUVs. And it would require effective traffic enforcement, from the use of automated traffic cameras, which have been shown to reduce the number of vehicle crashes and deaths from speeding, to swift, certain and meaningful penalties for habitual offenders.

America's City Councils, city planners and traffic engineers would, in short, have to prioritize safety over speed and the efficient movement of vehicles. It's the only way to stop what is an epidemic of violence, touching the hundreds of thousands of Americans who have lost friends and loved ones to crashes and road accidents. I, for one, am tired of reading story after story of men, women and children being struck and killed by cars and trucks.

In the meantime, those of us who drive can exercise some personal responsibility. We can put our phones down. We can keep our eyes on the road. And we can try our best not to speed. A few extra seconds, a few extra minutes, isn't worth a life, either someone else's or our own.

What I Wrote

My Tuesday column was on what the rise of Jim Jordan says about the present state of the Republican Party.

What's become clear of late, in the midst of the chaos that has left the House without a speaker at a particularly fraught moment in foreign and domestic affairs, is that Republicans are as unable to organize themselves as they are incapable of leading the affairs of state.

My Friday column was a look at the internal dynamics of a Republican Party that produce politicians like Jordan.

It is not simply that the Republican Party has politicians like Jim Jordan and Matt Gaetz and Marjorie Taylor Greene. It's that the Republican Party is practically engineered to produce politicians like Jim Jordan and Matt Gaetz and Marjorie Taylor Greene. And there's no brake — no emergency off-switch — that might slow or stop the car. The one thing that might get the Republican Party back on the rails is a major and unanticipated shift in the structure of American politics that forces it to adapt to new voters, new constituencies and new conditions.

And on Tuesday, I spoke with MSNBC's Alex Wagner about the chaos in the House of Representatives.

Now Reading

Sarah Schulman on the manufacturing of consent for New York magazine.

A conversation with Noura Erakat, a Palestinian-American human rights lawyer, in Boston Review.

Kasia Boddy on the census for The London Review of Books.

Daniel Immerwahr on the myth of rural America for The New Yorker.

Amanda Mull on self-checkout kiosks for The Atlantic.



Item 3. City Communications

Prepared by Eric Wilson, Communications & Recycling Coordinator

Background

In 2023, the City paid increased attention to its communications and did the following:

- Established KPIs and reporting methods for communication objectives (e.g. views, reach and engagement by channel/platform).
- Increased online communications presence through engaging content and publishing schedule.
 - Attachment: Item 9A.1 and Social Media Graphs
- Made strategic changes to monthly newsletter layout and printing schedule for 2024.
 - Attachment: 2024 Shore Report Comms Schedule
- Established key metrics for website to understand user demographics and behavior.
 - Attachment: Item 9A.1 – Website Update
- Developed abbreviated branding guidelines to establish unified principal elements, including color pallets, type, logo and some templates (e.g. business cards, email signatures).
 - Attachment: Branding Kit

In 2024, communications goals include (see page 2 for details):

1. Communications plan and policies: Develop and implement a comprehensive communication plan, outlining key messages and communications channels to ensure messages are effective and align with city’s objectives.
2. Website launch and maintenance: Launch and manage a new website effectively, ensuring it remains secure, performs well, and meets the needs of both the city and its users.
3. Brand identity: Establish and reinforce a distinctive and compelling brand identity.

Questions for Council

What does “communications” mean or include? Where have City communications done well and where have they fallen short? If you were to state Shorewood has a successful communications program, what examples (real or hypothetical) would you give?

Attachments

- 2024 ShoreReport Calendar
- Branding Kit
- Communications Plan Template
- Draft 2024 Communication Plan
- 2023 Social Media Graphs
- New Website Preview
- Memo Communication Report Jan 22, 2024
- Memo Website Update Jan 22, 20024



2024 Communications Goals (DRAFT)

Goal	2024 Actions	2024 Measurable Outcomes
<p>1. Develop and implement a comprehensive communication plan, outlining key messages and communications channels to ensure messages are effective and align with city’s objectives</p>	<p>1. Increase online communications presence through engaging content and strategic publishing schedule 2. Establish and maintain a print communications schedule 3. Establish KPIs for communication objectives (i.e. metrics regarding website views, reach, engagement)</p>	<p>1a. Develop and publish insightful blog posts and articles showcasing our city’s expertise, projects and events. 1b. Launch email marketing campaigns with personalized content, achieving at least a 50% open rate. 1c. Establish a dedicated social media platform(s) for real-time engagement. 2a. Maintain a bimonthly newsletter publishing/ mailing schedule. 2b. Supplement electronics communications with print materials, as needed. (e.g. “What’s happening here signs.”) 3a. Regularly analyze and report on KPIs to measure the success of communication efforts. 3b. Use data insights to refine communication strategies and tactics for continuous improvement.</p>
<p>2. Manage website effectively, ensuring it remains secure, performs well, and meets the needs of both the city and its users.</p>	<p>1. Provide expertise on website, making strategic changes and timely edits 2. Stay informed about and implement best practices for web performance</p>	<p>1a. Work with CivicPlus and City staff to update website 1b. Develop and train staff in SOP and best practices for updated website 2a. Regularly analyze and report on KPIs to measure the success of website efforts 2b. Use data insights to refine website strategies and tactics for continuous improvement</p>
<p>3. Establish and reinforce a distinctive and compelling brand identity.</p>	<p>1. Implement brand guidelines and standards to maintain a uniform brand presence. 2. Utilize data analytics to measure brand performance and make data-driven adjustments to optimize brand strategy</p>	<p>1a. Equip staff with key messaging, templates, materials, and guidelines. 1b. Refine and reinforce branding guidelines</p>

2024 SHORE REPORT CALENDAR *updated 1/2/24*

January & February	
Timeline	Content due Dec 6, 2023 November 29 (changed so content is not due on packet week)
	Draft on Dec 8, 2023
	Printer/mail on Dec 15, 2023
	Arrive in homes December 25-29, 2023
Content	Arctic Fever, Snow Rules, Adopt-a-hydrant, Thank you for Winter Donations , Snowplow Safety, Ice Conditions, Elections, Permits, Message from the Mayor, Tree Sale Preview , Commissioner Opening(s), How Does Gov't Work Series, Shore Report is Changing to Bimonthly. Insert: Parks & Rec Winter Guide. Additional Print Ideas: 2024 Recycling Calendar Magnet

March & April	
Timeline	Content due Feb 2
	Draft on Feb 7
	Printer/mail on Feb 14
	Arrives in homes February 26-March 1
Content	Lucky's Pots of Gold, Tree Sale (April 1), Adopt a Storm Drain, Road Weight Restrictions, Water Challenge, Step-to-it, Elections, Message from the Mayor, (Seasonal) Job Postings, Rental Housing, How Does Gov't Work Series, New Website Announcement, Vantage Program Recap , Volunteer Opportunities, Save the Date Spring Clean-up, Yard signs (private improvement projects) Insert: Parks & Rec Summer Insert Additional Print Ideas: Spring Clean-Up Postcard/Mailer,

May & June	
Timeline	Content due March 29
	Draft on April 5
	Printer/mail on April 12
	Arrives in homes April 22-26
Content	Step-to-it, Fire Permit Reminder, Dog Rules, Spring Clean-Up, Construction Projects, Water Restrictions, Zoning Permits, Yard Self-Evaluation, Community Gardens, Adopt-a-garden, Public Works Week, How Does Gov't Work Series, Message from the Mayor. Insert: Spring Clean-up, water report

July & August	
Timeline	Content due June 5
	Draft on June 11
	Printer/mail on June 17
	Arrives in homes June 24-28
Content	Summer Road Construction, Elections, Safety Camp, Oktoberfest, Parks and Rec Month, Spring clean-up Numbers, Entertainment in the Park, Water Replacement for Some, How Does Gov't Work Series, Park Commissioner Highlight. Insert: Parks and Rec Fall Guide

September & October	
Timeline	Content due Aug 7
	Draft on Aug 13
	Print/mail on Aug 19
	Arrives in homes Aug 26-30
Content	Fall Paper Shred Event, Elections, Storing Rec Vehicles and Equipment, Excelsior FD Open House, Budget Process, How Does Gov't Work Series, Cannabis Updates, Planning Commissioner Highlight. Insert: Parks & Rec Fall Guide

November & December	
Timeline	Content due Oct 9
	Draft on Oct 15
	Printer/mail on Oct 21
	Arrives in homes Oct 28-Nov 1
Content	Elections, Winter Drive, Snow Days, Budget Process, Arctic Fever, How Does Gov't Work Series, Staff/Council Member Spotlight



City of Shorewood

Branding Kit

Logo	2
Color Palletes	3
Typography	4
Stationary	5
Email Signature	5

City of Shorewood Logo

Correct Usage

Our identity represents our brand. It is important the City of Shorewood logo be placed correctly, consistently and without distortion of any kind.

Always print branded materials in the approved City of Shorewood colors.



Reversed logo

You may reverse the identity to white out of a dark color within the City of Shorewood color palettes. Reversed logo should only be placed on darker backgrounds that offer the most contrast and legibility. Never use a reversed logo on a light-colored background.



Incorrect Usage

It is important to maintain the integrity and consistency of the City of Shorewood identity. It must always be presented in a clear and legible manner. Logos must always be reproduced from the approved files. Altercations to the logo are strictly forbidden.

Additional factors to consider when using the logo include colors, backgrounds and the clear zone. This page illustrates some examples of common incorrect uses of logos, as well as versions of the City's logo that are no longer in use.







Color Palettes

Primary Colors






HEX is a six character code for how much red, green, and blue are in a digital color. Hex codes allow designers and developers to easily communicate.

CMYK is a color coding system for print.

RGB is a color coding system for digital.






	HEX#	C	M	Y	K	R	G	B
	003a71	95	64	0	45	0	58	113
	a4afc4	20	11	0	21	164	175	196
	63866a	38	0	44	45	99	134	106
	f0b240	0	229	84	5	240	178	64

Secondary Colors

	HEX#	C	M	Y	K	R	G	B
	07338c	100	91	14	3	7	51	140
	1b2740	92	81	47	51	27	39	64
	55bf45	67	0	99	0	85	191	69
	578c4f	70	25	86	9	87	140	79
	f2ab27	4	36	97	0	242	171	39

Tertiary Colors

Use sparingly as needed.

	HEX#	C	M	Y	K	R	G	B
	0c50b5	93	75	0	0	12	80	181
	015f45	90	38	79	31	1	95	69
	fff62d	4	0	88	0	255	246	45
	40506f	82	68	35	19	64	80	111
	008680	86	28	52	6	0	134	128

Contrast & Accessibility

Contrast and accessibility are important when choosing color for text. In addition to darker colors from the primary and secondary palettes, gray, white, and black are options for text.

If content is essential to the piece, be sure there's enough contrast for the text to be easily read.

Typography

Print Fonts

In order to clearly communicate with our residents, our typefaces must be legible. Source Serif Pro and Nunito Sans are the font families chosen for City of Shorewood's brand typography. These typefaces were chosen to match the City's personality and voice in order to enhance our brand and add professionalism to our identity.

Source Serif Pro ExtraLight
Source Serif Pro ExtraLight Italic
Source Serif Pro Light
Source Serif Pro Light Italic
Source Serif Pro Regular
Source Serif Pro Italic
Source Serif Pro Semibold
Source Serif Pro Semibold Italic
Source Serif Pro Bold
Source Serif Pro Bold Italic
Source Serif Pro Black
Source Serif Pro Black Italic

Heading, Source Serif Pro Bold

Subheading, Nunito Sans Bold

Body Option 1, Nunito Sans Light. Provides more contrast with heading; however, may not always be most accessible. Never use Nunito Sans Light on a dark background.

Body option types to provide more accessibility include Nunito Sans Regular or **Nunito Sans SemiBold**

Nunito Sans ExtraLight
Nunito Sans Extra Light Italic
Nunito Sans Light
Nunito Sans Light Italic
Nunito Sans Regular
Nunito Sans Italic
Nunito Sans SemiBold
Nunito Sans SemiBold Italic
Nunito Sans Bold
Nunito Sans Bold Italic
Nunito Sans ExtraBold
Nunito Sans ExtraBold Italic
Nunito Sans Black
Nunito Sans Black Italic

Operation Fonts

The Calibri font family should be used only for day-to-day operations (e.g. memos, email, PowerPoint)

Calibri Light
Calibri Light Italic
Calibri Regular
Calibri Italic
Calibri Bold
Calibri Bold Italic

Stationary



00/00/0000

Name
Address 1
Address 2
City, State, Zip

Salutation Name,

Em andaectem qui occus et aut quo optatase pel ma volupid igniendae este nonsequ iderum ex ea quiberf eribus voluptia nossequia seror sam venitat audis eaqui in rae volupiene eum id maximoa testio ium re prem volupta sperchlici atunt ipsunto rioremped ullandebit quia de ea coriorepero commis et lant ipsandem ipis sitatis incam ut essuntio tet id qui sunt es repeles as ipsaecusam, se maxim audae non nistias simincil inum que nos nam evelenient eium cus.

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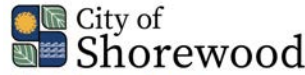
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Sincerely,
NAME LAST

5755 Country Club Road, Shorewood, MN 55331 | 952.960.7900 | www.ci.shorewood.mn.us



Visit ci.shorewood.mn.us
5755 Country Club Road
Shorewood, MN 55331
952.960.7900

FIRST LAST NAME
Job Title
name@ci.shorewood.mn.us
O: 952.960.79xx
C: 612.581.2856

CityofShorewood Shorewood_MN ShorewoodMN



Email Signature



5755 Country Club Road
Shorewood, MN 55331

ERIC WILSON
Communications Coordinator

City Hall: 952.960.7900
Direct: 952.960.7906
ewilson@ci.shorewood.mn.us

ci.shorewood.mn.us



Communications Plan Template

Topic/Issue/Event _____

Background/research/situation analysis

Goal

Objectives

Results that must be achieved in order to reach goal. Objectives are specific and measurable and include: Audience (who), Outcome (what), Attainment Level (how much) and Time Frame (by when). Consider what you want to achieve: create or increase awareness; influence perception, opinion/beliefs or emotions; or change/influence behavior or desired action or outcome.

1. _____
2. _____

Key Messages

(What's most important for audiences to know? What's in it for them? Use research to guide messages.)

1. _____
2. _____
3. _____

Strategies

(How to meet your objectives)

1. _____
2. _____
3. _____

Possible Tactics

- | | | |
|--|--|---|
| <input type="checkbox"/> Talking points | <input type="checkbox"/> Fact sheet | <input type="checkbox"/> Paid advertisement |
| <input type="checkbox"/> Email | <input type="checkbox"/> Meeting/Town Hall | <input type="checkbox"/> News conference |
| <input type="checkbox"/> Automated phone call | <input type="checkbox"/> Facebook | <input type="checkbox"/> Surveys |
| <input type="checkbox"/> Personal phone call | <input type="checkbox"/> Twitter | <input type="checkbox"/> Comment cards |
| <input type="checkbox"/> Text | <input type="checkbox"/> Instagram | |
| <input type="checkbox"/> News release (print) | <input type="checkbox"/> FAQs | |
| <input type="checkbox"/> News alert (broadcast) | <input type="checkbox"/> Infographic | |
| <input type="checkbox"/> Web article | <input type="checkbox"/> Brochure | |
| <input type="checkbox"/> City newsletter article | <input type="checkbox"/> Mailed letter | |
| <input type="checkbox"/> Enewsletter article | <input type="checkbox"/> Flyers | |
| <input type="checkbox"/> Video | <input type="checkbox"/> Posters | |
| <input type="checkbox"/> Standalone website | <input type="checkbox"/> Banners | |

Strategy Template

Audience (Who needs to know and in what order priority?)

Key Messages (What's most important for this audience to know?)	Key Strategies (How to meet your objectives)	Tactics (Tools to meet objectives; Budget?)	Person(s) Responsible	Timetable

Audience (Who needs to know and in what order priority?)

Key Messages (What's most important for this audience to know?)	Key Strategies (How to meet your objectives)	Tactics (Tools to meet objectives; Budget?)	Person(s) Responsible	Timetable

Evaluation (Output, Impact and Outcome. Was the objective met? What needs to change going forward?)

Support documents: [2024 Content Calendar](#)

City Mission

The City of Shorewood is committed to providing residents quality public services, a healthy environment, a variety of attractive amenities, a sustainable tax base, and sound financial management through effective, efficient, and visionary leadership.

City Vision

{Short statement here}

City Goals

1. Ensure the sustainability of the community through planning (housing and business zoning in the comprehensive planning process) and investment in basic infrastructure needs through the CIP (Capital Improvements Plan) including roads, walkways, lighting, parks and others.
2. Understand community needs and wants, share viewpoints and information on projects, and establish a trusting, welcoming atmosphere throughout the City.
3. Build partnerships with other communities, businesses, and those who share common goals or interests with the City.

About the City of Shorewood

Shorewood is a city nestled in the woods along on the shores of Lake Minnetonka in Hennepin County, Minnesota. The population was 7,307 at the 2010 census. The city was incorporated in 1956. Its area was originally part of the former Excelsior Township.

Target Audiences

Internal Audiences

- City Staff
- City Council
- Advisory Board and Commission Members
- Support Staff Employees (temp)
- Contracted Staff

External Audiences

- Current Residents
- Prospective Residents
- Community Partners
- Prospective Employees
- Elected Officials
- Businesses
- Business Leaders
- Faith-based Groups
- Media
- Students
- Parents

Communication Channels

Electronic

- City Website
- News Feed (city website)
- Email
- Social Media (Facebook, Instagram, Twitter, Nextdoor)
- Public Alert
- LMCC

Print

- Shore Report
- Direct Mailings
- Signs/posters

Media

- LMCC
- Sun Sailor

Recommended Communication Frequency

- Daily – Facebook, Instagram, Twitter, LinkedIn
- Weekly – Website, news/blog
- Bi Weekly – CC agenda packets
- Monthly – eNews (general,
- Six Weeks – Shore Report
- Quarterly – Parks & Rec Guide, SSSP Newsletter
- Bi Annual
- Annual – Consumer Confidence Report, Budget Items

Communication and Community Relations Goals

- 1.
- 2.
- 3.
- 4.
- 5.

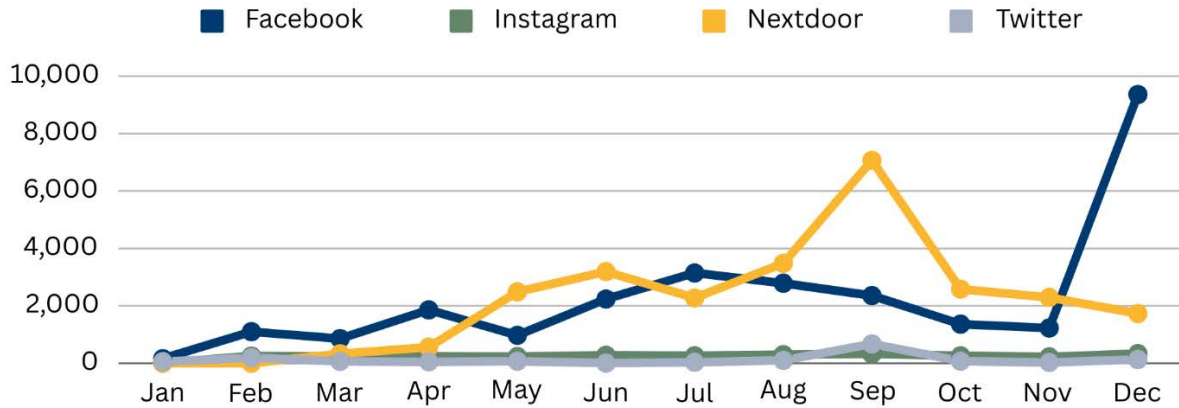
Strategies to Meet Communication and Community Relations Goals

- 1.
- 2.
- 3.
- 4.

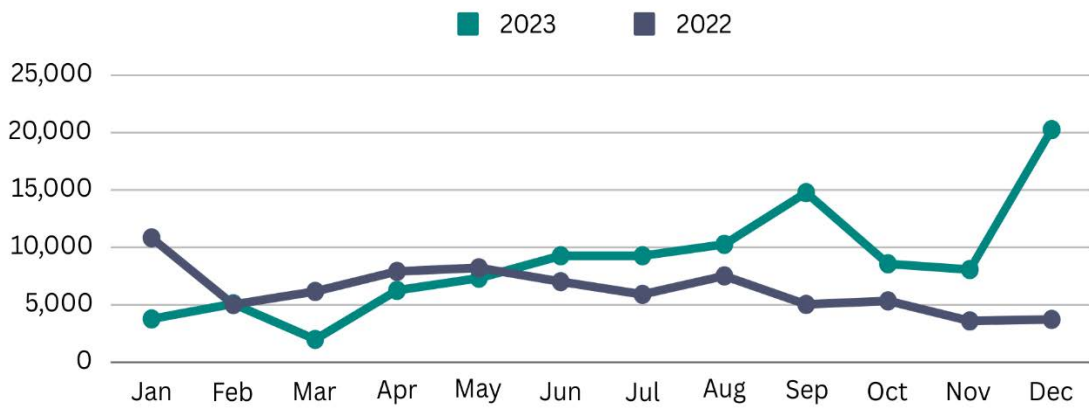
City of Shorewood Communications

2023 Social Media Report

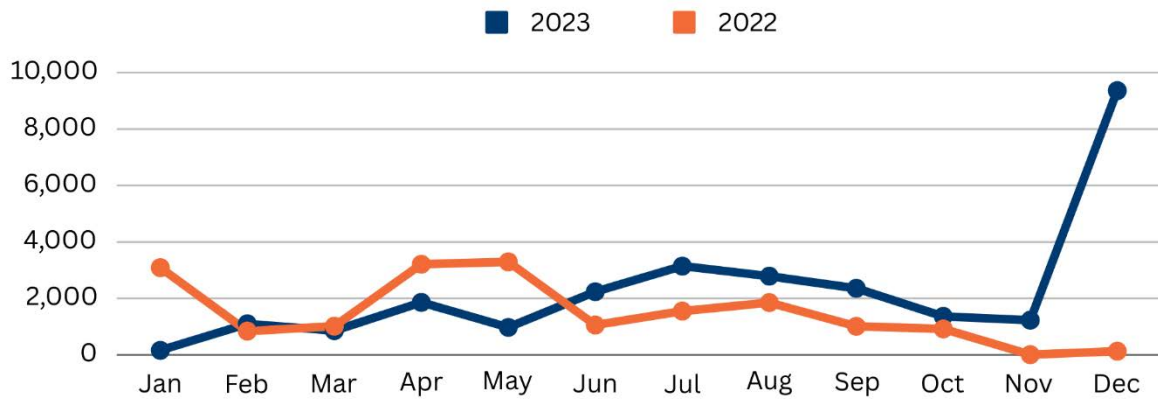
2023 Comparison of Reach and Impressions Across Channels



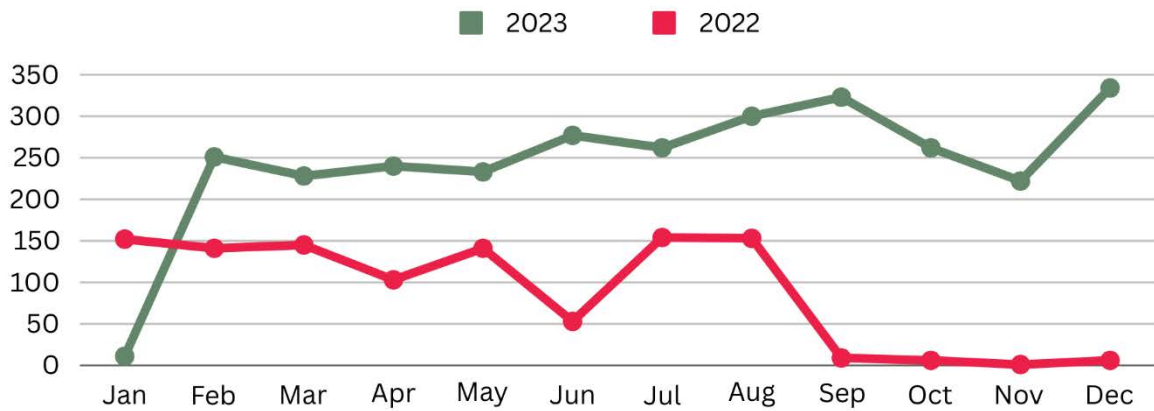
2023 v. 2022 Total Reach and Impressions (Facebook, Instagram, Nextdoor)



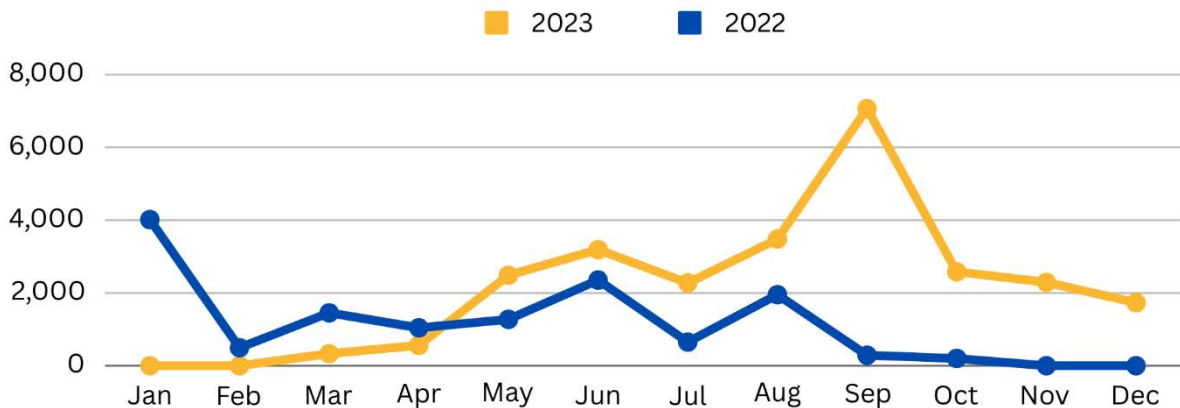
2023 v. 2022 Facebook Reach

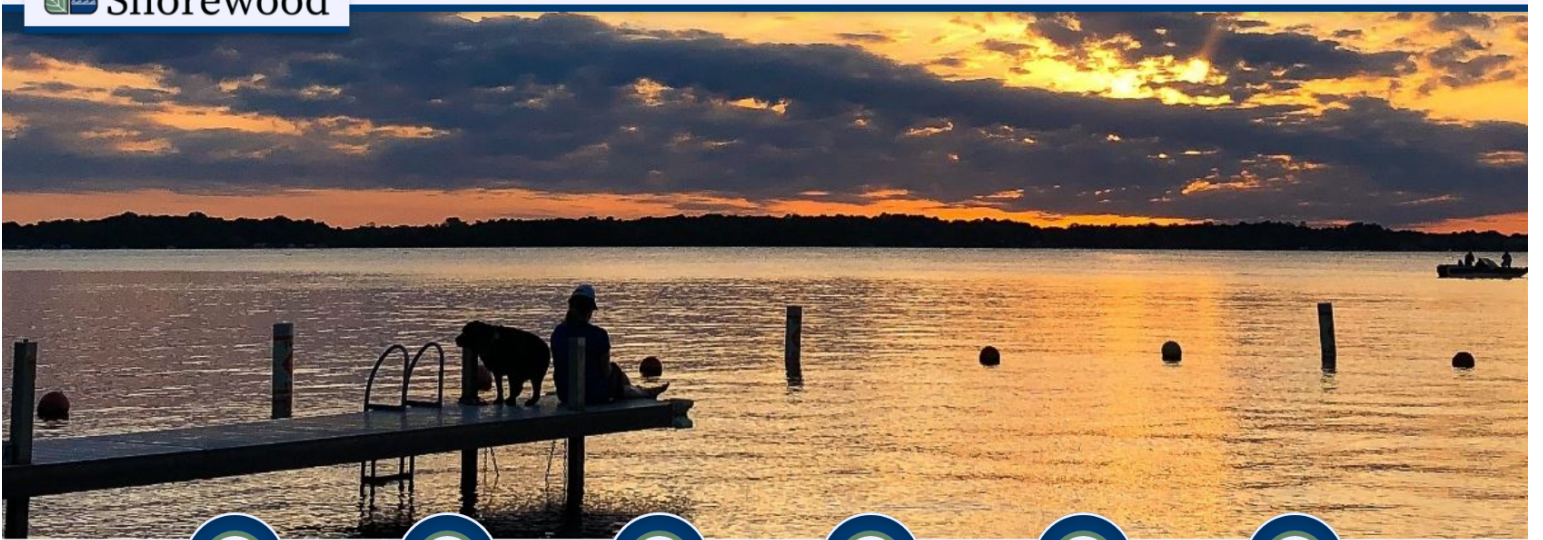


2023 v. 2022 Instagram Reach



2023 v. 2022 Nextdoor Impressions





Forms & Permits



Agendas & Minutes



Parks & Recreation



Stay Informed



Planning, Building & Inspections



Community & Event Center



News & Events

View All News and Highlights



Create an Account

With the MyAccount feature, you can customize your viewing experience, sign up for notifications, and engage in information you care about.

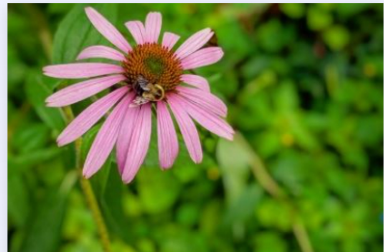
[More Information](#)



Stay connected!

Subscribe to Notify Me to receive updates and information about community news and happenings.

[More Information](#)



Keep in Touch

Stay in touch with us by following us on Twitter, becoming our friend on Facebook, or subscribing to one of our RSS Feeds.



[VIEW ALL NEWS](#)



Meetings & Events

Keep up to date with us

Quick Link

Quick Link Example

[Meetings](#)

[Events](#)

[Tab 3](#)



January 2024



Mon Jan. 22

TITLE

Event descriptive text goes here.

Link

Longer Quick Link Goes Here

Longer Quick Link

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Tue Jan. 30
EVENT TITLE
 Event descriptive text goes here. This is an example of an event description that will break into mu...

[VIEW ALL EVENTS](#)

Quick Links

- Quick Link
- Quick Link Example
- Link
- Longer Quick Link Goes Here
- Longer Quick Link

Site Links

- Home
- Site Map
- Contact Us
- Accessibility
- Copyright Notices
- Privacy Policy

Contact Us

5755 Country Club Rd
 Shorewood, MN 55331
 Phone: 952.960.7900

[Contact Us](#)





City of Shorewood

City Council Meeting Item

Item
9A.1

Title/Subject: **Communications Update: Website & Social Media Stats Report**
Meeting Date: Monday, January 22, 2024
Prepared by: Eric Wilson, Communications Coordinator
Reviewed by: Sandie Thone, City Clerk/HR Director
Attachments: **None**

Background

The City of Shorewood Communications Coordinator has prepared a report to highlight the City’s communications efforts in 2023, including: website analytics, email communications, social media, and the Shore Report.

2023 Communications Reach and Engagement by channel

Metric	Web		Email		Social Media		Shore Report		FY23 Total
	FY23	% total	FY23	% total	FY23	% total	FY23	% total	
Total Views/Reach <i>Opens, reach, impressions, mailings</i>	45,791	24%	61,715	33%	57,847	31%	24,300	13%	189,653
Engagement <i>Events*, clicks, likes, shares</i>	146,074	77%	4,197	2%	16,007	8%	24,300	13%	190,578

**Event counts: Events are specific interactions on the City’s website, such as page loads or link clicks.*

Website

The City of Shorewood began tracking website analytics on August 1, 2023. Google analytics tracks demographics, user behaviors, page views, and details about the technology that web visitors are using to access our website. The charts below summarize data collected August 1-December 31, 2023.

Key takeaways:

- As we collect more data overtime, we are seeing some changes in data, which should reflect more accurate information.
- Tech/Devices: In the previous communications report (2023 Q1 and Q2 presented on September 25, 2023), 52% of users were accessing the City’s website from a mobile device. This percentage has shifted to desktop. The percentage of tablet users remains the same.
- Web Traffic/User Behavior: The search tool continues to be the top utilized ‘page’ on the City’s website. Meetings and Agendas has replaced inspections as the second most visited page. Resident services, in general, continue to trend as the pages that are most visited.

Users by device	
Desktop	52.6%
Mobile	45.7%
Tablet	1.8%

Website Metrics	FY23 Total
# website views	45791
# users	13219
views/user	3
avg engagement time (seconds)	80

2023 Top Ten Web Pages

Page	Views	Users	Views per User	Average Engagement Time (seconds)	Event Count (e.g. downloads, scrolls, clicks)
Shorewood (home/search)	2157	1152	2	51	7879
Meetings and Agendas	2069	890	2	56	7211
Trash and Recycling	2042	1481	1	20	6915
Planning and Protective Inspections	2027	1052	2	55	5854
I Want To Contact	1409	1069	1	45	4393
Online Forms and Permits	1111	696	2	56	3853
Utilities (residents)	876	638	1	29	2996
City Code	629	459	1	23	2095
Public Improvement Projects	532	297	2	50	1597
Parks and Recreation	508	299	2	43	1543

Email Communications

In 2023, City of Shorewood sent a total of 144 emails to 89,928 inboxes. 69% of these emails were opened/viewed. There are 21 active email lists.

Key takeaways:

- Emails account for one-third of all City communications.
- Open and click rates continue to be above industry averages (*open rates: 32% above; click rate: 4% above*). *

2023 Email Metrics	2023
Sends	89,928
Opens	61,715
Clicks	4197
Open Rate	69%
Click Rate	5%
Total # campaigns (email messages)	144

*Open Rate Industry Avg 37%

Click Rate Industry Avg 1%

Social Media

The City of Shorewood is active primarily across 4 social media platforms (Facebook, Instagram, Nextdoor, Twitter/X). Shorewood maintains a LinkedIn account, but these metrics are not included. In 2023, total reach across these platforms was 57,847. Audience across meta (FB, IG) is predominantly women between the ages of 35-54, who live in Shorewood, Excelsior, Chanhassen, Minnetonka, Minneapolis, and Mound.

Key takeaways:

- In fall 2023, we saw a small increase in the number of followers for the first time across Meta.
- Nextdoor and Facebook continue to have the greatest reach among City of Shorewood users.
- Posting more frequently has had a direct correlation with increase in reach.

Social Media Channel	No. Followers	Reach		
		FY22	FY23	% to LY
Facebook	1,637	17,943	27,430	35%
Instagram	555	1,064	2,943	64%
Nextdoor	4,402	13,730	25,999	47%
Twitter/X	645	931	1,475	37%
Total	7239	33668	57847	42%

Shore Report

City of Shorewood’s monthly newsletter, the Shore Report, was printed, published, and mailed 9 times in 2023 (April-December). 2700 copies of the newsletter are printed and distributed each month. It is emailed to 988 contacts. Due to the Shore Report being print, it is difficult to track exact engagement numbers. If all printed copies of the Shore Report are read, it would account for roughly 13% of all communications.

Key takeaways:

- The Shore Report email distribution list has the largest number of sign-ups.
- Regarding the printed newsletter, it is extremely difficult to track how many individuals engage with the content.

Financial Considerations

None at this time.

Action Requested:

This memorandum is provided for information only. No action is requested.



City of Shorewood

City Council Meeting Item

9A.1

Title/Subject: Website Update
Meeting Date: Monday, January 22, 2024
Prepared by: Eric Wilson, Communications Coordinator
Reviewed by: Sandie Thone, City Clerk/HR Director
 Marc Nevinski, City Administrator
Attachments: None

Background

The City of Shorewood is currently in the process of building a new website, expected to launch in March 2024. Since the last presentation to City Council on December 11, 2023, layout and colors have been approved, and content is being prepared for migration into the new site. In the next couple of weeks, an updated website will be available to City staff to begin prepping for the launch. Key dates and milestones are outlined in the below timeline.

Website Project Timeline: Key Dates & Deliverables

Date(s)	Deliverable(s)
12/16/2023	Content Processing Meeting - COMPLETE
12/18/2023 – 1/12/2024	Content Preparation & Updates – COMPLETE/some content in progress; and being tracked
12/22/2023	Layout & Color Approval - COMPLETE
1/18/2024	Design Concept Meeting
2/9/2024	Content Change Tracking
	Design Concept Approval
2/21/2024	Website Reveal Meeting
2/27/2024-2/29/2024	Training
3/4/2024-3/8/2024	Website Launch Preparation & Confirmation Meeting
3/15/2024	Website Launch with new domain
3/22/2024	Project Closeout Procedures

Financial Considerations:

None at this time

Action Requested:

This memorandum is provided for information only. No action is requested.



Item 4. Strategic Planning: 2020-2025 Plan

Prepared By: Marc Nevinski, City Administrator

Background

In approximately 2019 the City completed a 2020-2025 Strategic Plan which identified the themes of:

- Healthy Communities, Safe Infrastructure
- Culture and Sustainability
- Quality of Life

The three themes contained a total of nine vision statements. Three strategic directions were then identified with year 1 goals and year 2 performance indicators.

Last year at its retreat the Council discussed the strategic plan and how much had been accomplished. A brief review of the three strategic directions and an estimate of their progress follows:

1. Positioning the Community Path

Many of the action items listed in this area have been completed.

2. Reformulating Interactions with Residents

Several of the actions listed in this area have been accomplished and others are still being discussed. This is an area that is constantly evolving and will need deliberate attention to maintain and advance.

3. Developing External Partners

Staff speculates that relationships with other communities have strengthened since the plan was prepared, but that minimal activity regarding economic development has occurred.

Questions for Council

Does the Council wish to revisit the City's strategic plan? Should a new plan be developed? If so, what might the process look like? Is there a desire to seek an outside facilitator? When should this occur?

Attachments

- 2020-2025 Shorewood Strategic Plan
- Example Strategic Plan – St. Anthony Village, MN
- Example Strategic Plan – Chanhassen, MN



City of Shorewood
STRATEGIC PLAN 2020-25

SUMMARY OF STRATEGIC OBJECTIVES

The City of Shorewood has identified nine visionary outcome areas looking ahead to 2025. These visionary outcomes are expanded into strategic directions, 2-year successes and one-year goals.

CITY OF SHOREWOOD VISION FOR 2025

The Visioning process looks out into the foreseeable future and imagines what is possible. Shorewood looked to the year 2025 in the visioning process. The statements below are stated as the outcome of work that will be started or is currently underway. The vision is intended to be a long-lasting aspiration that may never be fully realized but always improved upon.

Healthy Community, Safe Infrastructure



In 2025 Shorewood has water and stormwater improvements and plans that protect the environment and the health and well-being of the community



In 2025 Shorewood has an effective, safe transportation network to connect our City to transportation hubs



In 2025 Shorewood has vibrant, redeveloped commercial areas with attractions

Culture and Sustainability



In 2025 Shorewood Has a positive organization culture that attract and retains top level professionals



In 2025 Shorewood will be recognized for creating programs that preserve and enhance the environment in and around



In 2025 Shorewood has developed a fair and equitable formula to provide public safety



In 2025 Shorewood has a Brand that reflects the vibrancy and natural beauty of the community

Quality of Life



In 2025 Shorewood has amenities to connect people of all ages to be active and engaged in the community



In 2025 Shorewood has completed trail connections for fun, better health, and mobility



STRATEGIC DIRECTION ONE

Positioning the Community Path

This strategic direction is designed to ensure the sustainability of the community through planning (housing and business zoning in the comprehensive planning process) and investment in basic infrastructure needs through the CIP (Capital Improvements Plan) including roads, walkways, lighting, parks and others. This emphasis also includes ensuring work is done effectively and timely.

GOALS

- Analyze and prioritize projects
- Evaluate and Measure KPI (key performance indicators) or progress



First Year Actions

1. Comprehensive stormwater plan [Barr Engineering] [July 1]
1. Public hearing on street reconstruction [July 1]
2. Comprehensive plan back to the City Council by [July 1] back to the Met Council [August 1] *rethink density and land uses?*
3. CIP with funding amounts [3rd Quarter]

2-Year Results

1. Completed stormwater plan
2. Comprehensive plan is finished and adopted
3. CIP finished with a funding plan attached and adopted



STRATEGIC DIRECTION TWO

Reformulating Interactions with Residents

The City wants to engage with community members to establish 2-way communication. The purposes of the communication efforts are to understand community needs and wants, share viewpoints and information on projects, and establish a trusting, welcoming atmosphere throughout the City.

GOALS

- Gather resident Input
- Engage and educate residents on matters that impact them



First Year Actions	2-Year Results
---------------------------	-----------------------

1. Engage Google about missing Shorewood on their maps
2. Hold PW Open House with Fire and Police
3. Shorewood (Wells Fargo) 5k (tour) event – segment naming (Bring recognition to Shorewood during these events.)
4. Environmental Event [Fall]
5. Ribbon Cutting for Badger Park BIG EVENT!

1. More face to face engagement with residents
2. Built trusting relationships with the public
3. Help set priorities
4. Create dialogue
5. Informed elections
6. Variety of events
7. Community Champions coming forward with new ideas/objectives



STRATEGIC DIRECTION THREE

DEVELOPING EXTERNAL PARTNERS

City leaders recognize the importance of partnering with other communities, businesses, and those with common goals or interests. This direction is intended on building partnerships for such things as road improvements, business development and shared services.

GOALS

- **Attracting Business**
- **Build intergovernmental relationships toward consensus on impactful issues**



First Year Imperatives

1. Have conversations with Waterford on future plans [2nd quarter]
2. Each Shorewood Council member meet and form a working relationship with a council member from a local city and meet on a regular basis [Mayor and Council]
3. Staff will regularly meet with other City's staff and partner organizations (3 Rivers, rail, etc.) [Develop list of all relevant contacts and bring to work session] [1st quarter]
4. Business development committee formed to create "vision" for Economic and Commercial Development [3rd quarter]

2-Year Results

1. Businesses are planned to complement the desired 'Brand' of the City
2. Business development committee is formed and provides a 'Vision' for development
3. Intra-City influencers are meeting on established topics



We want you involved and heard!

"Please let us know if you would like to get more involved with the City, more informed, or both. We are happy to hear from you and to partner to make Shorewood a great community!" Come to our meetings, We look forward to hearing from you!"

Shorewood City Council

Ways to keep informed:





City of St. Anthony Village
3301 Silver Lake Road
St. Anthony, Minnesota 55418

2022 STRATEGIC PLAN



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CONTACT INFORMATION

City of St. Anthony Village
3301 Silver Lake Road
Tel: 612-782-3301
www.savmn.com



INTRODUCTION

HIGHLIGHTS

The City of Saint Anthony is widely respected as a cohesive group that works well together as a team, shares mutual respect, and understands roles and responsibilities. The City Council and staff share a great sense of pride in working together for the best interests of the citizens of the community. The work sessions are recognized for positive, healthy and productive discussions. Each individual opinion is respected and all ideas are welcome.

THE TEAM

City leaders in Saint Anthony Village conducted a Strategic Planning & Goal Setting Workshop on January 12, 13 and 14, 2022. Participants included:

Our Mission is to be a progressive and welcoming Village that is walkable, sustainable and safe

MAYOR AND CITY COUNCIL

Randy Stille, Mayor
Jan Jenson, Councilmember
Thomas Randle, Councilmember
Bernard Walker, Councilmember
Wendy Webster, Councilmember

COMMISSION REPRESENTATIVES

Meridith Socha, Planning Commission
James Niemi, Parks & Environmental Comm.

CITY STAFF

Charlie Yunker, City Manager
Nicole Miller, Assistant to the City Manager
Janet Kimmel, Communication Coordinator
Jeremy Gumke, Public Works Director
Mike Larson, Liquor Operations Manager
Jon Mangseth, Police Chief
Mark Sitarz, Fire Chief
Shelly Rueckert, Finance Director

CONSULTANTS

Justin Messner, WSB & Assoc. (City Engineer)
Steve Grittman, NAC, Inc.. (City Planner)
Stacie Kvilvang, Ehlers & Associates (Financial)
Jay Lindgren, Dorsey & Whitney (Legal)

LEAGE OF MINNESOTA CITIES

Alex Hassel, Intergovernmental Relations Rep.
Sarah Fredericks, Program Assistant

METRO CITIES

Charlie Vander Aarde, Gov. Relations Specialist

GUEST

John Stark, City Manager, North St. Paul
Chelsea Petersen, Assistant City Administrator, City of Shakopee

FACILITOR

Sara Peterson, Sara Peterson Consulting

AGENDA

WEDNESDAY, JANUARY 12, 2022

9:00am	Opening, ground rules, Zoom Picture, etc Long Term Vision/Priorities #1 – What have you heard? 2021 Goals & Accomplishments Break
10:00am	SAV Department Heads & Consultant Staff Invited Guests Break
11:00am	Comprehensive Plan Goals Update Discussion on Single Family Home Code Limitations Long Term Vision/Priorities #2 – Pyramid Ideas
Noon	End for the day

THURSDAY, JANUARY 13, 2022

9:00am	Setting the stage – recap previous morning Plan for Stinson Property Break
10:00am	Communications Plan – 2022 Priorities Organized Collection – Next contract priorities Break
11:00am	Parks & Environmental and Planning Commission Work Plans Grand Rounds Planning with Mpls Park Board Long Term Vision/Priorities #3 – Final Thoughts
Noon	End for the day

FRIDAY, JANUARY 14, 2022

Invitees: Mayor, Council, City Manager, Administrative Services Coordinator, Department Heads, Engineer, Communications Coordinator & Facilitator

9:00am	Setting the stage – recap past two mornings Building the Pyramid for 2022
10:15am	Prioritizing goals and action steps Break
11:00am	Coffee With the Council Wrap-up the session
Noon	End for the day

YEAR ROUND PROGRESSION

The process for goal setting actually begins well before the session in January. Throughout the year elected officials and appointed staff gather community input from residents via council meetings, Nite to Unite, VillageFest, Village Big Rigs, personal interactions, phone calls, letters and emails. Department heads also solicit input from other staff. When we gather on that day, our consultants bring a perspective from their industry and their work in other cities. Commission chairs represent their fellow commission members and public, and our guests offer state and regional perspectives.



This collective input creates the synergy through which we establish our mission, vision, strategic initiatives, goals and action steps based on best practices, demographic trends, innovation, and legislative changes. As city staff follows through with the implementation of the action steps on The Pyramid that is guided by our mission, vision, strategic initiatives and goals, we are already gathering data for next year. Annual goal setting is an invaluable process that keeps us continually moving toward becoming the best community we can be.

WELCOME AND SESSION OVERVIEW

The Mayor welcomed those in attendance, and stressed the importance of hearing opinions from all within the confines of a safe environment. Participants were thanked for investing their energy by taking time out of their daily activities, including vacation, in order to make this event a success.

The Mayor acknowledged that strategic planning sessions like this are not commonplace among all cities, and it is a privilege to designate a time once a year for reflection, with the overarching goal of doing what is best for St. Anthony.

WORK SESSION GOALS & EXPECTATIONS

- Learning, sharing and growing
- Retain culture of speaking honestly
- Introduce new ideas
- Continue to strengthen the team
- Build the 2022 Pyramid

ORGANIZATIONAL BUILDING BLOCKS

LEADERSHIP IN CITY GOVERNMENT

- Plan for the future
 - Balance short and long term needs
- Understand roles and expectations
 - Duties are clear and established
- Strive for efficiency and effectiveness
 - Strong structure and operating models
- Place an emphasis on communication
 - Internal and external
- Share common values
 - Respect and consensus-driven

VALUES OF ST. ANTHONY VILLAGE

The following qualities and characteristics have been identified by the group. There was clear consensus that the elected officials and staff share common values. These are listed in no particular order.

- Teamwork
- Long Term focus
- See the big picture
- Integrity
- High level of transparency
- Fair and reasonable
- Focused on adding value
- Work hard, yet have fun doing it
- Noblesse Oblige
- Set an example – “Golden Rule”
- Focused on doing the right thing
- Competitive; want to be the best
- Responsive
- Motivated to work hard
- Curiosity
- Humility
- Empathy
- Non Sibi – Not For Self

ST. ANTHONY VILLAGE “IT FACTOR”

- Relationships and connections
- Creative partnerships & collaborations
- Priority on goal setting
- City of Excellence Awards
- City management form of government



DID YOU KNOW?

City of St. Anthony has enjoyed a sister-city relationship with the City of Salo, Finland.

The most recent visit was by the Salo Mayor and board members in August, 2018

MISSION AND VISION

The Mission and Vision statements were reviewed for the upcoming year. The City Council and staff reaffirmed the intent of both the mission and vision. No changes were made.



S.E.R.V.I.C.E. —
The St. Anthony Way

- Supportive
- Effective
- Responsible
- Visionary
- Innovative
- Courteous
- Exemplary

STRATEGIC INITIATIVES AND GOALS

The Strategic Initiatives and Goals were reviewed for the upcoming year. Minor verbiage changes were made to the Goals categories.



STRENGTHS

To maximize the value of the group’s experience, the participants reviewed the strengths and opportunities. The city’s Strengths and Opportunities:

CITIZENS/COMMUNICATION

- City Newsletter
- Village Feel
- Community Cooperation
- Civic Organizations
- Strong Sense Of Community Ownership
- Community Celebrations
- Informed & Engaged Citizens
- Civic Minded Public
- Collaborations With Area Universities

CITY SERVICES

- Successful Track Record
- Council, Management Team and Staff
- Strong and Active Commissions and Task Forces
- Strong Intergovernmental Relations
- Reputation and Community Trust
- Visionary Elected & Appointed Officials
- Political Will to Do the Right Thing
- Quality & Responsive City Staff
- Sharing of Staff

COMMUNITY SAFETY

- Strong Public Safety Reputation
- Code Enforcement
- Safe and Secure Community
- Use Of Technology
- Crime Prevention (Summer Survival School)
- Emergency Operations Planning
- Contract Cities
- Youth Supportive Services

FISCAL

- City Mutual Aid Contracts
- Right-Sized Community
- Strong Planning
- Liquor Operations
- City’s Bond Rating
- Acquiring Grant Dollars
- Collaborative Partnerships

LOCATION

- Location in Metro Area
- Newer Commercial District
- Sound Housing And Business Environment

INFRASTRUCTURE

- Library
- Park System
- Vibrant Schools
- “Walkable” and Welcoming
- Well Maintained Community
- Sidewalks
- Long Range Planning
- Strong Infrastructure Planning
- Water Reuse
- FiberLAN
- Advance Oxidation Plant (AOP)

SUSTAINABILITY

- Organized Collection
- GreenSteps
- Community Buy-In



DID YOU KNOW?

Approximately 25% of the electric power used by city facilities is generated by community solar gardens in western Minnesota.

OPPORTUNITIES



Each summer elected officials, appointed officials, staff and consultants tour completed and upcoming projects around the City together.

COMMUNICATIONS

- Look for Creative Ways to Improve Citizen Communication
- Update the Website
- Enhance Use Of Social Media

ENVIRONMENT

- Environmental Best Practices
- Green – Step Five
- Explore Alternative Energy Sources
- Water Conservation
- Natural Disasters
- Wood Fires
- Flooding

FISCAL

- Expand Contracts
- Track Future of Health Care Reform
- Clean Water Amendment Dollars
- Environmental Resources
- Joint Ventures/JPA's
- Low Interest Rates For City Borrowing
- Grant Possibilities (\$)
- Greater Level of Service For Size of Our City

HUMAN RESOURCES

- Larger Pool of Workforce to Draw From
- Increase Employee Hire-Retain Opportunity
- Engage and Tap Knowledge of Local Seniors

JOINT VENTURES

- Joint Ventures With Other Cities
- Sell Services to Other Cities
- Cable Access

“WALKABILITY/BIKEABILITY”

- Accessibility to Trails
- Not Enough Sidewalks
- Biking

WATER QUALITY

- Water Quality of Silver Lake
- Water Quality and Flooding of Mirror Lake
- Access to Water (Water Usage)

CHANGING DEMOGRAPHICS

- Aging Population + Young Families
- Language Communications
- Work Force –Succession Planning

ECONOMY

- Retail Closings
- Silver Lake Village Phase III

REDEVELOPMENT

- Redevelopment of South End
- 39th Avenue Redevelopment
- Industrial Park
- Aging Business Center
- Aging Community Center
- Aging Housing Stock

SUSTAINABILITY

WHAT SUSTAINABILITY MEANS IN ST. ANTHONY

For the city of St. Anthony, sustainability takes the stage front and center with its presence in the city’s mission: to be a progressive, and livable community, “walkable” Village which is sustainable, safe and secure. Since its addition to the mission, sustainability has been approached considering impacts to the environment, economy and equity of the community.

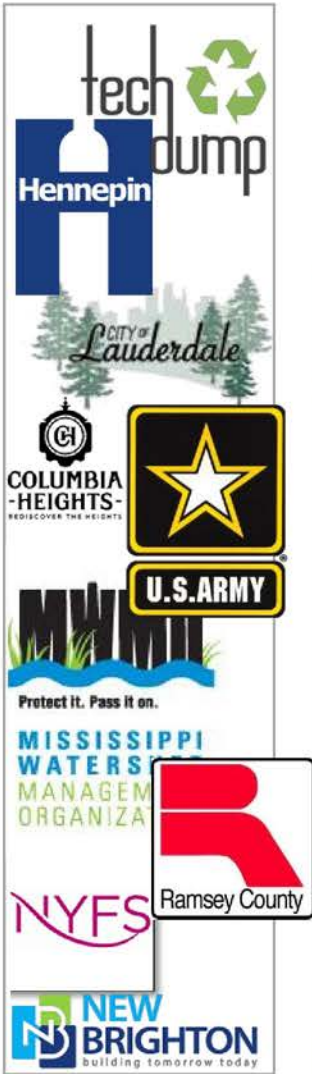
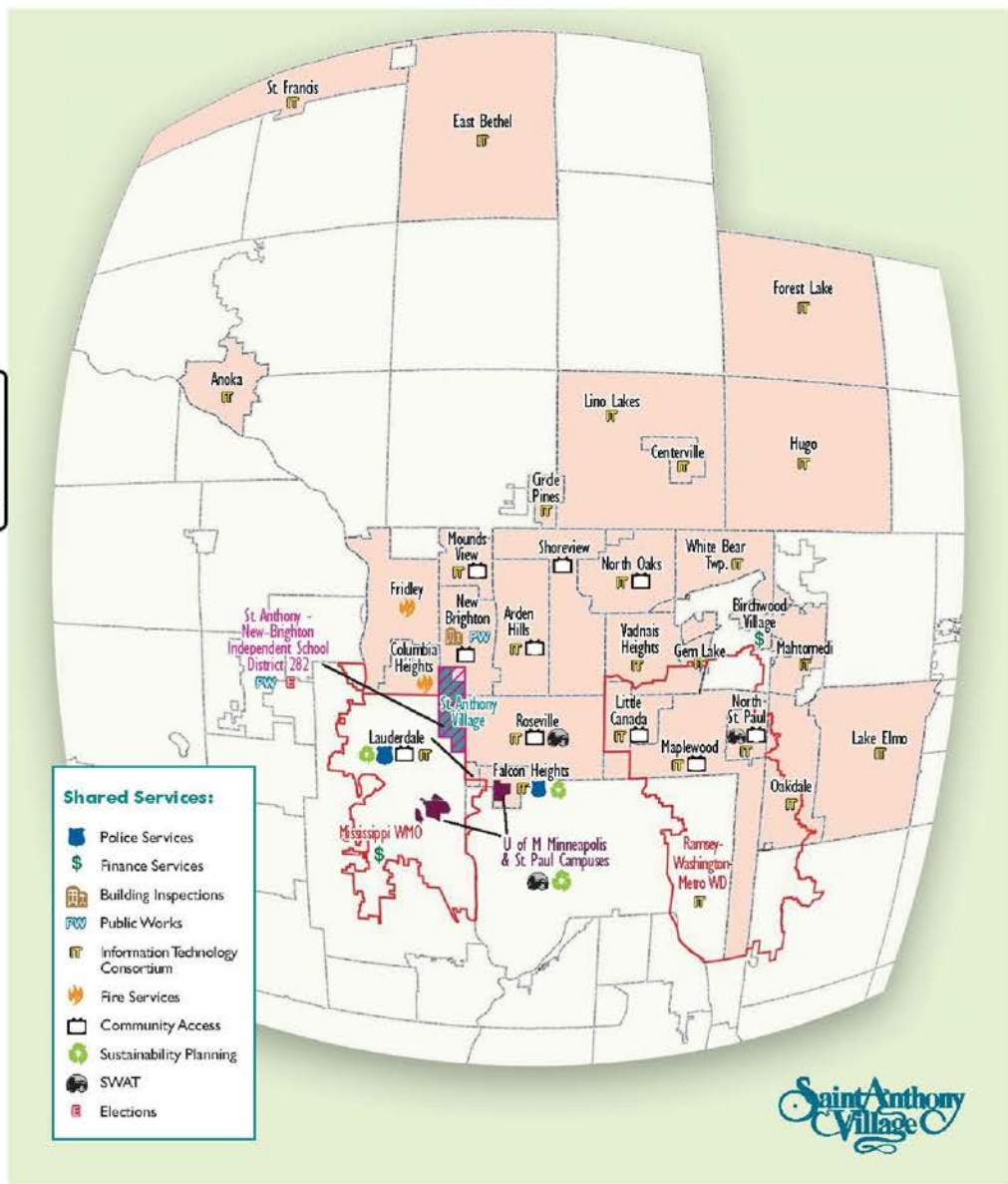
Sustainability Through Collaboration:



COLLABORATIONS

In an era of finite resources and increased demand, the City of St. Anthony Village has found collaboration to be fundamental to our mission of providing existing and expanding services to our community members. Forging a network of collaboration with numerous government entities, the City has been able to build relationships that enable us to maintain and expand a variety of city services throughout our departments that may have otherwise not existed.

St. Anthony Village Collaborations



Above is a sampling of the entities the City of St. Anthony partners with. This allows the city to share it's resources and gain access to other resources otherwise out of reach for a small city.

2021 GOALS AND ACOMPLISHMENTS

A key component of the strategic planning process in St. Anthony is the review of the previous year's accomplishments. It is through this examination of past achievements and continuing initiatives that context is established for setting appropriate goals in 2022 and beyond.

The Mayor and City Manager reviewed selected accomplishments and notable items from 2021 from all departments in the city. For example:

"It is amazing what you can accomplish if you do not care who gets the credit."

— Harry S. Truman

EXPLORE ALTERNATE ENERGY IDEAS/VEHICLES

- Approved solar demonstration at Central Park Pavilion.
- Applied for electric charging stations at Community Center - not awarded.
- Public Works on waiting list for two electric pickup trucks.

RENEW TREE CITY CERTIFICATION

Arbor Day Foundation
2021 Tree City USA
Application for Certification

REVIEW ADEQUACY, FUNCTION & SIZE OF PUBLIC FACILITIES

Completed resurfacing of the tennis courts.

CONTINUE YOUTH ENGAGEMENT MODEL

Students in Government- November 23rd

- Planning Commission Student Liaison- Alyssa Peterson
- Parks and Environmental Commission Student Liaison- Henry Greenway

EVALUATE SERVICES/ POLICIES/PROCEDURES THROUGH EQUITABLE LENS

Adopted Indigeneity Peoples Day as an Official City Holiday

BUILD COMPREHENSIVE COMMUNICATION PLAN TO TELL OUR STORY

Communication Plan presented to City Council July 13, 2021

STAY CONNECTED & INFORMED

- City Events & News
- Community Meetings
- Public Works
- Communication Development
- Annual Reports
- Website Redesign
- Website Analytics
- Department News Pages

PROFESSIONAL DEVELOPMENT

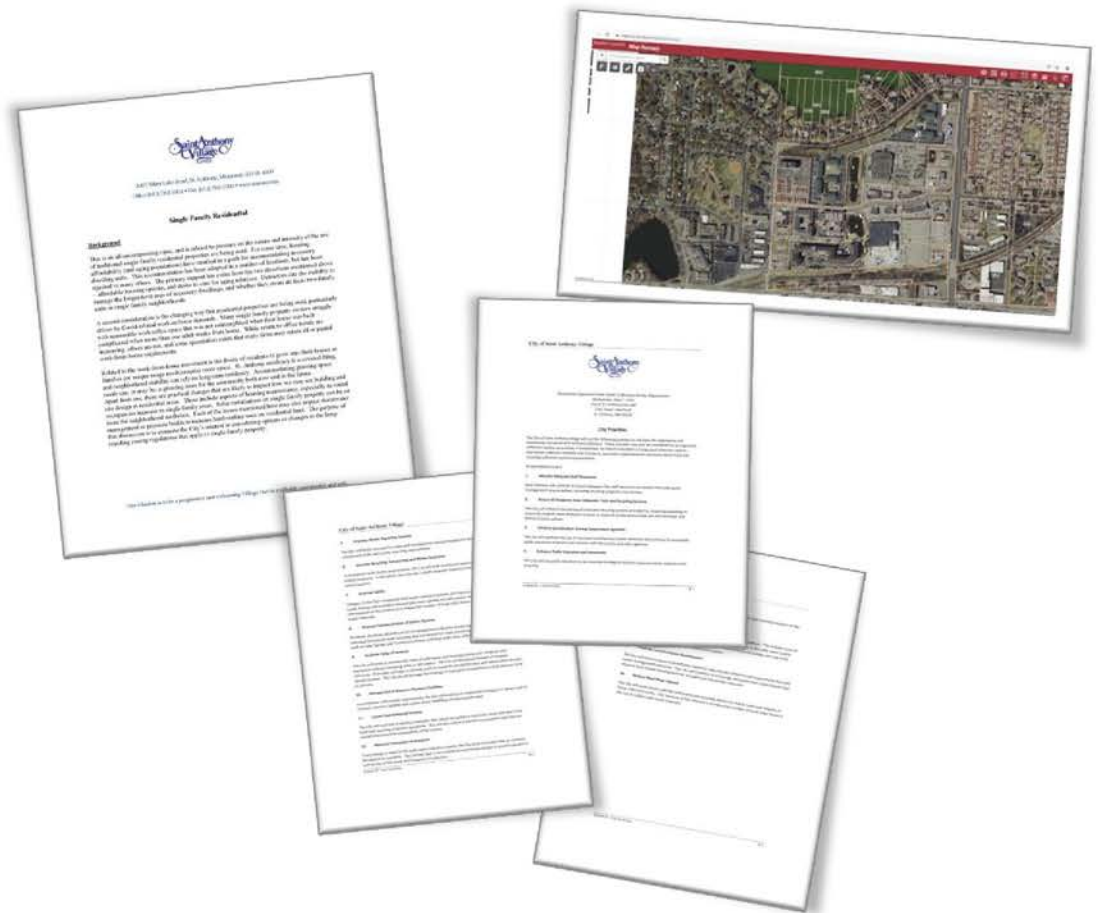
S.E.R.V.I.C.E. Award

REVIEW AND INSPECTION OF NEW BUILDING METHOD

DISCUSSION TOPICS

The Council asked staff to present or gather resources for discussion on specific topics that had arisen in the months leading-up to the Goal Setting session. Four specific topics were discussed as areas of focus:

- Discussion on Single Family Home Code Limitations
- Plan for Stinson Property
- Organized Collection – Next contract priorities
- Grand Rounds Planning with Minneapolis Park Board



SUMMARY

The aim of the discussions were to provide a complete picture of each of the areas discussed, and allow the Council to provide broad strategic direction. All four areas will continue to have significant staff focus and will come before the City Council again as activities continue.

ON THE RADAR

The City Manager and Department Heads identified the following trends to be aware of:

ADMINISTRATION

- Anticipating Upcoming Staff Transitions
- COVID Fatigue
- Maintaining Full-Service City

POLICE

- Mental Health Response Act
- Officer Wellness
- Staffing

PUBLIC WORKS

- Automation and Readings Upgrades in the Utility Dept
- Parks Amenities Evaluation
- Employee Succession

FINANCE

- Develop Exit Strategies for Expired and Expiring TIF Districts
- Staffing For Adequate Fire and Emergency Response (SAFER) Grant Strategy

ENGINEERING

- EV Charging Stations
- Met Council I/I Policy
- EPA Risk Assessment & Emergency Response Plan

FIRE

- LEXIPOL Subscription
- Medical Care Skillset Expansion
- Primary Service Area (PSA)

LIQUOR

- Market Conditions
- Legislative Issues

PLANNING

- Single Family Residential Property Use
- Future reconversion of overbuilt senior housing



Throughout the session city officials receive additional insights from representatives that are able to attend from the League of Minnesota Cities, the League of Minnesota Cities Insurance Trust, Metro Cities, and another metro area municipality.

2022 PYRAMID

BUILDING THE PYRAMID

On Friday, the Mayor, Council, City Manager, Department Heads and City Engineer review the ideas generated from the Thursday’s Long Term Vision/Priorities discussion. The 2021 Pyramid’s Action Steps were updated and some were removed. Next the group began to build the 2022 Pyramid as shown below:

The Pyramid is used year round by the City to track progress and ensure the City remains focused on its goals.

Each spring the City Council presents the pyramid to both the Parks & Planning Commissions.

It is published in the Village Notes newsletter, and made available on the City’s website.



Underline indicates link to referenced plan on the city’s website

Box indicates new or revised for 2022

2022

Mission

To be a progressive and welcoming Village that is walkable, sustainable and safe.



VISION

Saint Anthony is an innovative and vibrant community that values our unique environment, providing a full range of quality services, and is a thriving city in which all people can live, work, learn and play.

STRATEGIC INITIATIVES

- Environmental Stewardship
- Quality Infrastructure
- Robust Technology
- Quality Housing & Commercial / Industrial Properties
- Welcoming Village
- Safe, Sound & Progressive Community

GOALS

- Environmental Responsibility
- Quality Infrastructure
- Civic Engagement
- Thriving Neighborhoods
- Communicate Transparently & Effectively
- Safe & Secure Community
- Fiscal & Organizational Strength

ACTION STEPS

<p>Continue phosphorus reduction initiative</p> <p>Continue a rain barrel & rain garden workshop</p> <p>Maintain highest GreenStep Cities status</p> <p>Promote Annual Water Challenge</p> <p>Continue solar garden participation & explore expansion</p> <p>Continue Fix-it Clinics & TechDump</p> <p>Maintain Tree City certification</p> <p>Comply with MPCA MS4 Phase 2</p> <p>Explore single-hauler organized collection of recycling, waste, organics</p>	<p>Explore traffic safety on County roads</p> <p>Continue LED lighting upgrades city-wide</p> <p>Review adequacy of public facilities</p> <p>Water Tower and Ground Storage Facility Maintenance</p> <p>Seek electric vehicle charging station grants</p> <p>Complete 2022 street utility project</p> <p>Explore options for connecting Mpls Park Board Grand Rounds Missing Link</p> <p>Explore green space vs. density in Silver Lake Village</p> <p>Explore green space options in southern SAV</p> <p>Explore Dog Park</p>	<p><u>Support Police Department Strategic Initiatives</u></p> <p>Continue Family Services Collaborative initiatives support</p> <p>Participate in Night to Unite</p> <p>Continue youth engagement activities</p> <p>Attract diverse attendees to the Community Academy</p> <p>Encourage engagement with City commissions</p> <p>Expand locations of Coffee w/t Council</p> <p>Monitor flavored tobacco ordinances in surrounding cities</p> <p>Plan future Sister Cities visit to Salo</p>	<p><u>Evaluate services/policies/procedures through equitable lens</u></p> <p>Ensure city code reflects sustainability initiatives</p> <p>Explore redevelopment of City-owned property</p> <p>Enhance Mental Health Awareness & Resources for staff</p> <p>Improve welcoming of new residents to St. Anthony Village</p> <p>Monitor trends related to single family zoning district density/uses</p> <p>Explore limits on rental licenses of single family homes</p>	<p><u>Enhance sustainability tour interactive map</u></p> <p>Enhance use of imagery & videos in city communications</p> <p>Explore options for Mass Emergency Communications</p> <p>Build upon existing engagement with community orgs.</p> <p>Implement enhancements to city newsletter</p> <p>Conduct community survey to help inform decisions</p> <p>Enhance official notification avenues for public hearings</p>	<p>Continue operational audits of police officer body cameras</p> <p>Continue public safety community outreach opportunities</p> <p>Explore pedestrian & bike-friendly routes</p> <p>Participate in public safety joint mental health initiatives</p> <p>Foster connection to mental health services for residents with existing resources</p> <p>Upgrade Police Department Records Management System</p> <p>Explore Fire Department Medical Skillset Expansion</p> <p>Continue in regional engagement regarding public safety</p>	<p>Track grant outcomes & locate new opportunities</p> <p>Maintain cooperative ventures with other entities & explore expansion</p> <p>Support professional development</p> <p>Review staffing, compensation, benefits and organizational structure</p> <p>Expand online city services on website</p> <p>Develop exit plan for existing TIF districts</p> <p>Establish sanitary sewer Inflow & Infiltration reduction policy</p> <p>Plan 2023 budget and tax levy</p>
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CORE VALUES

Supportive Effective Responsible Visionary Innovative Courteous Exemplary

Underline indicates link to referenced plan on the city's website

Box indicates new or revised for 2022



FY 2021 - 2024

STRATEGIC PLAN

MARCH 2021





RAPP CONSULTING GROUP

March 15, 2021

City of Chanhassen
7700 Market Boulevard
P.O. Box 147
Chanhassen, MN 55317

RE: FY 2021-2024 Strategic Plan – City of Chanhassen

Dear Mayor Ryan,

I am pleased to present the 2021-2024 Strategic Plan and Summary Report to the City of Chanhassen. The plan reflects the organization's priorities, commitment to measurable results and the delivery of quality services.

It has been a pleasure assisting the City of Chanhassen with this important project. You, the City Council, and the senior management displayed clear thinking, dedication and focused effort.

I particularly wish to thank Interim City Manager Heather Johnston and Assistant City Manager Jake Foster for their help and support during the process.

Craig R. Rapp
President



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EXECUTIVE SUMMARY

From January 2021 through March 2021, the City of Chanhassen engaged in a strategic planning process. The process resulted in a strategic plan covering FY 2021-2024.

The plan consists of five **strategic priorities** – the issues of greatest importance to the City of Chanhassen over the next three years. Associated with each priority is a set of **desired outcomes, key outcome indicators, and performance targets**, describing expected results and how the results will be measured. The plan also includes **strategic initiatives** that will be undertaken to achieve the targeted outcomes.

The planning effort began with an examination of the operating environment, followed by a SWOT analysis. On February 19-20, 2021, the City Council and senior management team held strategic planning sessions. They developed a set of priorities, key outcomes and performance targets, and outlined draft versions of the organization’s vision, mission and values.

Based upon those priorities, the City’s senior management team met on March 9, 2021 to identify a set of strategic initiatives and develop detailed action plans. The strategic priorities, key outcome indicators, performance targets and strategic initiatives are summarized here and on the following page.



The Plan

Five Strategic Priorities

- 1** FINANCIAL SUSTAINABILITY
- 2** ASSET MANAGEMENT
- 3** DEVELOPMENT & REDEVELOPMENT
- 4** OPERATIONAL EXCELLENCE
- 5** COMMUNICATIONS

STRATEGIC PLAN SUMMARY 2021-2024

City of Chanhasen

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
Financial Sustainability	Financial stability in all funds	- Fund balances - Fund policies - Approved budget - Service levels	-Fund balance targets, strategy in place 2022 -2024 Fund balance within policy - Core service levels defined by 6/2023 - long-term financial resources aligned with service level by 2024	a) Establish service levels in core operations b) Improve internal control structure c) Adopt financial policies d) Comprehensive 5-year financial plan e) Update financial system f) Departments trained to use financial system
	Financial policies guide decision making	- Financial policies	- Financial policies adopted and used to develop annual budget beginning 2022	
	Financial systems produce timely, accurate and meaningful financial information	- Automated processes - Standards and ad-hoc reports	- Update Springbrook software by July 2021 - Automate all workflows by 12/2023 - Implement on-line budget process by 12/2021 - Select and implement new financial system by 12/2023	
Asset Management	Effective utilization and protection of assets	- Industry standards - Approved policies	- Meet 2022/2023/2024 targeted metrics	a) Comprehensive inventory of assets b) Establish comprehensive capital and asset management and replacement system c) Create integrated maintenance program to support LOS d) Evaluate hiring asset manager
	Ability to pay for critical assets	- Financial balances - Life-cycle costs	- Fund sources & strategies in place for critical assets (\$100k+) by 7/2023	
	Assets adequate to support adopted levels of service	- Level of service standards - Level of service asset inventory	- LOS standards for critical operations adopted by 6/2022 - Minimum asset allocation for critical operations by 6/2023	
Development & Redevelopment	Diversity in new development	- # of units - Sq. ft. - Jobs - Permits	- Avienda development completed by 1/2027 - Lift station #32 completed by 2023 - See development activity of at least three types each year	a) Reconcile ordinances with Comprehensive Plan Goals b) Review downtown vision plan and identify roadblocks c) Inventory vacant or underutilized buildings d) Review "business friendly" policies, approaches e) Evaluate plan for supportive infrastructure for future development
	Redevelopment consistent with our vision	- # of public-private partnerships - Stakeholder feedback	- One CDA project/year - 75% decisions supported by key stakeholder	
	New innovative places and spaces	- # new ideas - # pilot projects	- 2 ideas become real projects by 2024	
Operational Excellence	Satisfied workforce	- Employee survey results	- In 2021, 90% of employees participate in employee survey	a) Establish employee engagement and development program b) Conduct a class and comp study, including implementing related supervisor training for employee evaluations c) Develop customer service standards and practices d) Develop complaint tracking system e) Evaluate and conduct efficiency improvement projects
	A competent workforce	- Training standards - Licenses, certifications	-12% turnover rate (nonretirement) 2021-2024 - Each employee participates in one job-specific training and one professional development training	
	Improved operational effectiveness, including through the use of technology and innovation	- Processing, response, cycle times - Service levels - Complaints - Survey results	- Resident satisfaction with targeted services at/above 75% in 2022 community survey -Demonstrated efficiency improvements: 2 departments by 12/2024	
Communications	Improved understanding of city operations	- Survey results (community)	- Annually, see increase in % of residents indicating knowledge of city operations	a) Establish an external communication plan b) Establish an internal communication plan c) Complete website enhancements d) Develop/deploy community engagement strategy
	Improved internal communication	- Intranet usage stats - Survey results (internal)	- Increase satisfaction with internal communication by 25% between 2021-2024	
	Improved communication with outside organizations	- Partner communication - Survey (partners)	- 80% of survey respondents indicate good communication with City of Chanhasen by 2024	

OUR VISION

Chanhasen is a safe, welcoming community with engaged residents, abundant natural amenities and vibrant businesses, supported by valued services that make this a community for life.

OUR MISSION

Our mission is to serve the public. We do this through the delivery of reliable, cost-effective services designed to provide a safe, sustainable community.



OUR VALUES

INNOVATION

We seek to be innovative, collaborative problem solvers to provide responsive, quality services.

RESPECT

We believe in people and we strive to treat them with dignity in an equitable and inclusive manner.

STEWARDSHIP

We strive to manage transparently the City's financial investments to provide essential services and protect its valuable assets and natural resources.

ENGAGEMENT

We seek to provide opportunities for residents to connect with the community, each other and the natural environment.

STRATEGIC PLANNING PROCESS

Strategic planning is a process that helps leaders examine the current state of the organization, determine a desired future state, establish priorities, and define a set of actions to achieve specific outcomes. The process followed by the City of Chanhassen was designed to answer four key questions: (1) Where are we now? (2) Where are we going? (3) How will we get there? (4) What will we do? The process is divided into a development phase and an implementation phase. The full process is depicted below.

1. Where are we now?
2. Where are we going?
3. How will we get there?
4. What will we do?

DEVELOPMENT

IMPLEMENTATION

Where we are

Where we're going

How we'll get there

What we'll do

Scan the environment
-
Conduct internal and external analysis (SWOT)
-
Develop Strategic Profile
-
Identify Strategic Challenges

Define our Mission
-
Articulate Core Values
-
Set a Vision
-
Establish Goals
-
Identify Key Intended Outcomes

Develop Initiatives
-
Define Performance Measures
-
Set Targets and Thresholds
-
Cascade throughout organization

Create Detailed Action Plans
-
Establish Accountability: Who, What, When
-
Identify Success Indicators
-
Provide Resources

Process Initiation - Setting Expectations, Reviewing Current Situation

The strategic planning process began with a meeting of the consultant and the City's senior management team on January 26, 2021. The meeting included a review of strategic planning principles, a discussion of the upcoming planning retreat, an examination of vision, mission and value statements, past strategic planning efforts, and current challenges. The session concluded with a set of recommended principles for the vision, mission and value statements, and a process for conducting the planning retreat.

Setting Direction: Vision, Value Proposition, Mission, and Values

On February 19-20, 2021, the City held a retreat to develop the strategic plan. As they addressed the question of “Where are we now?” the group was challenged to define the current organizational culture and its value proposition—understanding that an organization’s culture, and the value proposition it puts forth provide the foundation for the way in which services are delivered and strategic direction is set. The three value propositions and core cultures are summarized as follows.

THREE VALUE PROPOSITIONS

Operational Excellence

(ex: Wal-Mart, Southwest Airlines)

- Deliver quality, price and ease of purchase that no one else can match!

Product/Service Leadership

(ex: Apple, Google)

- The best product/service...period!

Customer Intimacy

(ex: Nordstrom, Ritz-Carlton)

- The best total solution! (acts as a partner with you)

FOUR CORE CULTURES

Control Culture

(example: Military - command and control)

Strengths: Systematic, clear, conservative

Weaknesses: Inflexible, compliance more important than innovation

Competence Culture

(ex: Research Lab – best and brightest)

Strengths: Results oriented, efficient, systematic

Weaknesses: Values can be ignored, human element missing, over planning

Collaboration Culture

(example: Family-teams)

Strengths: Manages diversity well, versatile, talented

Weaknesses: Decisions take longer, group think, short-term oriented

Cultivation Culture

(example: Non-profit/religious group-mission/values)

Strengths: Creative, socially responsible, consensus oriented

Weaknesses: Lacks focus, judgmental, lack of control



The group engaged in an extended discussion regarding value proposition, its relationship to organizational culture, and how the City actually operates. It was generally agreed that the City desires to have a customer intimate approach, but that operational excellence has been important and will continue to be important for financial stability. Based upon that understanding, operational excellence was determined to be the primary value proposition, with customer intimacy as a secondary focus.



STRATEGIC PLANNING PROCESS

ASSESS CURRENT ENVIRONMENT

- Senior Management Review
- Previous Plan Status
- Vision/Mission/Values
- Environment Scan
- Stakeholder Engagement

SET PRIORITIES, TARGETS

- Strategic Planning Retreat
- Operating Environment
 - Culture, Value Proposition
 - Internal SWOT
- Vision/Mission/Values
- Challenges, Priorities
- Outcomes, KOI's, Targets

IMPLEMENT THE PLAN

- Implementation Session
 - Strategic Initiatives
 - Action Plans
- Refine Details
- Final Review, Approval

The group then directed their attention to their mission, vision and values statements. They examined a range of concepts and statements from other cities, spent time reflecting and debating their purpose and their long-term aspirations for the community. A brainstorming process ensued, resulting in the identification of key concepts the group favored for each statement. These were then used by the consultant over the succeeding weeks to create draft statements.

The proposed vision, mission and value statements are listed below.



MISSION STATEMENT

Our mission is to serve the public. We do this through the delivery of reliable, cost-effective services designed to provide a safe, sustainable community.



VISION STATEMENT

Chanhassen is a safe, welcoming community for all generations with engaged residents, abundant natural amenities and vibrant businesses, supported by valued services that make this a great place to call home.



VALUES

INNOVATION

We seek to be innovative, collaborative problem solvers to provide responsive, quality services.

RESPECT

We believe in people and we strive to treat them with dignity in an equitable and inclusive manner.

STEWARDSHIP

We strive to manage transparently the city's financial investments to provide essential services and protect its valuable assets and natural resources.

ENGAGEMENT

We seek to provide opportunities for residents to connect with the community, each other and the natural environment.

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Reviewing the Environment, Setting Strategic Priorities

Following the value proposition, vision, mission and value statement discussion, the leadership team continued the process of assessing the operating environment. This was done via a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis--a process that examines the organization's internal strengths and weaknesses, as well as the opportunities and threats in the external environment. To facilitate this, a SWOT questionnaire was distributed to the City Council and senior staff in advance of the planning session. Using the SWOT data, a small group review process revealed the most frequently mentioned characteristics in each area.

STRENGTHS

- Good financial stewards (AAA Bond Rating)
- Competent and dedicated employees (motivated)
- Flexible/adaptable/collaborative (open to change)

WEAKNESSES

- Lack of investment (On staff, facilities, infrastructure, technology and services)
- Planning (Financial, strategic, policies)
- Trust (Internal and external)

SWOT Analysis

- Develop/redevelopment focus
- Staff utilization/leverage
- Collaboration (Residents, Stakeholders, neighboring communities)
- Long-term visioning/planning

OPPORTUNITIES

- Lack of trust
- Long-term financial planning - infrastructure - budgets
- COVID has amplified anxiety and awareness to existing issues
- Security of assets

THREATS



a community for life

The group used this information to identify those opportunities that would be helped the most by the organization’s inherent strengths and which external threats were most likely to exacerbate their weaknesses.

STRENGTHS LEVERAGING OPPORTUNITIES

(Make good things happen)

- Development/Redevelopment
- Staff utilization
- Collaboration
- Long-Term planning/visioning

WEAKNESSES EXACERBATED BY THREATS

(Keep bad things from happening)

- Lack of long-term, integrated financial planning and investment
- Lack of trust (Council-staff, Community-city)
- Poor communication (Silos, internal, to community)
- Inadequate information (Poor processes)

Following this exercise, the group examined the results, and engaged in additional brainstorming to identify the strategic issues and challenges facing the organization.



STRATEGIC ISSUES/CHALLENGES

- Effective communication (external, two ways)
- Staff utilization and communication
- Building trust
- Clear vision/visioning (big picture)
- Unreasonable expectations - identifying/discussing reality
- Long term consolidated planning
- Defining levels of service (LOS)
- Innovation
- Technology (modernize, utilize - security, support)
- Infrastructure
- Buildings and facilities assets
- Reliable internet
- Economy
- Population Growth
- Climate impacts
- Staffing/workforce
- Development/Redevelopment
- Pace of growth
- Citizen engagement/education (two-way)
- Aging population
- Changing demographics
- Performance reporting/metrics
- Operations

Based upon the challenges and issues identified, a facilitated discussion ensued to determine the highest priorities for the strategic planning period. The following priorities emerged as the most important over the next three years.

FINANCIAL SUSTAINABILITY

OPERATIONAL EXCELLENCE

ASSET MANAGEMENT

COMMUNICATIONS

DEVELOPMENT & REDEVELOPMENT

Defining the Priorities

To clarify the meaning of each priority, the group identified key concepts which were used at the retreat to create guidance, and ultimately will be used to create definitions.



Key Outcomes, Indicators, and Targets by Priority

Based upon the definitions, the group determined the most important outcomes to be achieved for each priority, defined Key Outcome Indicators (KOI's), and developed Performance Targets. KOI's define progress toward desired outcomes. Performance Targets define successful outcomes, expressed in measurable terms.

The alignment created between priorities, outcomes and targets is important, not only for clarity, but also for maintaining a disciplined focus on the desired results.

FINANCIAL SUSTAINABILITY

- a. **Outcome:** Financial stability in all funds
KOI: Fund balances and fund policies
Target: 2022 - Fund balance targets, strategy in place, 2024 - fund balance with policy
- b. **Outcome:** Financial policies guide decision making
KOI: Financial policies
Target: Financial policies adopted and used to develop 2022+ budget
- c. **Outcome:** Resources adequate to meet service levels in core operations
KOI: Fund balances, approved budget, service levels
Target: Core levels of service defined by 6/2023, Long term financial resources service levels alignment by 2024



ASSET MANAGEMENT

- a. **Outcome:** Effective utilization of assets
KOI: Industry standards, approved policies
Target: Meet 2022/2023/2024 targeted metrics
- b. **Outcome:** Ability to pay for critical assets
KOI: Financial balances, lifestyle costs
Target: Fund sources & strategies in place for critical assets (\$100K+) by 7/2023
- c. **Outcome:** Assets adequate to support adopted levels of service
KOI: Level of service standards, Level of service asset inventory
Target: LOS standards for critical operations adopted by 6/2022, Minimum asset allocation for critical operations by 6/2023

DEVELOPMENT & REDEVELOPMENT

- a. **Outcome:** Diversity in new neighborhood
KOI: # of units, Sq. ft., Jobs, Permits
Target: Avienda development completed by 1/2027, Lift station #32 completed by 2023
- b. **Outcome:** Redevelopment consistent with our vision
KOI: # of public-private partnerships, Stakeholder feedback
Target: One CDA project/year, 75% decisions supported by key stakeholders
- c. **Outcome:** New innovative places and spaces
KOI: # new ideas, # pilot projects
Target: 2 ideas become real projects by 2024

OPERATIONAL EXCELLENCE

- a. **Outcome:** Satisfied workforce
KOI: Employee survey results
Target: By 2024, 70% employees report being satisfied
- b. **Outcome:** A competent workforce
KOI: Training standards, licenses, certifications
Target: 70% of workforce meets standards/certifications, 70% evaluated as exceeding requirements
- c. **Outcome:** Improved operational effectiveness
KOI: Processing response, cycle times, Service levels, Complaints, Survey results
Target: Resident satisfaction with targeted services at/above 75% in 2022 community survey, Demonstrated efficiency improvements: 2 departments by 12/2024

COMMUNICATIONS

- a. **Outcome:** Improved understanding of city operations
KOI: Survey results (community)
Target: 75% of survey respondents indicate good understanding of city operations by 2024
- b. **Outcome:** Improved internal communication
KOI: Intranet usage stats, Survey results (internal)
Target: Increase satisfaction with internal communication by 25% between 2021-2024
- c. **Outcome:** Improved communication with outside organizations
KOI: Partner communication, Survey (partners)
Target: : 75% of survey respondents indicate good communication with City of Chanhasen by 2024

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Implementing the Vision – Developing Strategic Initiatives and Action Plans

To successfully address the strategic priorities and achieve the intended outcomes expressed in the performance targets, it is necessary to have a focused set of actions, including detailed implementation steps to guide organizational effort.

The City of Chanhassen will accomplish this through a set of strategic initiatives. Strategic initiatives are broadly described, but narrowly focused activities that are aligned with the priorities, and targeted to the achievement of outcomes expressed in the Targets. On March 9, 2021 senior staff met to identify strategic initiatives. Following this session, staff teams worked to develop detailed action plans for each initiative.

Financial Sustainability

- Establish service levels in core operations
- Improve internal control structure
- Adopt financial policies
- Comprehensive 5-year financial plan
- Update financial system
- Departments trained to use financial system

Asset Management

- Comprehensive inventory of assets
- Establish comprehensive capital and asset management and replacement system
- Create integrated maintenance program to support LOS
- Evaluate hiring asset manager

Development & Redevelopment

- Reconcile ordinances with 2040 Comprehensive Plan Goals
- Review downtown vision plan and identify roadblocks
- Inventory vacant or underutilized buildings
- Review “business friendly” policies, approaches
- Evaluate plan for supportive infrastructure for future development

Operational Excellence

- Establish employee engagement and development program
- Conduct a class and comp study
- Develop customer service standards and practices
- Develop complaint tracking system
- Evaluate and conduct efficiency improvement projects

Communications

- Establish an external communication plan
- Establish an internal communication plan
- Complete website enhancements
- Develop/deploy community engagement strategy



STRATEGIC PLANNING PARTICIPANTS

The strategic plan was developed with the hard work and dedication of many individuals. The City Council led the way, taking time out their schedules to commit to long-term thinking. They defined a direction and a set of outcomes that are important to the citizens, businesses and stakeholders with whom they partner and serve.

The City's senior staff supported the City Council and offered challenges to conventional thinking.

MAYOR AND CITY COUNCIL

Elise Ryan, Mayor
Dan Champion, Councilmember
Jerry McDonald, Councilmember
Lucy Rehm, Councilmember
Haley Schubert, Councilmember

SENIOR STAFF

Laurie Hokkanen, City Manager
Heather Johnston, Interim City Manager*
Jake Foster, Assistant City Manager
Kate Aanenson, Community Development Director
Charlie Howley, Public Works Director/City Engineer
Don Johnson, Fire Chief
Lance Pearce, Lieutenant – Carver County Sheriff's Office
Rick Rice, IT Manager
Jerry Ruegemer, Park and Recreation Director
Kelly Strey, Finance Director

*Preliminary and follow-up planning



Item 5. Public Safety Aid Funds

Prepared by Marc Nevinski, City Administrator

Background

The legislature provided cities with considerable amounts of public safety funding in the 2023 legislative session. Shorewood received \$342,503. A memo from LMC is attached that provides additional information about the funds. The funds could be used for operations (salary and wages) or for one-time capital equipment purchases.

The SLMPD and EFD have discussed potential eligible capital expenditures for these funds.

SLMPD recently proposed to the Coordinating Committee using funds to pay for twelve new body cameras (\$54,000) and eight laptops in their squads (\$48,000). The JPA funding formula would be used to determine the specific amount funded by each city. The total amount is \$102,000 with Shorewood's share being \$50,708.

The EFD is contemplating purchasing SCBA equipment ranging in cost from \$309,000 to 323,000 which would include 40 packs, 70 bottles and 65 masks; a compressor/fill station at \$55,000; and a decontamination washer at \$32,500. A federal grant to fund this equipment was recently denied, but the department may pursue a future application.

Additionally, the JPA member cities, as the recipients of the funds, could chose to spend them on other eligible public safety related expenditures within their communities. However, this raises concern about member cities potentially paying a disproportionate share of the departments' equipment purchases.

To address this, the member city administrators have discussed with the chiefs the idea putting the proposed equipment purchases in their 2025 budgets and allowing each member city to decide how to fund them out of their annual payments for the departments. The city administrators are currently discussing this matter with their councils.

Questions for Council

Should the public safety aid funds be dedicated solely to the police and fire departments? Given the recent vandalism in the parks and the need to improve security at city facilities, should Shorewood use all or a portion of its allocation to fund security improvements, knowing the police and fire departments have important equipment needs? What are Council's thoughts about the expenditures being made a part of the department budgets and annual payments?

Attachments

- LMC Memo – Public Safety Aid Fund



Focus on New Laws: Public Safety Aid

August 7, 2023

One-time aid for cities for a public safety purpose will be sent out on Dec. 26, 2023.

The 2023 omnibus tax bill included \$210 million in one-time public safety aid that will be distributed on Dec. 26, 2023, to cities across the state. Unlike local government aid, this aid cannot be used for general purposes, but instead must be used to “provide public safety.”

Eligible and ineligible uses of the aid

The authorizing language in the law provides categories of eligible spending, but the list is not exhaustive. It is also important to note that while legislators expected most of these funds to be used for police and fire expenses, it was intentionally written in a broad way that would allow for other uses as well. The allowable uses named in the new law include:

- Community violence prevention.
- Community intervention programs.
- Community engagement.
- Mental health crisis responses.
- Victim services.
- Training programs.
- First responder wellness.
- Equipment related to fire, rescue, and emergency services.
- Other personnel or equipment costs.

The law also specifically calls out certain uses that are not eligible. Ineligible uses include:

- Employer contribution to the Public Employees Retirement Association Police and Fire Plan if the local unit received police state aid in 2022.
- Any costs associated with alleged wrongdoing or misconduct.
- Purchase of an armored or tactical vehicle or substantially similar vehicle.
- Purchase of tear gas, chemical munitions, or substantially similar items.
- Costs of construction, reconstruction, remodeling, expansion, or improvement of a police station, including related facilities. “Related facilities” includes access roads, lighting, sidewalks, and utility components on or adjacent to the property on which the police station is located that are necessary for access to and use of the building.

Considerations for cities

Even with these categories of eligible and ineligible uses, there are many areas of spending that cities may have eligibility questions about. Unlike federal money from the American Rescue Plan Act or Coronavirus Aid, Relief, and Economic Security Act, its unlikely additional guidance will be provided to further clarify how these funds can and cannot be used.

Cities will have to consult with their attorneys and use their best judgment to determine whether a use that is not clearly defined as eligible or ineligible is allowable. However, any use must be to provide public safety. And like with any state funds, their use must be closely tracked and documented in order to respond to any future inquiries or evaluations of this program.

Frequently asked questions about the public safety aid

Will my city have to apply to the state in order to claim the public safety aid funds? +

No, cities do not have to apply for the funds.

When will we receive the public safety aid funds? +

The funds will be distributed on Dec. 26, 2023.

How much public safety aid money will my city receive? When will we know the certifiable amount? -

A PDF of the [estimated public safety aid for cities and eligible towns](#) can be viewed via the Minnesota Legislature's website. The Minnesota Department of Revenue must certify the aid amount to be paid by Sept. 1, 2023.

If my city does not pay for a police or fire

department can we still use these public safety aid funds? –

Yes, as long as the funds are used to provide public safety. The Legislature intentionally allowed uses broadly so that cities could use them for expenses other than police and fire.

My city contracts with our county to provide public safety services, can these funds be used to pay the county for those services? +

Yes, that is an eligible use of the public safety aid.

By what date does my city have to spend these funds? +

There is not a spend-by date requirement in the law. However, the funds must be used to provide public safety and cannot act as an ongoing reserve.

What are the reporting requirements for these funds? –

There are no specific reporting requirements in the law. However, as with all public expenditures, cities must carefully document how the public safety aid funds are spent and be ready to provide that information if asked.

What should my city do if it's unclear whether a specific expenditure qualifies as an eligible or +

ineligible use of the public safety aid?

If cities are considering a use that does not clearly fall within an eligible or ineligible use, they should consult with their attorney.

Can these funds be used to reimburse the city for expenses purchased prior to Dec. 26, 2023? + (Updated Dec. 15, 2023)

Yes, the Minnesota Department of Revenue clarified that if your city has the funds to spend prior to receiving the aid payment, you may spend it on eligible uses of the aid immediately.

How does the formula work that determines how + much aid each city receives?

The Legislature appropriated \$210 million to cities for public safety aid. That \$210 million was divided on a per capita basis.

[Read more news articles](#)

Your LMC Resource

Nathan Jesson

Intergovernmental Relations Representative

(651) 281-1262

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Item 6. City Code Review

Prepared by Marc Nevinski, City Administrator

Background

Cities periodically need to make significant and sometime even structural updates to their city code. An updated code supports community priorities, improves administrative processes, and lessens legal risks and challenges to a city. The need for updates

- cultural changes in criteria, social norms, or language use.
- a desire or need for more precise or contemporary language.
- evolving community standards, expectations, and goals.
- updated land use plans or development goals.
- changes in laws or regulations from state or other agencies.
- organizational changes relating to governance, staffing, or processes.

In recent years the City has made changes to a number of code sections including massage licensing, rental housing, non-commercial signage, and stormwater code. Staff has identified a partial list (attached) of code sections that need some degree of revision.

Much of the current code was updated in the 1980's and is due for a comprehensive review. A thorough review process could take two to three years to complete and will require some dedicated time and resources by staff, the City Attorney, and consultants.

[Link to the City Code](#)

Questions for Council

Should resources be dedicated to such a project now? What problems has the code presented? What areas or sections are priorities? What goals or outcomes should be achieved?

Attachments

- List of Potential Code Amendments

Partial List of Identified City Code Amendments January 2024

Comprehensive Plan Implementation:

1. Building Code sections (requirements for permits, storm water requirements, construction management plans, grading permits, move some language regarding certificate of occupancy section from Zoning ordinance to building section, etc.)
2. High Density Land Use Classifications (Revise the R-3A and B zoning districts, some amendments to landscaping and parking requirements, and rezone high density classification properties to conforming zoning districts.
3. Medium density residential (Revise the R-2B, and R-2C districts, parking requirements and Rezone medium density classification properties to conforming zoning districts)
4. Low to Medium Density residential (Revise the R-1D and R-2A districts and Rezone Low to Medium Density properties to conforming zoning districts)
5. Additional Potential code amendments: Steep slopes, tree preservation, etc.

Additional Rules and Procedures Needed:

1. Amend enforcement and appeals sections throughout City Code.
2. Stormwater management regulations/potentially revised impervious surface coverage regulations (some with building code section amendments above)
3. PUD Amendment Process, add means to amend the ordinance, single lot follow variance procedures instead of text amendment procedures?
4. Site Plan Review Process for multiple family and commercial properties. Currently we have some language in code, but without any administrative rules or procedures.
5. Escrow Agreements for exterior improvements for Language should match practice.
6. Allow for native vegetation in lieu or traditional lawns (consistent with recent statute changes)
7. Address micro-housing accessory to churches (consistent with recent statute changes).
8. THC licenses and rules

Regulations Needing Structural Overhaul

1. Subdivision Regulations (application processes, need guidance on what constitutes a premature subdivision, storm water management, more language on utilities, amend regulations for park dedication to match state statute, raise standard fee, etc.)
2. Telecom Regulations in zoning and public rights-of-way regulations (rooftop mounts, small cell in right-of-way, policies). Add a policy for right-of-way installations?
3. Tree preservation policy and regulations (Chapter 1103 of City Code). Match current practice, update and modernize. Consolidate policy into code language?
4. Nuisance code updates for diseased tree regulations and native vegetation.

Amendments for Specific Topics

1. Sign Regulations (content-neutral signage regulations – IN PROCESS)
2. Nonconforming Uses, Structures and Lots (update and clarify language)
3. Exterior Storage, outdoor storage is overly generous as long as there's a fence around it.

4. Fences (Does the council support the ability to apply for varying designs or styles by conditional use permit?)
5. Food trucks (zoning ordinance and review new fire code requirements)
6. Wetland Regulations, should City be enforcing wetland rules or should this be watershed enforcing WCA rules? Also, clarification on structures and improvements permitted in buffer setback.
7. Shoreland regulations: Time to revisit boathouse prohibitions, patios near the shore? Need to clarify language titled development regulations and nonconformities, reduce duplication with other sections, etc.
8. Small housekeeping edits (as they accumulate).

Remove/Amend/update outdated Rules:

1. Premises Conducive to High-Risk Sexual Conduct (potential removal or consolidation with Adult Use Establishment regulations) to stay in conformance with federal case law (504).
2. Update 105 to include correct statutory and other references and reflect current background check practices.
3. Updates to code regarding utilities, trees



Item 7. Wrap Up

Prepared by Marc Nevinski, City Administrator

To conclude the retreat, Council may wish to take a few minutes to briefly comment on the day's discussion or identify future topics for work session in 2024. Below is a list of topics and comments from the survey that at least one Council member expressed interest in discussing.

- Agenda software - this is difficult for most council members to adopt.
- Fiber optic - this is not a policy type discussion and can be discuss during a work session or regular meeting with staff recommendation
- Public Safety Aid Funds - I am not sure what this item is. Is this COVID money we need to distributed?
- Refuse hauling. Vegetation management. Labor agreement. Failing strip malls. Xcel property future. Vehicle electrification. Water plan.
- Expand Zoom to commissions and other city meetings.
- I'm not sure it is a retreat topic, but I think city-wide garbage collection should be revisited.
- Address Conflict of Interest statements*
- Access to financial info*
- Review of recent public improvement projects*
- How can we do volunteer appreciation*
- I feel that the retreat have always been more 30,000 foot thinking. i.e. what do we think residents are missing in our communications strategy and what should we change if anything? Some examples might be using physical signage on sites that are being considered for land use change like rezoning/cup/pud/variance etc. This would be as much in advance as possible of any council discussion.

**received outside of survey*

Shorewood City Council Retreat
Additional Topics, Comments, and Questions
January 2024

Q3 What questions do you have about infrastructure? What data or information might be helpful to you in this discussion?

- many in east Shorewood strongly want city water. What are the ROW issues along Radisson and Xmas Lake Pt?
- how does another similar city with large lots address the issue i.e. Orono, Medina?
- water quality - what would be better with city water vs well?
- when is mill and overlay penny wise and pound foolish?
- Long term protections based on recent projects using cost averages. How to we maintain the next 40 some miles of roads in the next 30 years.
- How do we grow the water system to ensure it's economic sustainability?
- How are we recording our asset management process? IE when are the city hall air conditioning units next due for cleaning? Have the gutters been cleared at the community center? Are the fire extinguishers at public works have current dating?
- Wherever possible, I would like to get lifecycle cost estimates on infrastructure choices.
- Q1. Drinking water quality across the city
- Q2. Financial forecast of enterprise funds
- Q3. City water fixed and variable costs
- Q4. Met Council financial forecast of sewer charges
- funding options
- water system improvements & costs
- new road & pavement mgmt proposal based on software results

Q5 What topics NOT on the list above would you recommend the Council discuss at the retreat?

- agenda software. this is difficult for most council members to adopt.
- Fiber optic - this is not a policy type discussion and can be discuss during a work session or regular meeting with staff recommendation
- Public Safety Aid Funds - I am not sure what this item is. Is this COVID money we need to distributed?
- Refuse hauling. Vegetation management. Deunionization. Failing strip malls. Xcel property future. Vehicle electrification. Water plan.
- Expand Zoom to commissions and other city meetings.
- I'm not sure it is a retreat topic, but I think city-wide garbage collection should be revisited.
- Address Conflict of Interest statements*
- Access to financial info*
- Review of recent public improvement projects*
- How can we do volunteer appreciation*

*received outside of survey

Q6 What additional comments or questions do you have for any of the topics listed (Q4) or that you have added (Q5)?

- I feel that the retreat have always been more 30,000 foot thinking. i.e. what do we think residents are missing in our communications strategy and what should we change if anything? Some examples might be using physical signage on sites that are being considered for land use change like rezoning/cup/pud/variance etc. This would be as much in advance as possible of any council discussion.