

COMMITTEE OF THE WHOLE MEETING

The Common Council of the City of Ashland will meet as the Committee of the Whole on May 28, 2019 immediately following the City Council meeting which begins at 5:30 PM in the Ashland City Hall Council Chambers.

The following items will be considered:

1. Roll Call
2. Council President's Report
3. Administrator's Report
4. Approval of Agenda
5. Discussion Items
 - A. Discussion Regarding Bringing Items to Committee of the Whole (*Ullman*)
 - B. Discuss and Possible Action Regarding a Resolution of Support in Acquiring a Navy Ship to be Anchored to the Ore Dock as a Permanent Tourist Attraction (*Pufall*)
 - C. Discussion and Review of Process and Plan for Next Steps for New City of Ashland Police Facility (*Ullman*)
 - D. Discussion and Possible Action Regarding Snow Clearing Policies and Procedures (*Ullman*)
6. Adjournment

The City of Ashland does not discriminate on the basis of sex, race, creed, color, national origin, sexual orientation, age or disability in employment or provision of services, programs or activities.

NOTE: Upon reasonable notice, the City of Ashland will accommodate the needs of disabled individuals or individuals with limited English proficiency through auxiliary aids or services. For additional information or to request this service, contact Denise Oliphant at 715-682-7071 (not a TDD telephone number) or FAX: 715-682-7048

SUBJECT: Discussion Regarding Bringing Items to Committee of the Whole (*Ullman*)

RECOMMENDATION: Discussion and Review

DEPARTMENT OF ORIGIN: Council President

CLEARANCES: Council President

EXHIBITS:

FINANCIAL IMPACT:

SUMMARY STATEMENT:

This agenda item describes the process by which items can be scheduled for the Committee of the Whole.

A major role of the City Council is in policy formation and revision. Prior to being placed on the City Council agenda, items will typically be vetted by a designated City committee (e.g Public Works, Planning etc) or by the Committee of the Whole. Ordinance 51 details the exceptions to this, which allow the Mayor to place items directly on the Council agenda. **(51.26.b below)**

The Committee of the Whole serves as a venue for initial discussion or exploration of issues that do not fit with the agenda of a City Committee, or which require additional discussion and work before action at a Council meeting. It is also a place for providing information and facilitating discussion that will inform future policy decisions of the City Council, and provides a way for Councilors to initiate policy proposals.

The Council President is tasked with creating the Committee of the Whole agenda **(51.28.a)**, bringing forward items for discussion or action by the committee. Items on the COW Agenda can come from a variety of sources:

1) **City Committees:** Committees may recommend items to the Committee of the Whole. This is especially appropriate for items that are complex or controversial and which are likely to generate significant discussion or revision prior to action by the council. If these items do go directly to the Council, the Council always has the opportunity to postpone action until a future meeting, or send the item back to a committee.

2) **The Mayor or City Staff:** If resolutions or proposals for ordinance or policy changes are generated by the city staff or the mayor, they will come to the Committee of the Whole prior to being brought to the council, unless they fall under the exceptions stated in 51.26.b.

3) **City Council Members (51.10.a2 below):** Members of the council may propose agenda items for the Committee of the Whole to the Council President. Depending on the nature of the agenda item and the timing, the Council President may recommend that councilors work with the City Administrator and staff to either resolve the issue, or bring forward a more detailed policy proposal. Alternatively Council President may add the item to the agenda for discussion in order to gauge the interest of the council in devoting additional effort and staff time to work on the issue. If the council so desires, the matter could be referred to a relevant committee or the City Administrator will work with the sponsor and the city staff to bring a more detailed proposal to a future Committee of the Whole meeting.

4) **Council President:** The Council President may choose to add items to the Committee of the Whole agenda directly, following a similar process as that outlined in #3 above.

I would encourage all Council Members to read the excerpts from Ordinance 51 below, and bring any questions or concerns to discuss at the meeting.

Relevant Excerpts from Ordinance 51:

51.10. Introduction of Business.

(a) (1) All items for Council consideration shall be in writing accompanied by such explanatory materials as appropriate, together with the name of the authors presenting the same and shall be delivered to the Clerk. (2) All items for Committee of the Whole consideration shall be prepared as follows: Councilors will create and write an agenda bill using an agenda bill form template which shall be reviewed by the Council President and the Clerk for formatting before adding it to the Committee of the Whole agenda. The Clerk will create a final version of the agenda bill in the appropriate format. If the item is approved by a majority of the Common Council at the Committee of the Whole, the writing of the agenda bill would then be directed to the appropriate Committee or staff member, or to the Councilor if he/she desires to be responsible for writing the agenda bill. The Councilor would receive assistance from the appropriate staff member(s) in the preparation of the agenda bill. The agenda bill would then be placed on a future Committee of the Whole or Council agenda following the guidelines in Ordinance 51.

(b) Except as provided in this section, no business shall be placed on a Council or Committee of the Whole agenda without an identification of its origin. Any proposal denied by the Committee of the Whole, or other Committee, Commission or Board may be re-introduced to the City Council, if the City Council has the statutory power to override the denial.

(c) Before an ordinance or resolution is introduced, a copy shall be filed in the office of the City Clerk by 9:00 a.m. on the Tuesday preceding the meeting at which it is to be introduced. The Council may waive this requirement.

(d) No ordinance or resolution, having once been defeated, may again be introduced in the same or in substantially similar form, sooner than ninety (90) days from the date when such ordinance or resolution was defeated.

(e) Routine housekeeping or emergency measures may be placed on the agenda at the Clerk's discretion without referral to committee.

(f) A committee shall take action on any matter referred to it within a period of 60 days unless this time is extended by vote of the Council or approved by the Mayor.

51.26. Committee of the Whole.

(a) The City Council may meet as a Committee of the Whole following the conclusion of

each Regular Council meeting. The President of the Council shall preside over the Committee of the Whole meeting and call the meeting to order. The Committee of the Whole shall consider items proposed for action and make recommendations for following Council agendas. All items must receive favorable recommendation by the Committee of the Whole prior to placement on the Council agenda except as provided in subsection (b), below.

(b) The following matters may be placed on a Council agenda without first receiving recommendation from the Committee of the Whole:

(1) Recommendations of the City Attorney relating to accounts and claims.

(2) Recommendations and advice of the City Attorney relating to litigation in which the City is or is going to become involved.

(3) Changes to ordinances and resolutions which may be mandated by state or federal law.

(4) Changes to ordinances and resolutions which may be required by the adoption of the annual City Budget.

(5) Petitions for direct legislation pursuant to the provisions of sec. 9.20, Wis. Stats.

(6) Ordinances and resolutions necessary to implement Public Works projects previously Page 51-9 approved in the annual City Budget.

(7) Changes to ordinances and resolutions which are intended to correct errors, omissions or inconsistencies therein.

(8) Items which require action in a timely manner as declared by the Clerk or Mayor.

51.28. Council and Committee of the Whole Agenda Preparation.

(a) A proposed agenda, together with relevant materials and communications, shall be prepared by the City Clerk and delivered to the Mayor and Council members not later than 3 business days prior to a regular Council or Committee of the Whole meeting. A similar agenda shall be prepared and delivered for special meetings of the Council, time permitting. No item may be acted on by the Council unless it is included in the proposed agenda. The proposed agenda for a Council meeting shall be prepared at the direction of the Mayor. The proposed agenda for a Committee of the Whole meeting shall be prepared at the direction of the Council President. Prior to the time established by this section for the preparation of the agenda, the Mayor and Council President shall confer for the purpose of coordinating the Council and Committee of the Whole agendas, taking into account the nature and number of the items of business to be considered at the meetings, and any other considerations deemed relevant by them.

(b) The proposed agenda with supporting documentation shall be available at the City Clerk's office for public inspection and copying two business days prior to a regular Council or Committee of the Whole meeting. The agenda and materials for a special Council meeting shall be available as soon as prepared and assembled by the City Clerk.

(c) The City Clerk shall, upon request, make copies of the agenda and accompanying material available for distribution and may make a charge therefor sufficient to recover copy expenses (as provided for in Codification Ordinance 165 - Comprehensive Fee Schedule), provided one copy shall be made available without charge to each recognized news organization serving the City.

(d) Additions to or deletions from the proposed agenda may be made by the City Clerk and by other City officers upon request or approval of the Mayor, until 12:00 noon of the day of the Council or Committee of the Whole meeting. At such time, the City Clerk shall prepare a set of materials, to include materials not previously delivered, for the Mayor and each member of the Council, which shall be available in the Clerk's office until 4:00 p.m. the day of the Council meeting and available at the meeting place of the Council or Committee of the Whole one-half hour prior to the time scheduled for convening the meeting.

51.32. Amending rules. By a recorded vote of two-thirds (2/3) of all the members of the Council, these rules or any part of them may be amended.

SUBJECT: Discuss and Possible Action Regarding a Resolution of Support in Acquiring a Navy Ship to be Anchored to the Ore Dock as a Permanent Tourist Attraction (*Pufall*)

RECOMMENDATION: Approval

DEPARTMENT OF ORIGIN: Councilor Pufall

CLEARANCES:

EXHIBITS: 1. Proposed Resolution

FINANCIAL IMPACT:

SUMMARY STATEMENT:

I am currently working with the Department of the Navy, Tammy Balwin's office, Sean Duffy's office and Janet Bewley's office in acquiring a Naval destroyer to be permanently housed at our ore dock.

The idea behind this ship is to have it officially designated a National Historic Site dedicated to our very own Admiral Leahy who was the most prominent and influential commander during the Franklin Delano Roosevelt Era.

All of these State and Federal agencies agree that this is a great idea and that one of the first steps is to generate local and regional support.

This could be a monumental boon to the tourism industry in the entire upper Midwest as there is nothing like it on Lake Superior.

RESOLUTION OF SUPPORT IN ACQUIRING A NAVY SHIP TO BE ANCHORED TO THE ORE DOCK AS A PERMANENT TOURAST ATTRACTION

WHEREAS, Ashland was home to one of the most prominent and influential naval commanders in our nation's history, Admiral William Leahy; and

WHEREAS, proper homage could finally be paid to Admiral Leahy if we acquire a ship and have it designated a national historical monument in his name; and,

WHEREAS, our entire region, including northern Minnesota's, Wisconsin's and Michigan's tourism industries would be enormously impacted by acquiring this vessel.

NOW, THEREFORE, BE IT RESOLVED that we support pursuing the possibility of acquiring a naval destroyer from the Department of the Navy and permanently housing it at our very own Soo Line ore dock.

PASSED: May 28, 2019

Councilperson

ATTEST: _____
Denise Oliphant, City Clerk

Debra S. Lewis, Mayor

APPROVED AS TO FORM:

Tyler Wickman, City Attorney

SUBJECT: Discussion and Review of Process and Plan for Next Steps for New City of Ashland Police Facility (*Ullman*)

RECOMMENDATION: None

DEPARTMENT OF ORIGIN: Council President

CLEARANCES: Council President

EXHIBITS:

1. Excerpt - Request for Proposals for Architectural and Engineering Services for the Design of a New City Police Station, 06-27-2017
2. Excerpt - C&S Design & Engineering Inc Proposal, 07-28-2017
3. Excerpt - City Council Meeting packet, Item 7G, 1-09-2018
4. City of Ashland Police Station Site Selection, C&S Design & Engineering Inc, 01-09-2018
5. Excerpt - Architectural Drawings, C&S Design & Engineering, 12-20-2018
6. Project Cost Estimate, C&S Design & Engineering, Inc, 12-20-2018
7. Examples of Financing Estimates

FINANCIAL IMPACT:

SUMMARY STATEMENT:

Based on the discussions at the last Committee of the Whole meeting in March, it appears that there is broad agreement among current council members that the current state of the Police Department facilities is inadequate and needs to be remedied. Upon reading summary documents and meeting minutes pertaining to discussions about a new police facility, it also appears that this agreement has been persistent for at least three years.

During discussions about financing the proposed new station on 11th Ave West, a number of questions have surfaced regarding the process by which plans for a new station were developed, especially focused on the site selection. Because only four of the eleven current council members were serving at the time of the initial phases of the planning and the site selection, providing some key documents and information related to this process may help newer members of the council feel prepared to move forward with the next decisions about the project. I have tried to gather relevant information to address some of these questions so that all councilors are aware of the process and a general sense of the discussions that have unfolded leading to the selection of

the site and the current plans to construct a new station on 11th Ave W. Rather than including the full text of lengthy documents this packet includes excerpts of a number of documents in order to provide common information most relevant to the concerns that have been expressed by councilors (or to councilors by their constituents).

It is my hope that through a review of this information, an opportunity to ask additional questions, and open discussion respecting the perspectives expressed by all council members and city staff, we can work to find agreement about how to move forward and achieve our objectives related to the future of the Ashland Police Station.

Notes on attached document

A) Excerpts from Original RFP for Planning and Design

On 3/28/17 the council instructed staff to prepare an RFP for design of a Police Station. The motion carried unanimously by roll call Agenda title: “Direct City Administrator to prepare an RFP to secure an architectural firm to prepare up to 3 options as to how to proceed with development of a sustainable Ashland Police Department Facility located centrally in the City of Ashland” The RFP was issued and pp 3-12 of the RFP are included here. These pages provide a succinct justification of the need for a new station, and articulate the stages of planning and design as well as a process and deliverables. The RFPs were returned in late July and the bid was awarded in September of 2017 to C&S Designs.

B) C&S Designs Bid (Approved)

The bid document is about 60 pages long, but these 8 pages outline the design process, which largely follows what is outlined in the RFP.

C) Agenda Bill regarding site selection (1/9/18)

In January 2018 the council voted 6-2 to approve the 11th Ave W site for construction of a new station, after the unanimous recommendation of the internal planning team. This agenda bill provides some minutes from meetings of the internal planning team, led by C&S Designs.

D) PPT Presentation regarding site selection

A representative of C&S Designs gave this PPT presentation at the 1/9/18 meeting outlining the pros and cons of 7 different sites. The sites included a mix of new construction and renovation of existing facilities.

(On June 26th 2018 the council approved a conditional use permit for construction of the Police Station on 11th Ave W, by a vote of 9-1, according to the meeting minutes from that meeting)

E) Excerpt from Architectural Drawings

On or near December 21st, 2018 the council was provided with the architectural drawings of the new station, as well as budget estimates for construction and operations. A few key drawings are included here for reference.

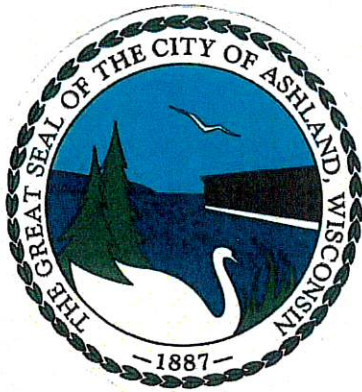
F) Police Station Budget Estimates

These estimates related to construction and annual operational costs were provided to the council on or near December 21st, 2018 after a request at the 12/11/18 meeting.

G) Comparison of Financing Options

On January 8th the Finance Director presented this draft summary as part of a discussion of financing options.

This compares the terms of four different possible loans



City of Ashland

REQUEST FOR PROPOSALS (RFP) for
Architectural and Engineering Services for
the Design of a New City Police Station

RFP #17-05

June 27, 2017

The City of Ashland, Wisconsin will be receiving proposals for the above noted service until 4 PM, Friday, July 21, 2017. Proposals must be in sealed envelopes clearly identifying the request for proposal title. **No faxed or electronic proposals will be accepted.** Proposal Documents can be found on the Ashland City website at www.coawi.org.

Mail or Deliver Proposals to:

City of Ashland
Attn: Mary Garness
601 Main Street West
Ashland, Wisconsin 54806

The City of Ashland reserves the right to reject any and all proposals not judged to be in the best interest of the City.

Mary Garness
City Administrator

Questions or further information on this RFP may be directed to: City of Ashland
Attn: Mary Garness
601 Main Street West
Ashland, Wisconsin 54806
715.682.7071
mgarness@coawi.org

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I. PROJECT NEED

The APD provides police services for the City of Ashland with a population of approximately 8,200 residents. The APD Mission is to “protect and preserve life, property and the rights of all citizens and visitors to our community.” The APD Mission is accomplished through recognizing “the need to be a positive role model” by embracing change and partnering with the community. To that end, the APD is committed to enforcing the “laws firmly yet with compassion while affording dignity and respect to every individual.”

The City of Ashland currently provides police services from an 1890’s structure, located at City Hall in Historic Downtown. While the structure is beautiful and historically significant, the current facilities which house the Ashland Police Department (APD) leave much to be desired.

The City of Ashland desires to replace the existing police department facilities with a full service police station containing offices, a community meeting room/EOC, public counter, briefing rooms, locker rooms, armory, evidence processing area, records storage, secure parking areas, and kitchen. As options are explored through the process of identifying needs, additional components may be added or deleted.

The APD is located in the City Hall building at 601 Main Street West, on the third floor. The Patrol Division includes 19 full time officers, provides police services 24 hours a day, 7 days a week. The APD also includes a K-9 Unit and an Animal Control Officer. Administrative services, including copies of reports or forms, are available Monday through Friday from 8:00 am until 4:00 pm, except holidays. The APD takes pride in solving community and citizen's problems with efficient, courteous and prompt service while building positive working relationships between the officers and citizens. The Department provides public safety and maintains order, enforces the laws of the State of Wisconsin and the ordinances of the City of Ashland.

The APD operates beyond the current facilities capabilities. It deals with overcrowding and suffers from lack of appropriate infrastructure. Location, property/evidence processing areas and size remain limited due to limits in available square footage. Through this RFP process, the City is requesting that a full space needs analysis be completed to determine the square footage needed to operate the APD to meet the modern demands of a fully functioning, efficient and effective police force.

The City plans to meet its police services needs by remodeling an existing facility or building a new facility that will be designed to meet the future needs of the department. In addition, the new facility will meet current seismic requirements for essential facilities, provide City owned land for secure police parking and parking for the public, meet ADA requirements, meet the requirements of a diverse work force and be designed to be a “green”, energy efficient structure.

Public projects within the City of Ashland are required to be designed and constructed through a process that provides substantial public information and promotes public involvement. A quality project that respects the character of the surrounding neighborhood is required.

II. BACKGROUND

For several years, the APD has functioned within the confines of City Hall. Police Department patrol operations are housed in the basement level of City Hall, and administrative services, including customer service and investigation, are housed on the third floor of City Hall. The administrative division is severely limited by many issues. Evidence and stolen property storage requirements, interview room facility, detective office space, an effective public greeting situation, and the general flow of law enforcement work are but a few of the issues that need to be addressed. Patrol operations are severely limited by the lack of organized space. There is no secure garage site at the headquarters for impounding large evidence, the shift offices are extremely small, the locker facilities are inadequate, there is limited interview space and as in the case of the administration offices there is no effective law enforcement flow pattern to the operations.

The functionality of the operation of the APD on two floors of City Hall does not meet the needs of the department and offers inadequate facilities for a professional police force. On numerous occasions, the patrol operations office areas in the basement have become flooded due to heavy rain events. Space is inadequate when outside agencies (ie; the FBI, State of WI DCI, and others) are brought in on joint collaborative operations. Separate restrooms and shower facilities for men and women are not available. Relocation of police operations into a modern facility will allow for increased efficiency of operations and provide for a professional work environment for all employees of the department. Further, employee morale is proven to increase when the conditions of the work environment improve.

On September 29, 2015, the City Council approved the 2016-2020 Strategic Plan of the City. One of the strategic priorities includes facility improvements to City Hall, Police, and Vaughn Public Library. Since the approval of this plan, the Mayor, City Administrator, and Police Chief have been working together to secure a location for a new police facility. To that end, the following steps have been taken to move this priority forward:

- Purchase of property located at 211 6th Street West;
- Appropriation of \$186,915 to remodel the building at 211 6th Street West;
- Worked with Chequamegon Bay Engineering to prepare a conceptual plan to provide a basis for

- remodel of the existing building to accommodate the needs of the Police Department;
- Preparation of estimates for the remodel of the facility with and without additional space;
- Discussion at the August 30 Council meeting to determine if the remodel of the building should proceed with the following direction given by Council:
 - Directed the Finance Director to provide a five year plan including debt service and an option as to a timeline for funding a new police station;
 A presentation was made at the September 13, 2016 Committee of the Whole meeting discussing outstanding debt and the City's ability to borrow in the future.

There are several options available to the City in regards to meeting the Police facility improvements strategic priority, namely: 1) remodel the existing facilities (City Hall and/or 211 6th Street West; 2) remodel an existing building that is centrally located; 3) build a new facility; and 4) do nothing.

In 2016, Ashland County had begun a process of exploring the option of adding on to the existing County law enforcement facility located on 6th Street East to expand law enforcement space, relocate court operations, and relocate human services and other operations of the County. The original plan was for Ashland County to start construction in 2018 if plans proceeded as expected. Late in 2016, City Administration and the Ashland Police Department believed that this presented a prime opportunity to explore the possibility of moving the City's facilities to a new expanded law enforcement center.

On September 8, 2016, the County Administrator, County Sheriff, County Board Chair, Mayor, City Administrator, Police Chief and Police Captain met to have a preliminary discussion on the possibility of collaborating with Ashland County to move the City's Police Department to the expanded facility. The Ashland Police Department and the Ashland County Sheriff were agreeable with exploring a "joint" facility of this nature because it would enable closer collaboration on law enforcement as well as be more sustainable because of the opportunity for shared resources.

At the October 25, 2016 Council meeting the Common Council passed Resolution 17308, a Resolution to Proceed with Development of Alternatives for a Police Department Building. That Resolution provided for the following timetable:

- November, 2016 – April, 2017 – Mayor, City Administrator, and Police Chief will continue to discuss and explore options with County Administration to determine the feasibility of building a joint Ashland City/County law enforcement facility;

- The City Administrator will provide regular updates to the Common Council and summaries of discussions with County Administration;
- May, 2017 – If enough information is known, the Mayor, City Administrator, and Police Chief will recommend a course of action to the Common Council related to whether to proceed with a joint facility or remodel the facility located at 211 6th Street West;
- The City Administrator will develop additional action steps and a plan of action if the Common Council desires to move forward with an Ashland City/Council joint law enforcement facility and/or if the Council desires to move in an alternative direction;
- The City Administrator will modify the tentative timetable in the event that the process of exploring a joint Ashland City/County law enforcement facility moves more slowly or quickly;

On February 7, 2017, the Mayor and the Ashland Police Chief attended a meeting of the Law Enforcement Committee for the Ashland County Board, where the Committee voted not to move forward with previous plans to expand the County law enforcement center at the existing site, but rather seek to secure land to build a large county building at non-centrally located potential sites at the far reaches of the County limits. This action means that the County is unlikely to meet their original timetable for completion of a new or remodeled facility. The desire to collaborate with the County, while noble and well-intentioned, on closer analysis, no longer appears to be in the best interest of the City of Ashland. The Ashland Police Dept. strongly believes that they should be centrally located to provide the most effective service to the citizens of Ashland.

Due to the change in the County's direction and the likely remote location of a new County facility, as well as great uncertainty as to the City of Ashland's future cost in a potential joint venture, the City Administrator, Mayor and the Police Chief no longer believe that the needs of the Ashland Police Department will be met through a joint venture with the County Sheriff Department. City Administration would like to revisit earlier plans to remodel the existing building at 211 6th Street by getting a second opinion about the cost of remodeling that building, as well as explore other cost effective approaches to creating a sustainable police facility in the long term.

At the March 31, 2017 Council meeting, City Council directed the City Administrator to prepare an RFP to secure an architectural firm to prepare up to three options as to how to proceed to develop a sustainable Ashland Police Department located centrally in the City of Ashland. The motion carried unanimously.

Preliminary programming and site planning have not been conducted for this project and it is hoped that the hiring of a professional architect/design engineer will assist in determining site needs and priorities. However, it is evident that the desire to maximize communication and interaction between police personnel, to maximize storage, to minimize distractions and conflict from more active functions and to properly welcome the public to its facility are key to efficient

operations. Police training needs, evidence processing, electronic communications and facility security are also important aspects of the programming work. The City also wishes to maximize the designs flexibility to be able to best accommodate future modification or expansion.

Police stations must be designed so that they can remain in operation after a major natural disaster. It is not sufficient for such a structure to just remain standing; police personnel must be able to respond to the needs of the public after a major disaster. Accordingly, police stations are defined as essential facilities, and shall meet the most current requirements for essential facilities.

III. PROPOSED PROJECT/PROFESSIONAL SERVICES DESCRIPTION

The City of Ashland is seeking the professional services of a Design Team (architecture/engineering team) with experience in police facility design and capable of program verification, space analysis, cost analysis, and design and documentation in compliance with Wisconsin codes and regulations. The Design Team must have demonstrated experience in projects of this type, size and complexity.

The contract with the Design Team will be the sole contract the City will hold for the design of this project. The Design Team will hold all contracts with programming and design consultants, architects and engineers. The successful proposer chosen by the evaluation committee shall provide pre-design, schematic design, and design development services to:

- Analyze current APD facilities to identify unique space needs at the existing level of services and concluding with a forecast of future space needs to achieve the right balance of space in a continuously evolving environment. This process will assist the City in identifying the needs, or gaps, between current conditions and future space needs. This will serve as a planning mechanism for developing or re-purposing an outdated structure into a facility that supports the APD mission and objectives. This will include current site evaluation, facility condition analysis, programming, and conceptual budgeting for project and construction costs.
- Act as the sole contracting party with the City for professional services of architectural and engineering documentation, ultimately through the design phase of the project.
- To be responsible for the performance of all its contracted design consultants.
- Lead the Design Team and estimate costs from the inception of the project, from programming, design and contracts documents, and provide accurate, knowledgeable estimates of potential costs.
- Working with the City, establish project budget and provide value engineering at all phases.

The successful proposer will be expected to enter into a not-to-exceed contract with the City.

Sustainable Design

The City is committed to environmental, economic and social stewardship through sustainable building practices for City facilities and buildings. Thorough consideration shall be given to high-

efficiency, low energy-consuming mechanical systems, passive energy reduction techniques, such as use of natural ventilation and abundant interior daylight systems wherever practical.

Life cycle cost analyses shall be conducted at milestone points in the project schedule to assure the City of its goal to achieve the highest, most cost-effective environmental performance possible over the life of the project.

IV. PROJECT FUNDING

The City has not determined the anticipated cost for the requested services. After selection of the most qualified design team based upon the RFP's evaluation criteria, the negotiated contract shall include the proposer's true estimate cost to perform the work irrespective of the City's budgeted funds for this work. The scope of work included within this RFP will assist the City in determining total project budget from pre-design through completion of construction.

V. TIMELINE FOR SELECTION

The following dates are proposed as a timeline for the selection process:

*Mandatory Pre-submittal Meeting at 1:00 p.m.	July 12, 2017
Written Proposals due at 4:00 p.m.	July 21, 2017
Announcement of Short List of Proposers	July 27, 2017
Interviews	August 3, 2017
Selection Committee Recommendation	August 4 - 11, 2017
Contract Negotiation with Successful Proposal	Aug 14 - 18, 2017
Council Award/Notice to Proceed	August 29, 2017

*The mandatory pre-submittal meeting will take place at City Hall, 601 Main Street West, Ashland, WI 54806 in the City Council chambers. A tour of current facilities will occur along with a question and answer session.

VI. CITY PROJECT MANAGEMENT DESCRIPTION

The design of a new APD facility will be managed by the City Administrator and Police Chief who will appoint a Project Manager who will report to the City Project Team, formed to ensure that the vision and goals for this project are being met. The Project Manager may be a city employee or consultant. The Project Team is comprised of members of the City Administrative team, Public Works Department, and the Police Department.

The Project Manager will be the sole point of contact between the City and the Design Team and will transfer to the Design Team all necessary information, documents and background, programming, estimates and decision-making made by the City before and during the course of the Design Team's role in the project.

VII. SCOPE OF SERVICES OF DESIGN TEAM

The Design Team shall begin work on the project by presenting a management work plan to the City, describing key activities and tasks it will undertake to provide an effective, professional and open relationship with the City. Basic criteria for selection of the Design Team will be its proven experience in managing design within the constraint of public works type processes as well as experience in designing this type of facility.

Many questions will need resolution before final decisions can be made on the project. The scope of services will occur in phases. Each phase will require the Design Team to provide deliverables to the City Project Team for written reviews and approvals. It is possible that the City may authorize the work in phases and may request a revised budget for design development and subsequent phases if the level of effort changes as a result of a change to project scope.

The scope of services shall include the following:

1. Pre-Design and Space Needs Analysis

- a. Kickoff Meeting with Project Team: A kickoff meeting will be scheduled with the City Project Team to: establish expectations/roles and responsibilities; confirm all stakeholders; establish communication methods; confirm schedules and critical path milestones, and to gather all required background information.
- b. Background Research: Review existing data, reports, plans, and other information regarding current facilities, perform field investigations as necessary to become familiar with facilities and identify any further design or other services necessary to complete the project. This includes but is not limited to the following: all data related to providing standard police services for the City of Ashland (response criteria, demographic characteristics, community growth potential, site constraints, mutual aid conditions, utilities, areas of coverage, and police support issues and costs associated with providing services; design guidelines, standards, and systems currently being used or anticipated as design criteria for this project; educational, instructional and training facilities that considers current needs and future wants.
- c. Space Needs Analysis: Analyze current APD space needs to identify unique needs at the existing level of services and concludes with a forecast of future space needs to achieve the right balance of space in a continuously evolving environment. This process will assist the City in identifying the needs, or gaps, between current conditions and future space needs. This will serve as a planning mechanism for developing or re-purposing an outdated structure into a facility that supports the APD mission and objectives. This will include current site evaluation, facility condition analysis, programming, and conceptual budgeting for project and construction costs.

- d. Develop a more detailed project schedule from the preliminary project schedule required for this RFP that identifies the necessary major tasks and/or benchmarks during the design process.

2. Site Assessment and Schematic Design

- a. Develop adjacency diagrams, bubble and/or block diagrams as necessary to fully understand the relationships between the various functions and operational spaces of the station, and of any other components of the project and their surrounds. These diagrams should illustrate how the programmatic and operational requirements of the project will be met.
- b. Develop Facility Options: Using the space needs analysis as a framework for assessing facility options, the Design Team will review existing facilities and weigh them against the current and future needs of the APD and make recommendations on whether to remodel existing facilities (City Hall and 211 6th Street West), remodel an existing facility centrally located within the City of Ashland, or build a new facility. Alternatives will be presented to the Design Team which will include recommendations based on the space needs analysis and programmatic goals of the project. Prior to proceeding with the preliminary schematic design process, the Design Team will be required to present findings to both the Project Team and the Ashland City Council to determine the best possible alternatives for building location.
- c. Develop Preliminary Schematic Designs: Based on the recommendations of both the Project Team and City Council, at least two distinct, well thought out, and complete preliminary schematic designs will be developed that satisfy the program requirements for the project. The successful proposer will present both alternatives to the full project team with complete explanations for how each was derived. It is expected that both alternatives will be good solutions to the design problem. Include discussions of cost in the presentation of each design. Show or otherwise describe preliminary selections of major building systems and construction materials.
- d. Prepare Semi-final Schematic Design: Prepare a semi-final schematic design for the project and review it with the Project Team.
- e. Provide Preliminary Cost Estimates: Provide preliminary cost estimates with a value engineering (VE) proposal, simple life cycle analysis (LCA) and cost information that addresses durability and maintenance of major materials for review by the Project Team at the same time as the final schematic design.
- f. Participate in any public meetings as required.
- g. Green Design Strategies: The successful proposer may suggest additional green design strategies for consideration by the Project Team and shall report on implementation of green strategies at design meetings.

3. Design Development Phase

- a. Upon approval of the schematic design by the Project Manager (after public process and City Council review), proceed with design development documents.

- b. Conduct a Value Engineering Charrette as necessary to insure the project will best utilize public funds.
- c. Provide all documentation necessary to describe the scope, existing systems and new system relationships, appearance of the project, and all landscape, architectural, structural, mechanical and electrical systems by means of plans, sections, elevations, typical construction details, and equipment layouts.
- d. Develop specifications that identify major materials and systems, and establish, in general, their quality levels.
- e. Prepare a semi-final set of DD documents and review with the Project Manager.
- f. Integrate information from the Project Manager's review into final DD documents and present to the Project Team.
- g. Provide a cost estimate. On-going constructability and reviews shall occur during this phase as necessary to assure budget compliance.
- h. Obtain approval from the Project Manager before proceeding with construction documents.

4. Construction Documents Phase

- a. Provide construction documents, drawings and specifications, based upon the design documents approved by the City, including all requirements that may be required as part of the land use approval.
- b. These documents shall describe in adequate detail all aspects of the construction of the project. Construction documents should be clear and complete in order to keep change orders to a minimum.
- c. Construction documents shall be submitted for review to the Project Manager and Project Team for review at 50% and 95% of completion. At the time of submittals, the successful proposer shall submit a list of issues needing resolution and what information is needed.
- d. Provide a 95% cost estimate for review by the Project Manager at the time as the 95% construction document submittal.
- e. Successful proposer shall submit the final and complete construction documents to the Project Manager.

VIII. PROJECT REQUIREMENTS AND DELIVERABLES

Deliverables shall be considered those tangible resulting work products that are to be delivered to the City such as reports, draft documents, data, interim findings, drawings, schematics, training, meeting presentations, final drawings and reports.

1. Pre-Design and Programming

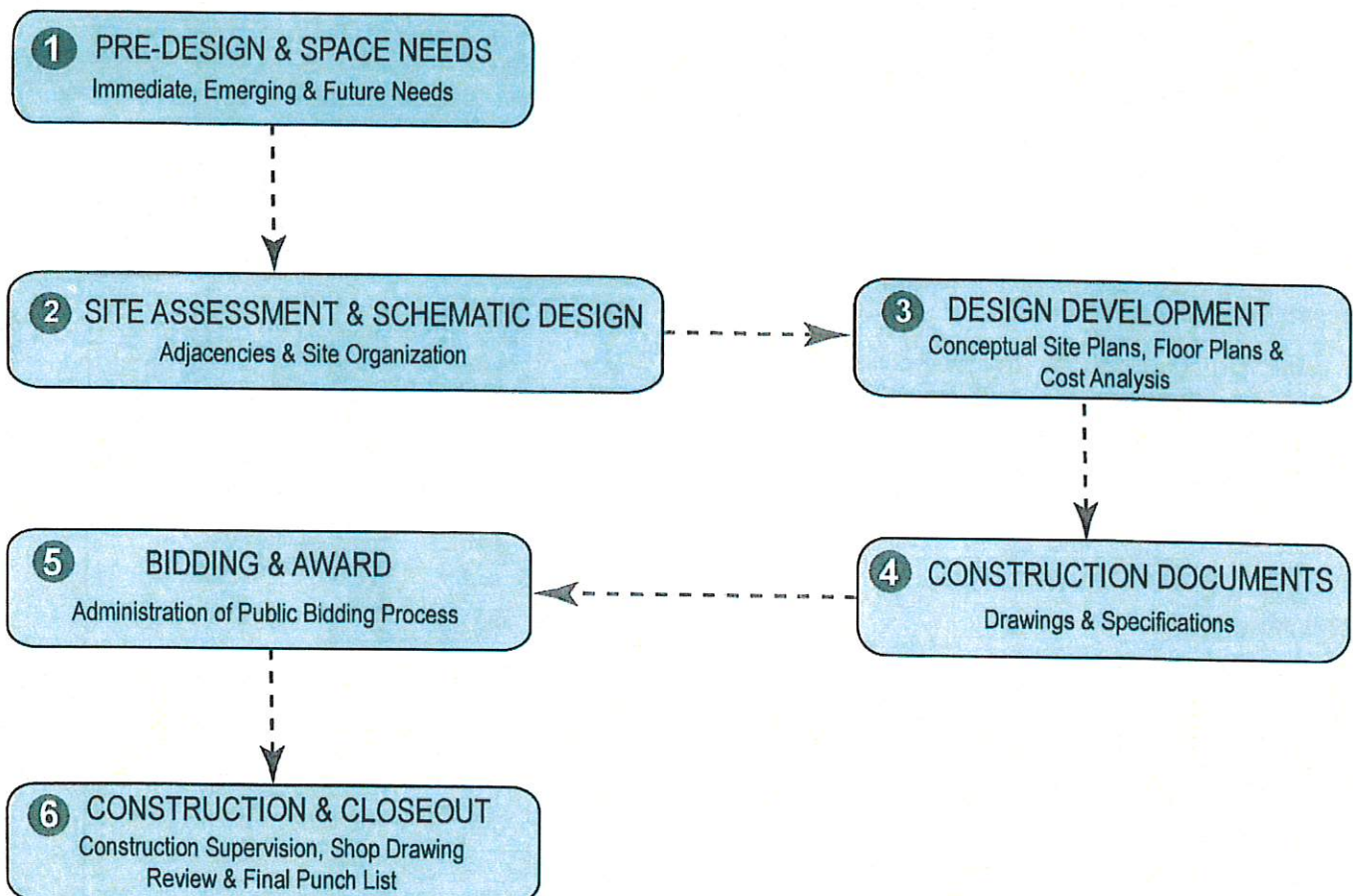
- a. Program document
- b. Detailed project schedule

PROJECT APPROACH

The following planning and design process has been implemented on hundreds of public sector building projects. The goal is to provide a structured approach to determine the building needs for today, while creating flexibility for the future to accommodate both emerging trends and future requirements.

This proven approach is only successful because of our team's strong belief in, and desire to, listen and respond to our clients. Each community or department we engage in the planning and design process has a unique set of needs and our approach to defining those needs is not precisely predetermined. This approach is therefore a guide which will be adapted appropriately to your specific project.

The six-step approach shown below and described on the following pages extends further than the action steps provided by the City; however, should the project be approved and funding become available, the C&S Design + Bray Architects team is able to assist the City with subsequent steps of the project process including Bidding & Award and Construction & Project Closeout.



PROJECT APPROACH

1 Pre-Design & Space Needs | Immediate, Emerging & Future Needs

Goals

- Establish quantity, size and unique requirements of individual spaces through the creation of room data sheets
- Document immediate, emerging and future needs in a written building space program

Process

C&S Design + Bray Architects will utilize a proven process to determine not only the current needs but also the emerging and future needs of the department.

This highly interactive process relies heavily upon an open dialogue between department leaders and the design team. The result is not just a listing of the number and size of spaces, but a written and graphic depiction of how each department should ideally be arranged.

A unique, and highly important component of our process, is the use of room data sheets. The quantity and size information from the room data sheet workshops are translated into the final space program while the adjacency requirements, unique electrical needs, and other specialized requirements of the spaces are documented for use during the detailed design phase.

Deliverables

- Room data sheets for key spaces in building program
- Final space program identifying immediate, emerging and future needs
- Preliminary cost analysis
- Space program

Importance of Site Analysis

The availability of quality sites for construction of new facilities becomes more challenging as our communities continue to grow. The analysis of existing site conditions is more important than ever as site design and construction has become the most strictly monitored aspect of any building project.

C&S Design + Bray Architects understands the importance of existing site analysis to establish the basis for a successful project. Existing site conditions can dramatically impact costs and usability - making it important to fully understand these issues before establishing a site budget.

Evidence Processing	
Functional zone	Private
Functional area / department	Police Department
Users	Police Staff - Evidence Processing Tech
Normal occupancy (hours)	8am-5pm
Adjacencies	Evidence Drop, Evidence Storage
System Requirements - Plumbing	Fume Hood Sink and Cold Water Supply, Eye Wash and Shower Station, Sink, Floor Drains
RFSC requirements	Fume Hood Vent, Powder Hood Vent
Lighting requirements	Indirect
Power requirements	Multiple Double Duplex Outlets
Telephone	Voiceover IP
Data / technology	CAT6
Acoustics	Intercom Speaker
Finishes - flooring & base	Epoxy
Walls	Concrete Block / Painted Gypsum Board
Ceiling	Acoustical Tile
Ceiling Height (minimum)	8 - 0"
Furniture - by owner	Stainless Steel Tables
Additional Requirements / Notes	Blood Drying Cabinet, Pass thru evidence storage lockers including a refrigerated pass thru unit

PROJECT APPROACH

2 Site Assessment & Schematic Design | Adjacencies & Site Organization

Goals

- Establish conceptual site and building plans that considers functionality, departmental adjacency requirements, and site constraints
- Define a clear delineation between public, semi-public and private departments and/or spaces
- Develop an overall conceptual building and site layout that is agreed upon by the owner and the design team before detailed floor and site plans are developed

Process

This is one of the more highly interactive phases of the needs assessment process. It is the first time that the owner and design team begin to visually experience how the building may interact with the site and how each department may interact with each other.

This charrette typically takes a few meetings. At the first meeting numerous preliminary layouts are reviewed and narrowed down to the top 2-3 choices. The second meeting involves detailed conversations on the advantages and disadvantages of the final 2-3 layouts with the end result being either 1 or 2 layouts being selected for further exploration/advancement.

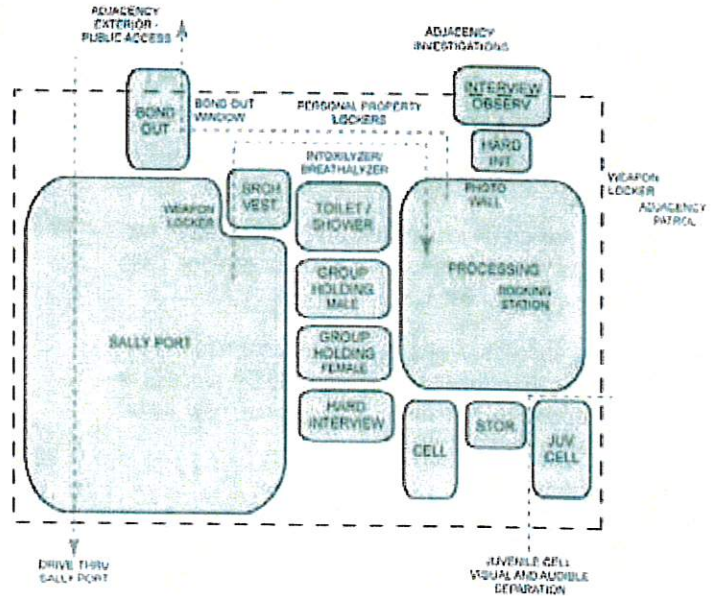
Deliverables

- Conceptual floor and site diagrams that indicate major circulation paths, site restrictions, department locations, major building entrances, etc.
- Test fit diagrams showing preliminary building layouts on the proposed new site
- Preliminary construction and project cost / budget

Graphic Approach to Assessing Needs

The image below and on the following pages exemplify the graphic approach that we believe greatly enhances not only the accuracy and validity of the design process, but also puts our owners in a position to better understand the types, sizes and technical requirements of the proposed spaces early in the schematic design phase.

Sample Adjacency Diagram



PROJECT APPROACH

4 Construction Documents | Drawings & Specifications

Goals

- Generate a complete set of drawings and specifications that outline in detail the size, quality and construction type desired by the owner
- Coordinate detailed design efforts of structural, plumbing, HVAC and electrical engineers to limit/eliminate gray areas in the final documents
- Meet regularly with the owner's design team to coordinate details related to the final design
- Develop interior design concepts including materials and colors and refine throughout the construction documents phase

Process

During this phase the efforts produced during schematic design and design development are refined and incorporated into a final set of documents sufficient in detail to bid the project for construction. These documents will be prepared in accordance with local and state building code requirements.

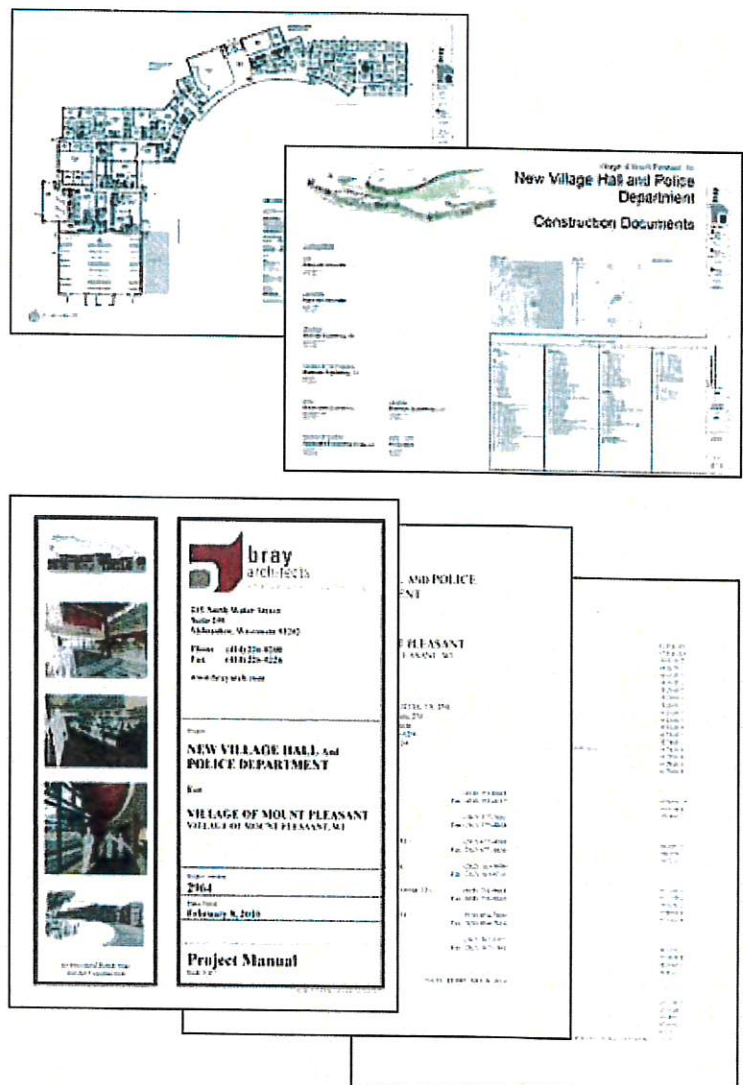
Numerous coordination meetings are held with the owner, engineers, C&S Design + Bray Architects team to make sure all of the highly specialized plumbing, HVAC and electrical needs are provided in the location and the quantity necessary.

Deliverables

- Specifications including bidding requirements
- Drawings and details clearly defining how the building will be constructed
- Interior materials/color boards
- Computer generated renderings of prominent exterior and interior spaces
- Detailed construction and project cost/budget

Quality Control of Construction Documents

The quality of the documents will be constantly monitored with formal reviews held at mutually agreed upon milestones throughout this phase. At a minimum, a 90% review set is completed - allowing the design team, owner, and other interested parties an opportunity to thoroughly review and coordinate the documents prior to their release for bid and subsequent construction.



PROJECT APPROACH

5 Bidding & Award | Administration of Public Bidding Process

Goals

- Conduct a pre-bid conference with prospective bidders to help familiarize them with the site and the proposed building(s)
- Receive, document and respond to questions from prospective bidders
- Prepare and distribute addenda as necessary
- Assist in the opening and evaluation of bids
- Work closely with the owner's legal counsel to ensure any legal requirements are properly addressed in both the advertisement for bids and in the eventual contract to be entered in to

Process

The bidding phase tends to be relatively quiet for the owner. It is typically a one month period after the decision making process undertaken during design is completed and before the day-to-day interaction during construction begins.

The C&S + Bray team will assist the owner in the bidding and contract negotiation phase and will provide representation at pre-bid meeting(s), provide drawing clarifications, and bid analysis.

The final bids received are evaluated, summarized and presented to the City along with a recommendation for award.

Deliverables

- Addenda as necessary
- Bid tabulation summarizing all bids received
- Recommendation of apparent low bidder

Final Opportunity to Make Changes

The bidding phase is the final opportunity for the owner and the design team to make any minor changes to the design that will not require a change order.

The bidding process includes a final design/coordination meeting at which the design team, including engineers, present their final plans to the owner. The objective of this meeting is for the owner to address any last minute changes that will be required so that they can be included when bids are received.

The image shows a screenshot of a bid tabulation spreadsheet. At the top, there are logos for 'MP' and 'bray architects'. Below the logos, the title 'BID TABULATION' is visible. The spreadsheet has several columns: 'Bid Item', 'Description', 'Unit', 'Quantity', and then multiple columns for different bidders (e.g., 'Bidder 1', 'Bidder 2', 'Bidder 3', etc.). The rows contain detailed data for each bid item, including descriptions and the corresponding bid amounts from each bidder.

6 Construction & Closeout

Construction Supervision, Shop Drawing Review & Final Punch List

- Promptly process contractor-submitted shop drawings in order to keep the project on schedule
- Review ongoing construction activities to ensure compliance with construction documents
- Review and approve any changes to the project that are initiated from the contractor(s)
- Provide regular updates to the owner as the ongoing construction efforts including adherence to budget and schedule
- Ensure that the owner gets the quality building they deserve

The on-site construction administration phase for this project will be performed by a member of the design team in order to ensure that decisions made during the design phase are not lost or ignored in the field.

- Responses to requests for information
- A log of shop drawings and other submittals
- Report documenting final building inspection with owner and contractor
- Prepare punch list and verify contractor correction of items
- 11 month follow up report to ensure any outstanding issues are resolved within the 1 year warranty period

This ongoing closeout review process has greatly improved our ability to close jobs out in a timely manner.

[illegible]



AGENDA BILL

Ref: 005

COMMITTEE AGENDA:

COUNCIL AGENDA: 7G (01-09-2018)

SUBJECT: Approve a Resolution to Select a Site Plan for a New Police Facility and Authorization to Direct C&S Design and Engineering, Inc. to Proceed with Architectural Plans for the Site Chosen

At Either of the Following Locations:

1. Selecting 11th Avenue West site plan as recommended by Police Dept. Internal Planning Team; or,
2. Selecting 3rd Avenue East Site Plan

RECOMMENDATIONS: Approval of resolution to select a site plan for a new police facility and authorization to direct C&S Design and Engineering, Inc. to proceed with architectural plans for the site chosen

DEPARTMENT OF ORIGIN: City Administrator
Mayor
Police Chief

DATE SUBMITTED: January 2, 2018

CLEARANCES: City Administrator
Mayor
Police Chief

EXHIBITS:

- Agenda and/or Minutes of Police Department Small Group Planning Meetings held on Sept. 28, October 6, November 2, and December 7, 2017
- Proposed Resolution
- Exhibit of Drawings for Possible Police Station Sites Prepared by C&S Design and Engineering, Inc.

EXPENDITURES REQUIRED: None at this time

AMOUNT BUDGETED: N/A

APPROPRIATION REQUIRED: \$0

RECOMMENDED MOTION: Approval of resolution to select a site plan for a new police facility and authorization to direct C&S Design and Engineering, Inc. to proceed with architectural plans for the site chosen.

STATEMENT OF CONFORMANCE WITH COMPREHENSIVE PLAN OF RECORD: The Authentic Ashland Comprehensive Plan approved by the City Council on February 16, 2017 contains 4 Planning Principles to be used to make decisions. Principle 4 on page 21 of part 1 states: "Ashland Must be Spatially Reorganized for the 21st Century. We understand that the city's population has

shrunk and the infrastructure, buildings, and open space must be properly scaled and arranged to match Ashland's 21st century economic and demographic realities. We will focus public resources and concentrate existing and new demand into areas that will increase vibrancy and economic strength. By creating critical mass in a smaller spatial footprint—instead of spreading public investment and private development thinly around the city—Ashland can adjust to market realities and maintain the feeling of a vital small town. Strong connections between the areas of activity will keep the city feeling like a physically coherent community.”

SUMMARY STATEMENT: For several years, the City of Ashland Police Department has functioned within the confines of City Hall. Police Department patrol operations are housed in the basement level of City Hall, and administrative services, including customer service and investigation, are housed on the third floor of City Hall. The functionality of the operation of the Police Department on two floors of City Hall does not meet the needs of the department and offers inadequate facilities for a professional police force. On numerous occasions, the patrol operations office areas in the basement have become flooded due to heavy rain events. Space is inadequate, especially when outside agencies (i.e.; the FBI, State of WI DCI, and others) are brought in on joint collaborative operations. Separate restrooms and shower facilities for men and women are not available. Relocation of police operations into a modern facility will allow for increased efficiency of operations and provide for a professional work environment for all employees of the department. Further, employee morale is proven to increase when the conditions of the work environment improve.

On September 29, 2015, the City Council approved the 2016-2020 Strategic Plan of the City. One of the strategic priorities includes facility improvements to City Hall, Police, and Vaughn Public Library.

In 2016, Ashland County had begun a process of exploring the option of adding on to the existing Ashland County Law Enforcement facility located on 6th Street East to expand law enforcement space, relocate court operations, and relocate human services and other operations of the County. The original plan was for Ashland County to start construction in 2018 if plans proceeded as expected. Late in 2016, City Administration and the Ashland Police Department believed that this presented a prime opportunity to explore the possibility of moving the City's facilities to the new expanded law enforcement center.

On September 8, 2016, the County Administrator, County Sheriff, County Board Chair, Mayor, City Administrator, Police Chief and Police Captain met to have a preliminary discussion on the possibility of collaborating with Ashland County to move the City's Police Department to the expanded facility. The Ashland Police Department and the Ashland County Sheriff were agreeable with exploring a “joint” facility of this nature because it would enable closer collaboration on law enforcement as well as be more sustainable because of the opportunity for shared resources.

On February 7, 2017, the Law Enforcement Committee for the Ashland County Board voted not to move forward with previous plans to expand the County law enforcement center at the existing site, but rather seek to secure land to build a large county building at non-centrally located potential sites, outside the core areas of the City of Ashland identified in the Comprehensive Plan as high priority for development. The County is unlikely at this time to meet their original timetable for completion of a new or remodeled facility. The desire to collaborate with the County, while noble and well-intentioned, on closer analysis, no longer appears to be in the best interest of the City of Ashland. The Ashland Police Department strongly believes that the new police facility should be located in the core of the city to provide the most effective service to the citizens of Ashland.

Due to the change in the County's direction and the likely remote location of a new County facility, as well as great uncertainty as to the City of Ashland's future cost in a potential joint venture, the City Administrator, Mayor and the Police Chief recommended and the Council agreed that the needs of the Ashland Police Department for long term permanence would not be likely to be met through a joint venture with the County Sheriff Department.

At the March 14, 2017 Committee of the Whole meeting, a motion was made by Teague, seconded by George to direct the City Administrator to prepare an RFP to secure an architectural firm to prepare up to three options as to how to proceed to develop a sustainable Ashland Police Department located centrally in the City of Ashland. The motion carried unanimously by voice vote. At the March 28, 2017 Council meeting, Moore moved, George seconded a motion to proceed with the development of a Police Department building. The motion carried unanimously on a roll call vote.

At the September 26, 2017 Council meeting, George moved, Doersch seconded a motion to approve awarding a contract to C&S/Bray for the architectural and design work for the new Police station. The final roll call vote was taken on the motion made to approve awarding the contract to C&S Design & Engineering/Bray Architects for design work of a new Police station and directing the City Administrator and Mayor to execute the required contractual documents. The motion passed 6-4 by roll call vote; Ketring, Kinney, Williamson, and Pufall opposed.

After award of contract in September, 2017, the Police Department Internal Planning team met on September 28, October 6, November 2, and December 7 with members of the C&S Design team. Tours arranged by C&S Design were taken in October, 2017 of the following police facilities by members of the committee: DeForest, Mount Pleasant, St. Francis, and Mount Horeb. The facilities selected for the tour were located in communities similar in size to Ashland and were designed by Bray Associates Architects, Inc. A space needs analysis was conducted by Ashland Police Chief Jim Gregoire and Captain Bill Hagstrom in association with Bray Associates Architects, Inc. and C&S Design, Inc.

In addition to the space needs analysis, members of the internal committee have toured potential sites in Ashland and a data and field investigation for each site has been conducted by C&S Design. Seven site options in the core City of Ashland area have been studied and preliminary designs and cost estimates have been prepared. After careful consideration of pros and cons for each site, the Police Department Internal Planning Team voted unanimously to recommend that the 11th Avenue West site plan be selected as the most viable site for the new police facility. The 3rd Avenue East site was chosen as a secondary option by the group. Next steps remaining in the process include:

- Design Development
 - Approval of schematic design
 - Design development improvements
 - Development and approval of design documents
- Construction Documents Phase
 - Formulation of construction documents, drawings, and specifications

C&S Design & Engineering, Inc.

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Kick-off Meeting Agenda / Minutes

Date: September 28, 2017 – 3:00 p.m.
Project: City of Ashland Police Station

Discussion Items:

1. Sign-in Sheet (attached as "Exhibit A")

Present: Stephen G. Schraufnagel, Architect – C&S Design & Engineering, Inc.
Jim Gregoire, Police Chief – City of Ashland Police Department
Bill Hagstrom, Police Captain – City of Ashland Police Department
Debra Lewis, Mayor – City of Ashland

Note: Along with the individuals that are present at this meeting, the following individuals will also receive an emailed copy of our meeting minutes: Matt Wolfert, Bray Architects; Mike Hacker, Bray Architects; Brianna Werhanowicz, C&S Design & Engineering, Inc.; Trevor Provost, C&S Design & Engineering, Inc.; Dennis Clark, City of Ashland; Holly George, City of Ashland; Mary Garness, City of Ashland

2. Introductions

- All attendees had prior introductions.

3. Review and Sign Agreement

- The Architect (Stephen G. Schraufnagel) signed all of the documents in his capacity.
- The Mayor signed all of the documents in her capacity.
- Additional required signatures will be needed from other administrative officials.
- An executed document will be available early next week.

4. Review of Program

- The RFP will be followed regarding the Pre-design & Space needs, as called for on page 10.

STEPHEN G. SCHRAUFNAGEL, AIA
Registered Architect, LEED® Accredited Professional
Certified Commercial Building Inspector
Registered Home Inspector

JESSE T. SAMARZIYA, PE
Professional Engineer

LAUREN E. DUCHARME, RA
Registered Architect
ICC Certified Building Inspector

TREVOR L. PROVOST
Building Designer

AMBER D. ERICKSEN, NCARB
Registered Architect

BRIANNA L. WERHANOWICZ
Interior Designer

MITCHELL A. TROMBERG
Building Designer

BRIAN J. HAGSTROM
Building Designer

- Stephen G. Schraufnagel review the program requirements that the owner must furnish the Design Team, such as Police Department needs number of existing staff members, average activity within the Department within the past month, year, etc.
- The Department furnished the Design Team with a monthly count of offenses known to the Police Department. The packet of material covered the timeframe from 2012 through 2016. See the attached ("Exhibit B") for your reference.
- The Design Team will put together a design program within the next 10 days for the owner's review.

5. Site Possibilities:

- Discussion was held on what were some possibilities for available sites to construct a new Police Department Station on.
 - a. Available Property centrally located in Ashland
 - Discussion was held on the sale and relocation of the existing Chequamegon Bay Group (CBG) building.
 - Stephen G. Schraufnagel will review the dimensions of the City owned property to see if a one story building will fit properly on it.
 - Also discussed was the possibility of constructing a two story building with a 4500 lb. capacity elevator in this location.
 - Stephen G. Schraufnagel will review with Bray Architects on the feasibility of a more compact two story building and how the building footprints would work on the CBG site.
 - b. Remodel Chequamegon Bay Group Building w/Addition (tour of existing building)
 - The Design Team would like to tour the existing CBG building within the next 10 days.
 - The City will provide the Team with a tour on a prearranged time/date.
 - The Design will review the earlier plans for an addition added to this building. Copies will be sent out under a separate email. The original copy should be returned to the Mayor's office.
 - c. Remodel Chequamegon Clinic
 - Stephen G. Schraufnagel will contact Scott Brown (715-292-2420, cell) with Coldwell Banker for information on the Chequamegon Clinic and will obtain existing floor plans of the 24,000 sq. ft. facility. The northern portion of the building contains 6,000 sq. ft. and the clinic portion contains 18,000 sq. ft.
 - An obtained copy of the floor plan is attached as "Exhibit C".

d. Remodel Other Existing Building

- Stephen G. Schraufnagel will contact a few of the local realtors to see what might be on the market that would fit the City's needs.

e. New Construction

- Discussion was held mentioning how strongly the remarks from the City councilors were to go with new construction. All attendees were in agreement on the issue.

6. Miscellaneous

- Stephen G. Schraufnagel will approach Zipper's Storage regarding if there is an interest in selling one of their storage buildings if more site space is required.
- A suggested site that was called into Stephen G. Schraufnagel by the Mayor on 10/3/17 to check out is attached as "Exhibit D". The location is the old Chicago Iron location between 4th and 5th West and to the east of 11th Avenue West.
- Stephen G. Schraufnagel will organize a tour of two of Bray's recently completed Police Department Stations. The two sites are just south of Milwaukee in the cities of St. Francis and Mt. Pleasant. A one-day tour of both sites are tentatively schedules for October 17th, 18th, or 19th. Steve will looking into conveyance for this trip.

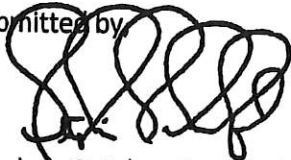
7. Date of Next Meeting – T.B.D.

8. Close

- The meeting ended at 4:20 p.m.

If there are any corrections or additions to be made to these minutes, please email them to stephen@csdesignengineering.com within 3 business days.

Submitted by



Stephen G. Schraufnagel, Architect
C&S Design & Engineering, Inc.

Small Group Meeting Minutes- Ashland Police Dept. Project

Date: October 6, 2017

Present: Mayor Lewis, Chief Gregoire, Steve Schraufnagel

Discussed:

1/ Proposed field trip south to St. Francis and Mt. Pleasant to tour police facilities designed by Bray in those communities. Proposed dates: October 23-25, 2017

2/ Factors going into space needs analysis:

Stable arrest number trends for City of Ashland P.D.

Staff projections going forward are stable in the vicinity of 20-25 officers

Likely will need 8-9 thousand square foot building and 4200 Sq ft for Sally Port and parking areas

3/ Discussed future plans for following potential sites: 11th Avenue West, 6th Street West, and 3rd Street East on the north side of fire station.

Plan: Steve will arrange tour of Chequamegon Bay Engineering and Chequamegon Clinic sites early next week; will also arrange field trip to visit southern sites near Milwaukee on Oct. 24-25. Will let other members of the committee know of the dates for the field trips.

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LEED Accredited Professional
Registered Home Inspector
JESSE T. SAMARZIYA
Professional Engineer
TREVOR L. PROVOST
Building Designer
AMBER D. ERICKSEN
Building Designer
BRIANNA L. WERHANOWICZ
Interior Designer
MITCHELL A. TROMBERG
Building Designer
BRIAN J. HAGSTROM
Building Designer

Small Group Meeting Minutes

Date: November 2, 2017 – 9:30 a.m.
Project: City of Ashland Police Station

Discussion Items:

1. Sign-in Sheet (attached as "Exhibit A")

Present: Stephen G. Schraufnagel, Architect – C&S Design & Engineering, Inc.
Brianna Werhanowicz, Building Designer – C&S Design & Engineering, Inc.
Jim Gregoire, Police Chief – City of Ashland Police Department
Bill Hagstrom, Police Captain – City of Ashland Police Department
Debra Lewis, Mayor – City of Ashland, Mayor
Holly George – City of Ashland, Council

Note: Along with the individuals that are present at this meeting, the following individuals will also receive an emailed copy of our meeting minutes: Matt Wolfert, Bray Architects; Mike Hacker, Bray Architects; Trevor Provost, C&S Design & Engineering, Inc.; Dennis Clark, City of Ashland; Mary Garness, City of Ashland

2. Review of Debriefing of our Milwaukee police station tours:

- Stephen G. Schraufnagel gave a brief review of the visits to Mt. Pleasant and St. Francis police stations. He also discussed his stops at the Marshfield and DeForest police stations prior to the Milwaukee area tours.
- Jim Gregoire gave his thoughts on items he felt were important to include in the Ashland Police station including solid surface countertops at patrol work areas, wider hallways and protected corners, and a soft interview room adjacent to the lobby.

3. Review of Programming at Bray's office:

- Copies of the programming sheet were distributed and line items noting rooms and typical sizes were reviewed. It was noted that this condensed list had already been significantly reduced from what was originally presented by

Bray Architects. The St. Francis police station was used as a base line as they had a similar community population size and number of sworn officers on the police force.

- Some of the rooms/areas removed from the original program included a sally port and a detention area.
- The total square footage for the office/patrol area was estimated at 10,308 sq. ft. and the garage was estimated at 5,515 sq. ft. for a total building area of 15,823 sq.ft.

4. Tours of local buildings over the last month:

- Stephen G. Schraufnagel gave a short report of the findings at several local buildings that were visited over the last month including the Chequamegon Bay Group building on 6th Street, Chequamegon Clinic, and the current Police Station.
- The Chequamegon Bay Group building is too small for the needs of the police station and is not a viable option for developing. It has also been closed up for too long and the smell of mildew is present throughout.
- The Chequamegon Clinic building is too large for the needs of the police station and a portion of the building would remain as rentable space. The building will need significant remodeling to fit the spatial needs of the police station and to address the maintenance issues present. The option of leasing, with the developer handling the upfront costs of remodeling, is an attractive feature for this property in regards to finances, but does not create a permanent home for the police station after the lease period is over.
- The existing City of Ashland police station was toured and photographed to get a better understanding of the current work environment. These photos and findings were shared with Bray Architects via email.

5. Review of Plans for Site Possibilities:

- Handouts of the five possible site locations were distributed.
- The 11th Avenue West site (former Chicago Iron) provides the most available building area. Using this property for the police station takes a brown field site that is currently owned by the City of Ashland and utilizes it in the best way possible. The contamination of the site reduces the chance of any future sale of the property and hinders the possibility of becoming a taxable piece of land in the future.
- A quick discussion on the possibility of utilizing the Printing Plus building on 9th Avenue West (owned by Gary Lapean) for the police station determined that there is currently a deal in the works to use the building for a child care center.

- Remodeling the Chequamegon Bay Group building has been determined to not be a practical solution. The building would need to be razed or sold/relocated. The property size will be a challenge to fit the required building and site amenities within the buildable area of the property.
- Significant remodeling the Chequamegon Clinic facility would be required. A lease agreement would need to be put together with the owner/developer. This could be a term lease or a lease to own agreement, with the owner/developer bearing the remodeling costs up front, helping the City of Ashland with obtaining financing in the near future.
- The group had a quick discussion on financing options for the project. The mayor is pursuing several avenues for financing and will continue to investigate all available options.
- Two other properties within the city of Ashland were reviewed for the possibility of new construction. These included the current Our Lady of the Lake convent and gymnasium properties along Lake Shore Drive East and a portion of the existing Roffer's site along Beaser Avenue. After a quick discussion, it was determined that neither of these properties would be a good fit for a new police station.

6. Visit C&S Design & Edward Jones offices:

- Stephen G. Schraufnagel invited the meeting attendees to tour the C&S Design and Edward Jones offices to get a better feel for a 4,000 sq. ft. office space. Jim Gregoire and Bill Hagstrom went through these offices with Steve Schraufnagel after the meeting.

7. Miscellaneous:

- The plans for the site possibilities will be updated by C&S Design.
- The updated plans for the site possibilities will be shared with the City Council at an upcoming meeting.
- A quick vote was taken as to which site the small group recommends. All in attendance are in favor of recommending the 11th Avenue (former Chicago Iron) site.

8. Date of Next Meeting – T.B.D.

9. Close

- The meeting ended at 10:50 a.m.

If there are any corrections or additions to be made to these minutes, please email them to stephen@csdesignengineering.com within 3 business days.

Submitted by,

Stephen G. Schraufnagel, Architect
C&S Design & Engineering, Inc.

PRESENT AT THE MEETING

	(NAME)	(COMPANY)
1.	Rob Lewis	City of Ashland / Mayor
2.	Jan [Signature]	Police
3.	Bill Haythorn	Police
4.	Brianne Werhanowicz	C&S
5.	Stephen G. Schraufnager	C&S
6.	Holly George	Council
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		

 Signature of Project Architect

C&S Design & Engineering, Inc.

803 Lake Shore Drive West
P.O. Box 636
Ashland, Wisconsin 54806
Tel (715) 682 - 0330
Fax (715) 682 - 4308
Toll-free 1-800-723-0451
E-mail: csdesign@ncis.net
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STEPHEN G. SCHRAUFNAGEL
Registered Architect
LEED Accredited Professional
Registered Home Inspector
JESSE T. SAMARZIYA
Professional Engineer
TREVOR L. PROVOST
Building Designer
AMBER D. ERICKSEN
Building Designer
BRIANNA L. WERHANOWICZ
Interior Designer
MITCHELL A. TROMBERG
Building Designer
BRIAN J. HAGSTROM
Building Designer

Small Group Meeting Minutes

Date: December 7, 2017 – 10:00 a.m.
Project: City of Ashland Police Station

Discussion Items:

1. Sign-in Sheet (attached as "Exhibit A")

Present: Stephen G. Schraufnagel, Architect – C&S Design & Engineering, Inc.
Brianna Werhanowicz, Building Designer – C&S Design & Engineering, Inc.
Jim Gregoire, Police Chief – City of Ashland Police Department
Bill Hagstrom, Police Captain – City of Ashland Police Department
Debra Lewis, Mayor – City of Ashland, Mayor
Mary Garness – City of Ashland, City Administrator
Holly George – City of Ashland, Council

Note: Along with the individuals that are present at this meeting, the following individuals will also receive an emailed copy of our meeting minutes: Matt Wolfert, Bray Architects; Mike Hacker, Bray Architects; Trevor Provost, C&S Design & Engineering, Inc.; Dennis Clark, City of Ashland

2. Review of Plans and Budgets for Site Possibilities:

- Stephen G. Schraufnagel gave a brief review of the previous meetings discussions on the site possibilities, noting that a new site had been added since the last meeting. Third Avenue East, to the north of the fire station, has been added as the sixth site option. Other items that have been changed on the plan set include additional information on existing infrastructure and updated project costs.
- The Third Avenue East site was suggested by the Planning and Zoning Department as a property to look into as another potential police station location.
- Deb Lewis, Mayor, noted that she had briefly spoken with the owners of the Third Avenue East property to get a feeling for their interest in selling the

property. This potential sale will be explored further by the Mayor and Mary Garness, City Administrator.

- Different suggestions for the layout of the Third Avenue East site were explored. One suggestion was to shift the building to the east to create a staff parking lot/driveway on the west side of the property in order to accommodate the fire department with truck access from the north side of their building and additional parking. Another suggestion was to possibly share building amenities (conference room, work out space, etc.) by adjoining the buildings in a way as to not interrupt the work flow of either department.

3. Review of Letter from Gian Sud regarding Chequamegon Clinic Location:

- Steve Schraufnagel had spoken with Gian Sud, current owner/developer for the Chequamegon Clinic property on November 20, 2017 and a follow-up letter was received regarding their conversation (see attached "Exhibit B").
- The Sud Family Limited Partnership (S-FLP) is interested in working with the City of Ashland to pursue the possibility of renovating the building for the police station. Terms of a lease agreement would need to be discussed with the developer.
- Overall consensus from the small group is that although the lower upfront costs may seem enticing, the overall financial picture is not in the best interest of the City (higher operating costs, less grant availability, etc.).

4. Miscellaneous:

- The plans for the site possibilities will be presented to the City Council at the upcoming January 9, 2018 meeting.
- The Mayor and City Administrator will contact the owners of the Third Avenue East site to determine its viability in the list of property options.
- All in attendance are in favor of recommending the 11th Avenue West (former Chicago Iron) site, with the Third Avenue East site as an additional option if it is available.

5. Date of Next Meeting – T.B.D.

6. Close

- The meeting ended at 11:00 a.m.

If there are any corrections or additions to be made to these minutes, please email them to stephen@csdesignengineering.com within 3 business days.

Submitted by

A handwritten signature in black ink, consisting of a series of loops and flourishes, positioned above the printed name.

Stephen G. Schraufnagel, Architect
C&S Design & Engineering, Inc.

RESOLUTION

No. _____

**RESOLUTION TO SELECT A SITE PLAN FOR A NEW POLICE FACILITY AND
AUTHORIZATION TO DIRECT C&S DESIGN AND ENGINEERING, INC. TO PROCEED WITH
ARCHITECTURAL PLANS FOR THE SITE CHOSEN**

WHEREAS, at the September 29, 2015 Council meeting, the City Council approved the 2016-2020 Strategic Plan of the City with strategic priorities including facility improvements to Police Department facilities; and,

WHEREAS, at the March 28, 2017 Council meeting, the City Council voted unanimously on a roll call vote to proceed with the development of a Police Department building; and,

WHEREAS, at the September 26, 2017 Council meeting, the City Council voted 6-4 by roll call vote to award a contract to C&S Design & Engineering/Bray Architects for the architectural and design work for the new Police station and directed the City Administrator and Mayor to execute the required contractual documents; and,

WHEREAS, after award of the contract in September, 2017, the Police Dept. Internal Planning team met on September 28, October 6, November 2, and December 7, 2017 with members of the C&S/Bray Design team, tours were taken in October, 2017 of the following police facilities: DeForest, Mount Pleasant, St. Francis, and Mount Horeb, and a space needs analysis was conducted in association with Bray Associates Architects, Inc. and C&S Design; and,

WHEREAS, in addition to the space needs analysis, members of the internal committee have toured potential sites in Ashland and a data and field investigation for each site has been conducted by C&S Design. Seven site options in the core City of Ashland area have been studied and preliminary designs and cost estimates have been prepared. After careful consideration of pros and cons for each site, the Police Dept. Internal Planning Team voted unanimously to recommend that the 11th Avenue West site plan be selected as the most viable site for the new police facility.

NOW, THEREFORE, BE IT RESOLVED that the Common Council for the City of Ashland has determined that improvements to Police Department facilities are a top priority, and directs that the following steps are taken to ensure that City Administration continues to move forward with this initiative:

- Design Development be undertaken for the site at 11th Avenue West;
- Final approval of design shall be given by Council prior to preparation of construction documents.

PASSED: January 9, 2018

Councilperson

ATTEST: _____
Denise Oliphant, City Clerk

Debra S. Lewis, Mayor

APPROVED AS TO FORM:

David Siegler, City Attorney

CITY OF ASHLAND POLICE STATION SITE SELECTION

Prepared by:
C&S Design & Engineering, Inc.
and Bray Architects

How were sites determined?

- City owned properties were reviewed
- Suggested properties by City and County officials were studied
- Vacant lots were investigated
- All sites were visited and existing buildings were toured
- Six properties were selected for site analysis to determine project viability

How were sites analyzed?

- Current Ownership – City owned or availability to obtain private property
- Centralized locations, as required by the project program
- Allows room for 10,308 sq. ft. Police Station with 5,515 sq. ft. Sally Port/Garage as determined by space needs analysis
- Allows room for 20-30 parking stalls for visitors and staff
- Ease of Access to Emergency Routes and location within city
- Existing infrastructure (road conditions, utility line locations, etc.)
- Storm water runoff and snow storage locations
- Future expansion

11th Avenue West (Former Chicago Iron Site)

PROS:

1. This site is presently owned by the City of Ashland and is readily available to construct on.
2. All existing overhead electrical lines and poles could very easily be removed and the lines buried for an unobstructed view of the proposed new building.
3. This site was properly closed out with the WDNR as being contamination controlled.
4. Construction at this site would be an impetus for the residential development of the former adjacent Roffer's' site.
5. There is plenty of room for expansion in the future at the site. This site is just under 2 acres.
6. The existing bituminous paving with a curb on 11th Avenue West is in good condition.
7. All of the required utilities are adjacent to, or are located on, the site.
8. There is room on the site for snow storage and a detention pond.



PROJECT COSTS:

POLICE STATION	10,308 SQ. FT. @ \$300/SQ. FT.	=	\$3,092,400
GARAGE	5,515 SQ. FT. @ \$150/SQ. FT.	=	\$ 827,250
SITE IMPROVEMENTS/SOIL TESTING		=	\$ 450,000
ESTIMATED TOTAL		=	\$4,369,650*

*The above budget does not include the public parking lot on the southwest corner of the property

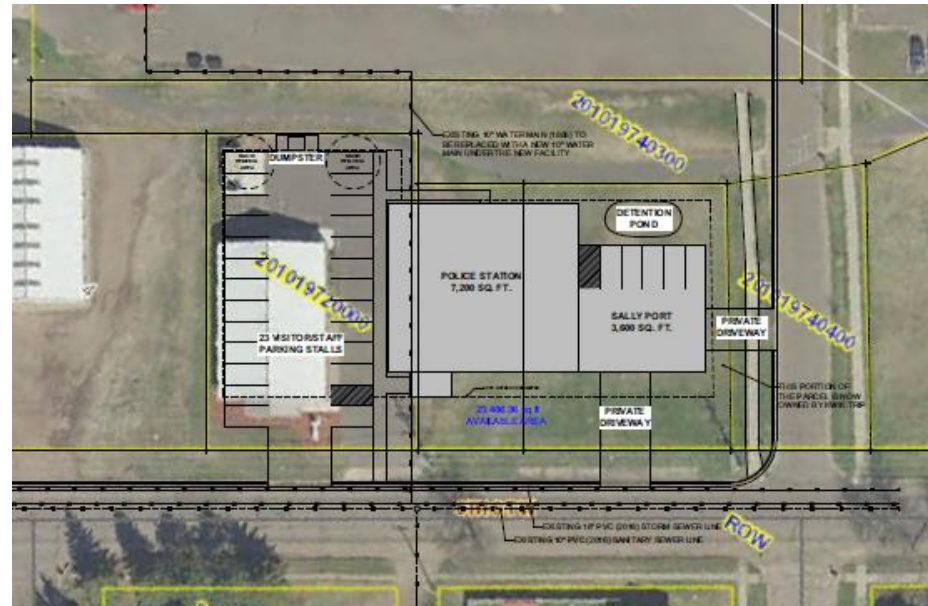
CONS:

1. The site is not quite as centrally located as is preferred by the Ashland Police Department.
2. The digging depth is limited (appx. 2 ft.) due to the contamination layer below that line.
3. This location provides less visibility for the Police Department and is two blocks away from a City Emergency Route.
4. A government center facility is not obtained at this location.
5. Replacement of the existing sanitary pipe would be required on the site.

6th Street West (Former Chequamegon Bay Group)

PROS:

1. This site is partially owned by the City of Ashland and contains a single story 3,456 sq. ft. building.
2. This site is centrally located and highly visible as preferred by the Police Department.
3. This site is located on a City Emergency Route.
4. The existing bituminous paving with curb on 6th Street West is newly installed and in good condition.
5. All of the required utilities are connected to the existing building with main lines running adjacent to the site.



PROJECT COSTS:

POLICE STATION	7,200 SQ. FT @ \$300/SQ. FT.	=	\$2,160,000
GARAGE	3,600 SQ. FT. @ \$150/SQ. FT.	=	\$ 540,000
SITE IMPROVEMENTS / PURCHASE PROPERTY		=	\$ 425,000
RAZE/RELOCATE EXISTING BUILDING		=	\$ 100,000
ESTIMATED TOTAL		=	\$3,225,000

CONS:

1. The eastern portion of this site is owned by Kwik Trip and would need to be purchased from them.
2. This site allows for only 68% of the program space requirements determined by the concept design phase.
3. The site is restricted in size, limiting the possibility of expansion in the future. This site is approximately 1/2 acre.
4. The obstruction of overhead electrical lines and telephone poles will always be improvident for years to come for the aesthetics of a new police station.
5. The existing single story building on the site would need to be removed/relocated. Presently, it is not suited for occupancy as a police station due to its limited size and poor air quality within the structure.
6. Snow storage placement and the possibility of a detention pond are limited on this site due to its size.
7. Replacement of the existing water main with new pipe would be required on this site.

Chequamegon Clinic Facility

PROS:

- 1. This site is not Owned by the City of Ashland, but is available for sale or lease by the present owner. A lease could be put together to build out the interior to fit the needs of the Police Department and then lease it back to the City of Ashland for a 10-15 year period.
- 2. This location helps the City of Ashland financially by not having to come up with a large expenditure of investment capital to begin the project.
- 3. The site is centrally located and highly visible as preferred by the Police Department.
- 4. This site is located ½ block off of the City Emergency Route.
- 5. There is an approximately 24,000 sq. ft. building currently in place on this site. Interior remodeling would need to be completed to make the building fit the needs of the police station.
- 6. All of the required utilities are existing on site. All utility lines are buried; there are no overhead electrical lines to detract from the building’s appearance.
- 7. There is adequate parking around the entire building for visitors and employees.



PROJECT COSTS:

POLICE STATION (REMODEL)	10,308 SQ. FT. @ \$200/SQ. FT.	=	\$2,061,600
GARAGE (REMODEL)	5,515 SQ. FT. @ \$300/SQ. FT.	=	\$1,654,500
SITE IMPROVEMENTS		=	\$ 125,000
ESTIMATED TOTAL		=	\$3,841,100

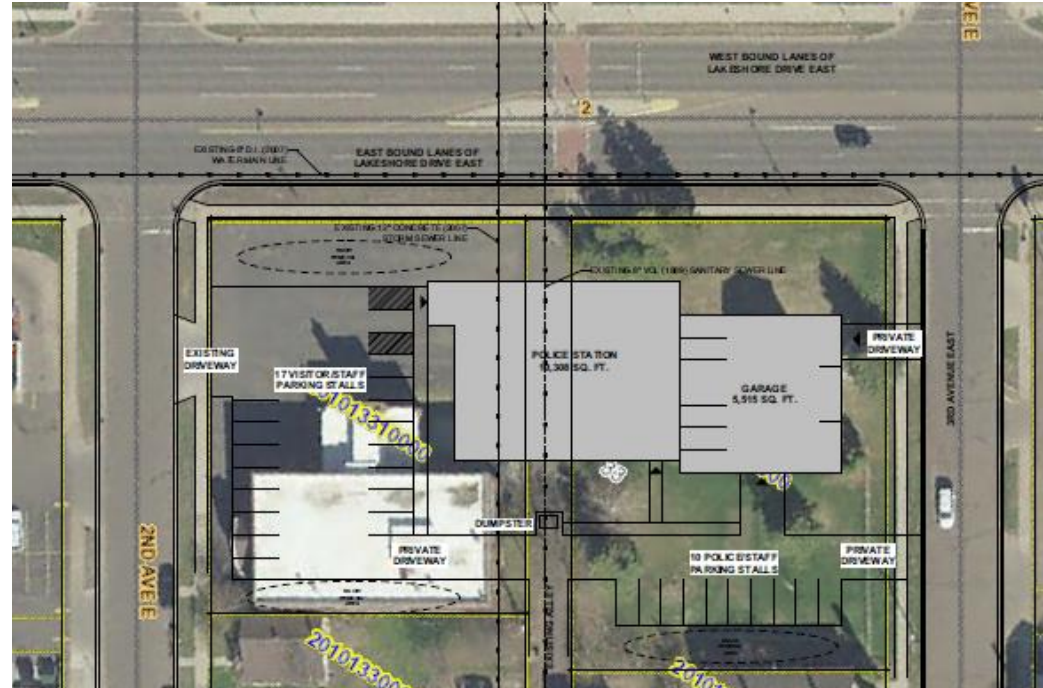
CONS:

- 1. The City of Ashland does not currently own this property and would need to negotiate with the current owner/developer to satisfy their long term needs.
- 2. The existing building has more square footage than the Police Department needs. At 24,000 sq. ft., the Police Department would utilize approximately 65% of that space.
- 3. The existing building is in need of a new roofing system and has poor perimeter storm water drainage in place. This poses a long term problem with the life of the building.
- 4. Due to the building upgrades required by the Police Department needs, the lease terms may not be beneficial to the City of Ashland.
- 5. Future tenants within the building, adjacent to the Police Station, would have to be properly screened for compatibility.

Lake Shore Drive East (Currently Our Lady of the Lake Gym and Convent)

PROS:

1. This site is not Owned by the City of Ashland, but is available for sale by the present owner.
2. This site is centrally located and highly visible as preferred by the Police Department.
3. This site is located on a City Emergency Route.
4. The existing paving with curb off of 2nd Avenue East and Lakeshore Drive East is in good condition.
5. All of the required utilities are connected to the existing building(s) with main lines running adjacent to the site.
6. There is some room for expansion in the future at the site if the adjacent gymnasium building is demolished and the north end of the alley abandoned.



PROJECT COSTS:

POLICE STATION	10,308 SQ. FT @ \$300/SQ. FT.	=	\$3,092,400
GARAGE	5,515 SQ. FT. @ \$150/SQ. FT.	=	\$ 827,250
SITE IMPROVEMENTS		=	\$ 350,000
RAZE EXISTING BUILDINGS/PROPERTY PURCHASE		=	\$ 450,000
ESTIMATED TOTAL		=	\$4,719,650

CONS:

1. The City of Ashland does not currently own this property and would need to negotiate with the current owner to secure the property.
2. The site is restricted in size, limiting the possibility of expansion in the future if the adjacent gymnasium building is not removed.
3. The existing building(s) on the site would need to be removed. Presently, it is not suited for occupancy as a police station.
4. Snow storage placement and the possibility of a detention pond are limited on this site due to its size.
5. Replacement of the sanitary sewer line would be required on this site.

Beaser Avenue (Former Roffer's Site)

PROS:

1. This site is presently owned by the City of Ashland and is readily available to construct on.
2. This site was properly closed out with the WDNR as being contamination controlled.
3. Construction at this site would be an impetus for the residential development on the adjacent parcel of the former Roffer's site.
4. There is plenty of room for expansion in the future at the site.
5. The existing bituminous paving with a curb on Beaser Avenue is in good condition.
6. All of the required utilities are adjacent to the site.
7. There is room on the site for snow storage and a detention pond.



CONS:

1. The site is not quite as centrally located as is preferred by the Police Department, but is highly visible and located on a City Emergency Route.
2. The opportunity for this site to become a taxable property would be eliminated if it was retained by the City of Ashland.
3. Replacement of the existing sanitary sewer line would be required at this site.

PROJECT COSTS:

POLICE STATION	10,308 SQ. FT @ \$300/SQ. FT.	=	\$3,092,400
GARAGE	5,515 SQ. FT. @ \$150/SQ. FT.	=	\$ 827,250
SITE IMPROVEMENTS		=	\$ 400,000
ESTIMATED TOTAL		=	\$4,319,650

3rd Avenue West (Currently Carlson Building Supply)

PROS:

1. This site is centrally located as preferred by the Police Department.
2. This site is located less than one block from a City Emergency Route.
3. This site is in close proximity to the Fire Department and Ashland County Jail.
4. There is a detention pond on the northeastern corner of the Fire Department property that could be utilized for both properties.
5. Some shared space could be utilized by both the Police and Fire Departments.
6. Access to the Fire Departments northwest overhead door could be incorporated into this scheme.



PROJECT COSTS:

POLICE STATION	10,308 SQ. FT @ \$300/SQ. FT.	=	\$3,092,400
GARAGE	5,515 SQ. FT. @ \$150/SQ. FT.	=	\$ 827,250
SITE IMPROVEMENTS / PROPERTY PURCHASE:		=	\$ 500,000
ESTIMATED TOTAL		=	\$4,419,650

CONS:

1. The City of Ashland does not currently own this property and would need to negotiate with the current owner to secure the property. The current owner of the property is working with the City of Ashland on purchasing a portion of the Roffer's site on Beaver Avenue and a possible trade of properties could be negotiated.
2. The site is restricted in size, limiting the possibility of expansion in the future.
3. Snow storage placement is limited on this site due to its size.
4. A secondary exit/driveway from the garage would need to be placed on the right-of-way to the north of the property as there is not enough room within the property limits for an additional private driveway.
5. The existing 5th Street Corridor trail may need to be adjusted for this facility to be constructed on this site.

Recommended Site

11th Avenue West

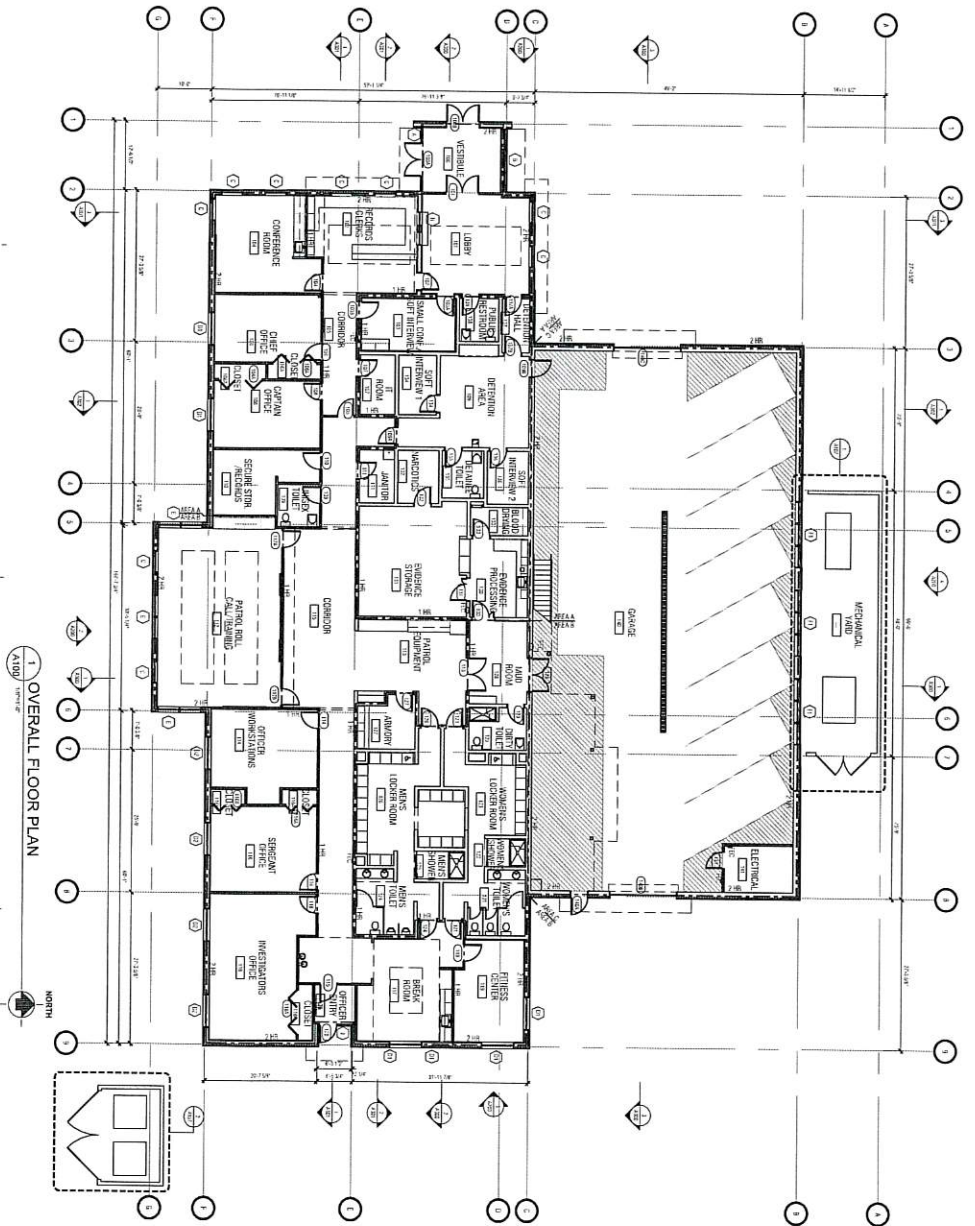
(Former Chicago Iron Site)

- Best use of the existing property
- Currently owned by the City of Ashland
- Construction ready



Questions?

Thank you for the opportunity
to present these site selections for you.



A100 Sheet No.	Project No. 17-3145	Revision AS NOTED Date December 28, 2018	Drawn by L.H.	Checked by L.H.	 DESIGN & ENGINEERING with framework design inc.	PROPOSED NEW CONSTRUCTION FOR: CITY OF ASHLAND POLICE STATION 414 11TH AVENUE WEST, ASHLAND, WI 54806 OVERALL FLOOR PLAN



City of Ashland Police Station

Project Cost Estimate

12/20/2018

Prepared By: C&S Design & Engineering
803 Lake Shore Drive West
Ashland, WI 54806

Note: These estimates have been provided to the best of our knowledge based on historical data, similar projects, current general practice, RSMeans Cost Estimating Software. These numbers are not intended to be used beyond providing cost estimates as a guideline. Other funding requirements may alter the below estimates. In addition, these estimates do not account for carrying costs, legal fees environmental reviews, etc. A complete, construction bid and cost estimate would provide the most accurate and detailed information.

SOV BREAKDOWN	COST/SF OR % OF CONSTRUCTION	LOW RANGE	BASE HIGH RANGE
VERTICAL CONSTRUCTION			
OFFICES	9841 square feet		
Vertical Construction	\$225.00 to \$250.00	\$2,214,225	\$2,460,250
FFE Allowance (MEP fixtures included in Vertical Construction, Computers NIC)	\$15.00 to \$25.00	\$147,615	\$246,025
General Requirements and Contractor Overhead and Profit	18.00%	\$398,561	\$442,845
Contingency	5.00%	\$138,020	\$157,456
SUBTOTAL		\$2,898,421	\$3,306,576
GARAGE	4954 square feet		
Vertical Construction	\$75.00 to \$100.00	\$371,550	\$495,400
General Requirements and Contractor Overhead and Profit	18.00%	\$66,879	\$89,172
Contingency	5.00%	\$21,921	\$29,229
SUBTOTAL		\$460,350	\$613,801
TOTAL VERTICAL POLICE STATION PROJECT COST ESTIMATE		\$3,358,771	\$3,920,377
SOV BREAKDOWN	COST/SF OR % OF CONSTRUCTION	LOW RANGE	BASE HIGH RANGE
SITE COST ESTIMATE			
Site	12.00%	\$403,052.52	\$470,445.19
General Requirements and Contractor Overhead and Profit	18.00%	\$72,549	\$84,680
Contingency	5.00%	\$23,780	\$27,756
SUBTOTAL		\$426,833	\$498,201
TOTAL POLICE STATION SITE COST ESTIMATE		\$426,833	\$498,201
TOTAL POLICE STATION PROJECT COST ESTIMATE		\$3,785,604	\$4,418,578

**ESTIMATED PROJECT ANNUAL BUILDING OPERATING COSTS
FOR NEW POLICE STATION FACILITY**
(Prepared December 20, 2018)

A.	Property Insurance *Based on 2019 rates for fire station for \$4,724,400 replacement cost (\$4,432,400 building; \$292,000 personal property) Current premium is \$2,783 (\$2,611/building and \$172/personal property)	\$ 2,600
B.	Electric *Based on NES Inc. Quote of \$5,244 annual production of solar electricity vs. est. usage of \$5,178.25	\$ Net zero
C.	Natural Gas *Based on 2019 fire station annual budget \$9,170	\$ 9,000
D.	Phone *Based on 2019 fire station annual budget	\$ 3,000
E.	Water/Sewer *Based on 2019 fire station annual budget \$10,830 with reduction for comparative smaller usage	\$ 7,500
F.	Trash *Based on Eagle Waste 2019 rates for 96 gal. monthly pickup	\$ 204
G.	Service Contracts *Based on Fire Station 2019 budget	\$ 1,500
H.	Janitorial Services *Based on Fire Station 2019 budget	\$ <u>1,250</u>
Total Estimated Annual Operating Costs		\$ 25,054 (\$2,088/mo.)

Note:

"Focus on Energy" Rebates (based on the 2018 Incentive Program) are estimated around \$12,000 and would offset the remaining balance of \$13,224.50 of the solar panel installation cost.



Next Energy Solution, Inc.

461 Highway 63
Shell Lake, WI 54871
715-416-3022
www.nextenergysolution.com

Quote

Date	Estimate #
7/24/2018	1117 WIDK

Bill To
City of Ashland Police Station 414 11th Avenue Ashland, WI 262-490-3115

Ship To
Same as billing

RECIP

Solar System Description	Qty	Total:
Complete Install Ballasted Roof Mount 33.3 kW South Facing Solar System INVERTER: 3 - SolarEdge SE11400A-US Inverters; 90 power optimizers; AFCI SBI compliant; with built in AC/DC disconnect, unique system expandability feature. Includes built-in web monitoring (WIFI Required for this feature) MODULES: 90 - Black Silfab SLG370M 370 Watt Solar Panels; high performance heavy-duty frames; SBI compliant 25-year Performance Warranty. Origin Canada. RACKING: TerraGen 20 degrees tilted roof mount. Engineer approved and verified for snow load and wind load rating per International Building codes. Includes aluminum 6063-T6 and galvanized steel G90 GR50 support structures and stainless steel 18-8 fasteners. Ballasted system 3lbs/sf additional weight PV WIRING & AC DISCONNECT: Installation and electrical drawings, instructions, cut sheets and operation/warranty manual. Focus on Energy RECIP Grant: -\$20,975.50 Energy Innovation Grant : -\$99,000.00 This 33.3 kW system produces about \$5,244 annually in electricity. System's net cost is \$13,224.50. Payback in about 2.5 years. 25-year electrical production: \$131,100 Scope of Work: NES to install 90 panels. All panels will be mounted on the roof according to local and national building codes. The SolarEdge inverters and disconnect will be installed by a licensed electrician according to the electrical drawings supplied. The inverters will have WIFI web monitoring included. WIFI required for this feature to work. NES will assist in filling out interconnect contract for commissioning. ** NES warranties the installation and operation of the system for 5 years.		133,200.00

Quote valid for 30 days

Total \$133,200.00

Terms: Half balance due upon approval of RECIP grant program. Final payment due when grant money is received.

Making Solar Simple & Affordable for All!
www.nextenergysolution.com



Caution: Photovoltaic system performance predictions calculated by PVWatts® include many inherent assumptions and uncertainties and do not reflect variations between PV technologies nor site-specific characteristics except as represented by PVWatts® inputs. For example, PV modules with better performance are not differentiated within PVWatts® from lesser performing modules. Both NREL and private companies provide more sophisticated PV modeling tools (such as the System Advisor Model at <https://sam.nrel.gov>) that allow for more precise and complex modeling of PV systems.

The expected range is based on 30 years of actual weather data at the given location and is intended to provide an indication of the variation you might see. For more information, please refer to this NREL report: The Error Report.

Disclaimer: The PVWatts® Model ("Model") is provided by the National Renewable Energy Laboratory ("NREL"), which is operated by the Alliance for Sustainable Energy, LLC ("Alliance") for the U.S. Department Of Energy ("DOE") and may be used for any purpose whatsoever.

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The energy output range is based on analysis of 30 years of historical weather data for nearby , and is intended to provide an indication of the possible interannual variability in generation for a Fixed (open rack) PV system at this location.

RESULTS

41,951 kWh/Year*

System output may range from 40,223 to 44,288 kWh per year near this location.

Month	Solar Radiation (kWh / m ² / day)	AC Energy (kWh)	Value (\$)
January	1.91	1,768	221
February	3.16	2,551	319
March	4.61	4,022	503
April	5.58	4,473	559
May	5.86	4,812	602
June	6.06	4,717	590
July	6.56	5,143	643
August	6.00	4,735	592
September	4.69	3,680	460
October	3.11	2,636	329
November	2.27	1,900	237
December	1.70	1,514	189
Annual	4.29	41,951	\$ 5,244

Location and Station Identification

Requested Location	ashland, wi
Weather Data Source	Lat, Lon: 46.61, -90.9 1.5 mi
Latitude	46.61° N
Longitude	90.9° W

PV System Specifications (Residential)

DC System Size	33.3 kW
Module Type	Premium
Array Type	Fixed (open rack)
Array Tilt	20°
Array Azimuth	180°
System Losses	12%
Inverter Efficiency	96%
DC to AC Size Ratio	1.2

Economics

Average Retail Electricity Rate	0.125 \$/kWh
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Performance Metrics

Capacity Factor	14.4%
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EXAMPLES OF FINANCING ESTIMATES FOR DISCUSSION PURPOSES ONLY

GENERAL OBLIGATION NOTES - 10 YEARS	
Principal amount	\$4,500,000
Interest rate	3.50%
Number of years	10
Annual payment	\$541,086
Interest expense	\$910,860
<u>DEBT LEVY EFFECT:</u>	
Debt levy increase over self-imposed limit of \$1.17M	\$450,000
Increase of mill rate based on 2019 assessed values	1.0874
Increase in tax per \$100,000 of valuation	\$108.74
Not subject to referendum May have a balloon payment year 10 and refinance for additional 10 years Refunding or call option typically around year 8	

GENERAL OBLIGATION BONDS - 20 YEARS	
Principal amount	\$4,500,000
Interest rate	3.50%
Number of years	20
Annual payment	\$316,625
Interest expense	\$1,832,500
<u>DEBT LEVY EFFECT:</u>	
Debt levy increase over self-imposed limit of \$1.17M	\$225,000
Increase of mill rate based on 2019 values	0.5437
Increase in tax per \$100,000 of valuation	\$54.37
Subject to referendum by petition 20 years is the maximum including refunding Refunding or call option typically around year 10	

RDA - USDA-RD BONDS - 40 YEARS CITY LEASES BUILDING	
<u>TRADITIONAL AMORTIZATION</u>	
Principal amount	\$4,500,000
Interest rate	4.375%
Number of years	40
Annual payment	\$241,000
Interest expense	\$5,111,000
<u>DEBT LEVY EFFECT:</u>	
Debt levy increase over self-imposed limit of \$1.17M	\$150,000
	0.3625
Increase in tax per \$100,000 of valuation	\$36.25
Not subject to referendum Prepayment and refunding is an option Not included in 5% of equalized value debt limit	

RDA - USDA-RD BONDS - 30 YEARS CITY LEASES BUILDING	
<u>THIS WOULD NEED USDA & BOND COUNSEL APPROVAL</u>	
Principal amount	\$4,500,000
Interest rate	4.375%
Number of years	30
Annual payment	\$273,000
Interest expense	\$3,662,000
<u>DEBT LEVY EFFECT:</u>	
Debt levy increase over self-imposed limit of \$1.17M	\$180,000
Increase of mill rate based on 2019 values	0.4350
Increase in tax per \$100,000 of valuation	\$43.50
Not subject to referendum Prepayment and refunding is an option Not included in 5% of equalized value debt limit	

SUBJECT: Discussion and Possible Action Regarding Snow Clearing Policies and Procedures (*Ullman*)

RECOMMENDATION: Refer to Public Works Committee

DEPARTMENT OF ORIGIN: Council President, Councilor Ortman

CLEARANCES:

EXHIBITS:

1. Snowy sidewalk
2. Sidewalk Snow Clearing Guide, Minnesota Department of Health, May 2018

FINANCIAL IMPACT:

SUMMARY STATEMENT:

After heavy snowfall this winter a number of issues related to snow clearing policies and procedures have been raised.

1) Fire Hydrants: Counselor Ortman raised concerns about fire hydrant clearing, and asked that this agenda item be included for discussion by the Committee of the Whole. Communities have a variety of strategies to address this, including ordinances that require residents to clear hydrants or face fines, encouraging residents to clear hydrants but not requiring it through an ordinance, and municipal clearing of hydrants. Ashland does not have a policy at this time.

2) Sidewalks in School Zones: This winter I observed middle school students walking to school in the road on 11th Street because the sidewalk was not cleared in a number of places, and in other places the sidewalks were clear but the corners had large piles from the plows. Some communities identify priority areas of sidewalk that are cleared by the city. Duluth is an example, you can see on this interactive map that they have identified priority areas including safe routes to school and certain high traffic pedestrian areas where the city takes responsibility for clearing sidewalks.

<http://www.duluthmn.gov/winterwatch/sidewalk-priority-maps/>

The MN Sidewalk Snow Clearing Guide attached to the packet also discusses possible corner clearing procedures using city equipment to clear off the snow piled by plows on street corners.

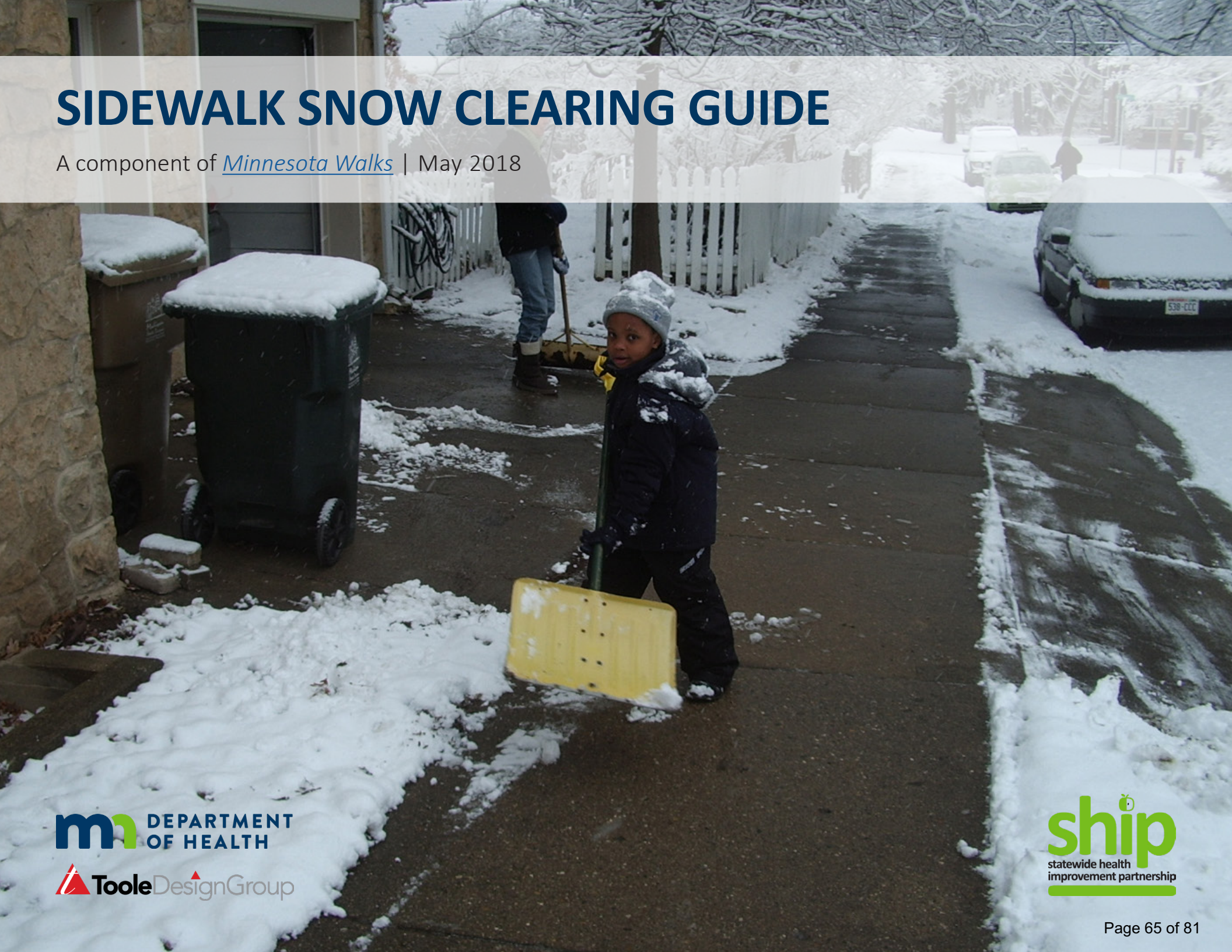
The City Administrator has suggested that the Public Works Committee would be a good venue for exploration of these issues. A short discussion at this meeting prior to referring the issue to Public Works could provide

additional guidance for policy formation or recommendations by the public works committee.



SIDEWALK SNOW CLEARING GUIDE

A component of [Minnesota Walks](#) | May 2018



Introduction

In Minnesota, snow and ice on sidewalks and crosswalks can make walking challenging and hazardous during the winter months. Through [Minnesota Walks](#), a collaborative vision for improving walking in Minnesota, residents from around the state reported that sidewalks covered in snow and ice is one of their biggest obstacles to walking in the winter. One of the six major themes identified in Minnesota Walks was “Minnesota winter and year-round upkeep,” which included a goal to “maintain year-round walking infrastructure by ensuring necessary repairs and clearing snow and ice in a timely fashion.”

In some Minnesota communities, sidewalks are uncommon in residential areas and only

present in shopping or downtown areas. In others, sidewalks are prevalent in most commercial and residential areas and people rely on them for various uses, including to get to school, work, or for general exercise. This guide describes various options for keeping sidewalks and crosswalks clear year-round, along with case studies on how cities around Minnesota and beyond have turned these options into public policy.

Importance of Sidewalk Snow Clearing

Clearing snow and ice from all walking infrastructure —not just along sidewalks, but also at crosswalks, curb ramps, and bus stops—is an essential part of making

walking practical, safe, and comfortable in the winter. It promotes and encourages year-round walking and can reduce the risk of injuries from slips and falls.

Approximately one-third of the U.S. population does not drive. This group includes children, people with certain disabilities, seniors, those who cannot afford a personal vehicle, and those who simply choose not to drive. Sidewalks and crosswalks are necessary infrastructure for ensuring that people can walk or use a mobility device to access destinations or public transit. Additionally, Americans with Disabilities Act (ADA) [Title II Regulation §35.133](#) requires maintaining ADA-compliant access to walkways year-round, which includes snow and ice clearing.



Figure 1: A well cleared sidewalk along Main Street in the City of Hutchinson, Minnesota.

Common Challenges

Keeping our public walkways and crosswalks clear of snow and ice can be a difficult task in Minnesota cities and towns.

Policies & Responsibilities

Sidewalk snow clearing is not required by the State of Minnesota

There is no Minnesota state statute that requires municipalities to establish or enforce a sidewalk snow clearing policy. Municipalities without sidewalk snow clearing policies may experience more unshoveled sidewalks and hazardous winter walking conditions.

Municipalities typically require individual property owners to clear snow

Most municipalities in Minnesota have an ordinance that requires property owners to clear snow and ice from sidewalks abutting their properties. The challenge with property owner sidewalk snow clearing policies is that many municipalities do not enforce them, allowing sidewalks to go unshoveled without consequence. Lack of enforcement means there is no accountability for clearing sidewalks.

Bus stop snow clearing

The responsibility of clearing snow from bus stops is often unclear, as it can fall on the municipality, the transit agency, or property owners. One of the biggest challenges is clearing passageways through snowbanks along bus stops to allow passengers to access buses.

Vacant property snow clearing

Sidewalks abutting vacant properties are often left uncleared, and contacting property owners is a challenge. These may be unoccupied rental properties or foreclosed properties owned by a financial institution.

Practices

Snow windrows left at street corners

Street corners are challenging to maintain in the winter because of snow windrows—piles of snow left behind by snow plows—that form at intersections near corner curb ramps. Clear intersection corners and curb ramps are especially important for people who use wheelchairs or other mobility devices.

Plows pushing snow onto sidewalks

It can be difficult for snowplows to control exactly where they deposit piles of snow. This may result in snowplows pushing snow onto sidewalks or street corners, sometimes after a sidewalk has already been cleared. This challenge is especially common when sidewalks are placed directly adjacent to the street curb and do not have a buffer or boulevard space for snow storage.

Ability

Many people are unable to clear sidewalks

It can be difficult or impossible for some people to remove snow and ice from sidewalks adjacent to their property within the timeframe required by local ordinances. The responsibility can be challenging for seniors, people with disabilities, pregnant women, single parents, and people who work multiple jobs to support their families. Other barriers to clearing snow from sidewalks include illness or travelling for work or vacation.

Climate

Fluctuating weather patterns create thaw-freeze cycles and icy sidewalks

When temperatures rise above freezing, the snow on or along sidewalks melts and flows onto the sidewalk, only to later freeze when temperatures drop below freezing. These temperature fluctuations can result in icy and treacherous sidewalk conditions.

Sidewalk Treatment

When sidewalks become icy and hazardous, property owners are often inclined or encouraged to use salt to melt ice and reduce slipperiness. Rock salt (sodium chloride) is commonly used because it is an effective anti-icing and deicing agent. However, rock salt may eventually trickle into lakes, rivers, and other water bodies and cause environmental damage. It can also cause other issues such as accelerating concrete deterioration and harming plants, trees, wildlife, and pets. For those reasons, communities may want to discourage property owners from using too much salt on their sidewalks, or encourage a mixture of salt and sand. Sand is an alternative to salt, but it does not provide the melting effect that salt does. Using too much sand can cause drains to clog and may create dust, especially in the spring when snow has melted.

In Wisconsin, the City of Madison, along with other county, state, and university partners, are making a concerted effort to reduce salt usage to protect groundwater and local water bodies. The [Wisconsin Salt Wise Partnership](#) aims to educate homeowners, municipal agencies, motorists, and other others who might apply salt on the environmental effects of high salt usage, and to instruct the public on ways to reduce salt usage. Homeowners are encouraged to use sand and salt sparingly and to instead use hand spreaders, pre-treat sidewalks in front of their homes with brine, and remove snow regularly to prevent ice buildup on sidewalks.



Sidewalk Snow Clearing Responsibilities

The responsibility of sidewalk snow clearing generally falls into three categories of policies:

Property Owner Responsibility

Property owners are responsible for clearing snow and ice from sidewalks adjacent to their property within a defined timeframe.

Partially Municipality-Led

The municipality clears snow and ice from priority sidewalks while property owners are responsible for clearing sidewalks in the rest of the municipality.

Municipality-Led

The municipality takes responsibility for clearing snow and ice from all sidewalks using municipal staff and/or hiring contractors to perform the work.

More detailed descriptions of each sidewalk snow clearing policy are provided on the following pages.

Property Owner Snow Clearing Policies

In most municipalities in Minnesota, municipal code requires property owners to keep sidewalks adjacent to their property safe for public travel, which includes clearing snow and ice that has accumulated on the walkway. There are many variations on the timeframe property owners are given to clear snow and ice, the level of enforcement of the policy, and the sidewalk conditions that are expected. Policies should give property owners a fair amount of time to clear sidewalks, but should also ensure snow removal is completed in a timely manner for equitable travel by those who walk. Municipal code should balance the needs of the property owner with the needs of people traveling on foot. The timeframe established for clearing sidewalks is generally between 24 and 48 hours after a snowfall has stopped.

Enforcement of these policies varies widely. Some municipalities issue warnings for non-compliance, followed by an inspection from municipal staff. If sidewalks are still uncleared, citations may be given to property owners who do not clear sidewalks after a defined time frame following the warning. If sidewalks are still not clear of snow and ice after the warning period, municipalities will either clear the snow themselves or order a contractor to clear the snow, and the resident will be billed for the service. If bills are left unpaid, they are added to the property owner's tax bill at the end of the year. Other municipalities do not provide warnings for non-compliance, and will issue a citation immediately to property owners.

Ideas for Getting Started

- » If a sidewalk snow clearing policy doesn't exist, begin discussing one with community members, municipal staff, council members, and other stakeholders. Policies should clearly define the responsibilities and timeframe for snow clearing.
- » Develop a public reporting system to allow residents to report uncleared sidewalks. Many communities use software such as See-Click-Fix, or similar.
- » Create an enforcement policy for sidewalk snow clearing non-compliance. Active enforcement from municipal staff may help increase sidewalk snow clearing compliance.
- » Determine if your community should issue citations to non-compliant property owners, and what the appropriate fine for citations might be. Consider developing an equitable, sliding scale fine for citations based on property owner income level or property values.
- » Develop a plan to increase public awareness regarding sidewalk snow clearing responsibilities and requirements, which could include social media outreach, flyers (See Figure 3), or a dedicated webpage to sidewalk snow clearing.
- » Pair new sidewalk clearing policies with a sidewalk snow clearing assistance program (see page 13).

Figure 2: The typical process for sidewalk snow clearing enforcement in municipalities that enforce their policy that requires property owners to clear snow from sidewalks abutting their properties.





Case Study: Madison, WI population: 252,551

A Madison ordinance requires property owners to clear the entire width of the sidewalk, from edge to edge, by noon on the day after a snow event has stopped. Madison's policy is unique in that it does not issue warnings for non-compliance. If property owners do not clear snow and ice from sidewalks by noon on the day following a snowfall, they can be immediately issued a citation and fine. First time offenders are fined \$124, and repeat offenders are fined \$187.

After the citation is given, the property owner has until about 7 am the next morning to remove snow and ice from the sidewalks, and if they are still uncleared, the City will order crews to clear the snow. The cost for the City to remove snow and ice is added to the fine, and unpaid bills are added to the owner's property tax bill. The City's no-warning policy has been in place for over 30 years.



Figure 3: A cleared sidewalk in Madison.
Credit: City of Madison



Minnesota Community Spotlight:

Red Wing
population 16,526

Like many municipalities in Minnesota, the City of Red Wing has [an ordinance](#) stating that property owners must remove snow and ice from sidewalks within 24 hours after the snow/ice has stopped accumulating. What makes Red Wing's policy unique is how the City consistently enforces its ordinance. After the 24 hour window following a snow or ice event, a door hanger is posted on residences and businesses that have not cleared the sidewalks abutting their property. The door hangers are a one-time courtesy reminder for residents out of compliance, and they include information about the additional 24 hours the resident has to bring their sidewalk into compliance with the City's ordinance. After the additional 24 hours, City crews remove the snow/ice and take a photo of the work completed, and a \$120 fee is charged to the property owner. The City then posts another door hanger with a [Notice of Work completed](#), and the invoice is mailed to the property. Unpaid invoices are added to the property owner's annual tax assessments. More information on the City of Red Wing's sidewalk snow clearing policy can be found [here](#).

Remember to Shovel Your Sidewalk!

*It's the neighborly
thing to do.*

Many people, including children, the elderly, and those using wheelchairs and strollers depend on sidewalks all year long.

**So be Red Wing nice.
Clear your snow and ice!**

(And if you have a neighbor who needs help shoveling, consider lending a hand.)

To keep Red Wing's sidewalks safe and pleasant for everyone, Red Wing's policy states that all property owners must clear their sidewalk within **24 hours of snow or ice**. City crews will inspect and shovel private sidewalks that have not been cleared, and property owners will receive an invoice for \$120.

**Would you consider shoveling sidewalks for those who can't?
It's a great way to volunteer or earn money
for you or your organization.
Email: walkbikeredwing@gmail.com
to be added to the Shoveling Resource List.**



The City of Red Wing provides **free sand** at
229 Tyler Road North or 321 Bluff Street.

Policy affects all property owners,
including landlords.

Questions? Call Public Works at 651-385-3674.

Figure 4: The City of Red Wing created a flyer to remind property owners of their responsibility to clear sidewalks abutting their properties.

Credit: City of Red Wing

Partial Municipality-Led Sidewalk Snow Clearing Policies

Partial municipality-led sidewalk snow clearing policies typically require property owners to clear sidewalks abutting their property, while municipal staff take responsibility for clearing snow on a select number of priority sidewalk routes. Municipalities with this type of policy develop sidewalk priority routes to determine which sidewalks staff will clear. Most municipalities with partial municipality-led snow clearing policies use their own staff and

equipment to perform the work. Staff may be from the municipal public works department, parks department, or a combination. The percentage of the overall sidewalk network that is categorized as priority routes varies, but priorities typically include routes around schools and routes with intensive land uses or high volumes of people walking.

Ideas for Getting Started

- » Research the cost and feasibility of a partial municipality-led sidewalk snow clearing policy. Refer to the League of Minnesota Cities model policy for Trail and Sidewalk Removal of Snow and Ice.

- » Develop a sidewalk priority network, divide the network into individual routes, and create a map of the routes. Communities typically divide routes into segments between 10 and 25 miles long.
- » Assign a snow plow unit to each defined sidewalk snow clearing route.
- » Define a snowfall depth threshold to clear sidewalks.
- » Clearly identify sidewalk snow and ice clearing responsibility.
- » Develop a public outreach campaign to notify property owners of any change in policy.



Minnesota Community Spotlight:

Cloquet
population 12,111

The City of Cloquet has developed a priority network of sidewalks that it clears in the winter. The priority routes include about 13 of the City's 40 miles of sidewalks. Parks department staff perform the work using tractors that are converted from grass mowers in the summer months to snow clearing tractors with 5' wide broom attachments. This helped the City launch its sidewalk clearing program with a very small initial investment and no need for additional staff.

The first priority routes are sidewalks around schools, and the second priority routes are the heavily travelled pedestrian routes, which are typically the arterial streets. While staff are out clearing sidewalks, they also stop at parks along the routes and clear snow off the local ice skating rinks. The sidewalk crews start snow clearing around 3 am to avoid traffic, and for a snowfall up to four inches they are typically done by around 10 am. Clearing sidewalks after snowfalls greater than four inches takes longer to perform because staff first clear sidewalks with a tractor with a plow attachment (Figure 6), then with a tractor with a broom attachment.



Figure 6: A tractor with a plow attachment clears a sidewalk in Cloquet. Credit: City of Cloquet

"The first thing we think about is the safety of the kids. Walking to and from school safely is a top priority."

- Les Peterson, Parks Supervisor,
City of Cloquet



Minnesota Community Spotlight:

Duluth
population 86,293



Figure 7: A City of Duluth employee clears a sidewalk with a Bobcat tractor. Sidewalk snow clearing crews follow street plows to reduce snow that is pushed back and forth between facilities. Credit: Duluth News Tribune

In the City of Duluth, City staff clear snow from approximately 80 miles of select sidewalk routes while the remaining sidewalks (approximately 370 miles) are the responsibility of abutting property owners. City staff from the parks and recreation department clear snow from routes that are designated on the [City's sidewalk priority route map](#). The City began by only clearing sidewalks around the perimeter of park facilities, but eventually assembled a small task force to determine sidewalk priority routes that are also cleared by parks and maintenance staff. The priority routes, which are intended to be reevaluated on an ongoing basis, are designated in the following order:

- » Safe Routes to School sidewalks
- » High pedestrian traffic areas
- » Sidewalks along public transit routes
- » Mid-level pedestrian traffic area
- » Park facilities

“High” and “mid-level” pedestrian traffic areas are based on pedestrian counts collected by the Duluth-Superior Metropolitan Interstate Council (MIC). The City of Duluth has a core group of six employees in the parks and maintenance departments that are tasked with clearing sidewalks when it snows, and they are deployed to begin clearing after snowfalls have reached a depth of 2-3 inches. Sidewalk snowplow crews always follow the street plows to reduce pushing snow back-and-forth between the sidewalks and streets. It takes them about 3-4 days to clear the 80 miles of priority sidewalks following a snowfall. Sidewalk plowing is performed with Trackless tractors with 48” wide plow attachments, and each tractor costs about \$150,000. Duluth’s priority sidewalk clearing program is funded through tax dollars from the City’s general fund.



Minnesota Community Spotlight:

Rochester
population 114,011

The City of Rochester has a partial municipality-led sidewalk and trail snow clearing policy in which the City's priority sidewalks and trails are cleared by municipal staff, and all other sidewalks are the responsibility of abutting property owners. The City's [pedestrian path winter snow removal map](#) shows which sidewalks and trails that are cleared by City staff, and which are the responsibility of property owners.

After a snow event, City staff plow sidewalks concurrently with City streets. Then, after 1-2 days staff will return with plowing equipment to ensure sidewalk routes remain clear of snow after Public Works staff have finished plowing streets. Staff will also clear sidewalks if snow has drifted or blown onto them, regardless of a new snow event. City staff use a variety of equipment to clear sidewalks, including Trackless machines (Figure 8), Bobcat Toolcat tractors, Gators, and/or pickup trucks with plows.

Rochester [City Ordinance 72.02](#) requires owners of properties adjacent to a public sidewalk to remove snow and ice within 24-hours after a snowfall. Sidewalks in business districts are inspected daily after snowstorms, and businesses that have not cleared their sidewalk will get a warning. If a business already received a public complaint against them, they will not receive a warning and will be ticketed immediately. Areas outside of business districts are only inspected if a complaint is received. After a complaint is received, the Public Works Department will send an inspector to the property to confirm the sidewalk is not cleared, and then order a private contractor to clear the sidewalk.



Figure 8: A City of Rochester employee clears a sidewalk with a Trackless tractor (left). Credit: City of Rochester

Municipality-Led Sidewalk Snow Clearing Policies

Municipality-led sidewalk snow and ice clearing policies use municipal staff or hired contractors to clear the entire public sidewalk network. Municipality-led sidewalk snow and ice clearing policies are less common, primarily due to the cost of implementation (labor and equipment), the mileage of sidewalks within municipal boundaries, and the perception that municipality-led efforts are less timely than property owner led efforts. These policies usually go into effect after a snowfall reaches a certain depth threshold.

Municipality-led sidewalk clearing practices can be effective in clearing snow from sidewalks in a consistent manner, though it does not always happen as quickly as it does with policies that put the responsibility on property owners. These practices are beneficial to property owners who cannot physically clear sidewalks due to age or disability. Cities or towns with these policies generally fund the service through property taxes or additional fees.

Most smaller municipalities with municipality-led policies use their own staff and equipment to perform the work. Staff may be from the municipal public works department, parks department, or a combination. There are some municipalities that hire private contractors to clear defined routes. Hiring contractors to perform the work is more common in larger cities where it would be inefficient or impossible for City staff to clear all sidewalks

in a timely manner. In these cases, the contract will define the terms, responsibilities, compensation, and duration of services.

Ideas for Getting Started

- » Research the cost and feasibility of a municipality-led sidewalk snow clearing policy and program.
- » If determined to be feasible, analyze whether the sidewalk snow clearing should be performed by municipal staff or private contractors.
- » Develop a map of the entire sidewalk network in the community and divide the entire sidewalk network into individual routes. Communities typically divide routes into segments between 10 and 25 miles long.
- » Assign a snow plow unit to each defined sidewalk snow clearing route.
- » Define a snowfall depth threshold to clear sidewalks.
- » Clearly identify sidewalk snow and ice clearing responsibilities.
- » Develop a public outreach campaign to notify property owners of any change in policy.
- » Communicate with County staff about whether the County is involved in clearing snow from some roadways. Coordinate snow clearing to reduce the amount of snow that is pushed back and forth between the street and sidewalk networks.





Minnesota Community Spotlight:

Bloomington
population 85,319



Figure 5: A sidewalk snowplow operator in the City of Bloomington. Credit: Richard Sennott, Star Tribune

The City of Bloomington takes responsibility for clearing all 250 miles of its municipality-owned sidewalks. Bloomington Park Maintenance staff have five sidewalk snow removal units that clear 11 designated routes, each route about 20-25 miles in length. The crews use a variety of equipment depending on the facility, including Trackless tractors, Bobcat “Toolcats,” Maclean MV tractors, and pickup trucks with plow attachments. Sidewalk snow clearing crews typically begin clearing about two hours after crews begin clearing streets to reduce pushing snow back and forth between facilities. Park Maintenance staff will clear sidewalks after any snowfall, even if it is a small depth of snow. Sidewalk snow clearing following a snowfall of 3-5 inches takes approximately four days to complete, but it can take less time for smaller snowfalls.

Sidewalk snow removal is prioritized as follows:

- » First priority: School walking areas, areas heavily used by people with assisted mobility devices, and high use areas by main roads.
- » Second priority: Sidewalks expanding out from schools and along major roads.
- » Third priority: Residential and industrial areas.

If snow falls over a long time period, the City may return to priority one areas before clearing lesser used areas. Residents are asked to be patient in such situations. Crews will complete the job, but it may take two to three weeks, depending on weather conditions. More information on Bloomington’s sidewalk snow clearing program can be found [here](#).

Bus Stop Snow Clearing Responsibility

All bus passengers are pedestrians before they board and after they alight a bus, so clearing snow at bus stops is critical for ensuring safe access to public transportation. Snow accumulation at and around bus stops can make them difficult or impossible to reach safely, and can cause riders to wait for the bus in dangerous areas such as the street.

The responsibility for bus stop snow removal can be confusing and complicated. In many communities, bus stop snow clearing responsibilities are the same as for the sidewalks where bus stops are located.



Figure 9: Clearing snow around bus stops and shelters ensures adequate access for bus passengers.

That generally means that property owners are responsible for clearing snow around bus stops, but community members may be unaware of this and may not maintain the bus stop appropriately. In other communities, either the municipality or the local transit agency takes responsibility. Some municipalities will organize volunteer-led programs where people can “adopt” a bus stop and commit to clearing snow and ice around the stop throughout the winter. Snow clearing responsibility can also vary depending on what type of bus stop it is – a bus shelter (Figure 8) or a bus stop indicated by a sign. Regardless of policy, it is important for bus stops and ADA boarding pads to be cleared of snow and ice routinely and regularly.

Case Study: Traverse City, MI population: 15,479

The Bay Area Transportation Authority (BATA) in Traverse City, Michigan collaborates with businesses near bus stops to clear snow and maintain the stops to ensure bus facilities are accessible all winter. BATA is working to get bus stop maintenance agreements from local businesses and is documenting bus stop sponsorship for individual stops on their website. This program helps transit riders know who is responsible for clearing the snow and ice from each stop. BATA is using its website to post photographs and accessibility information about each bus stop so customers can plan their routes and know ahead of time whether a stop is accessible.

Case Study: Portland, ME population: 66,937

There are over 600 bus stops in greater Portland, Maine, and fewer than 100 receive snow clearing services from municipal public works departments or bus operators. Snow drifts and icy conditions hinder access to bus stops in the winter, which is especially challenging for seniors, people with physical disabilities, and families using strollers. It costs too much for the City to clear all bus stops, so it developed a program called Adopt-a-Stop that organizes volunteers to commit to clearing snow at an “adopted” bus stop throughout the winter. When a stop is adopted, signs at the stop highlight that it is part of the Adopt-A-Stop program.

The program’s goal at each selected stop is to:

- » Use City staff, bus company employees, and volunteers to clear snow and ice from stops during the winter and remove debris on a year-round basis.
- » Provide safe access to primary bus stops within 12 hours of completion of municipal snow plowing.
- » Guarantee a safe place for at least two bus patrons to stand while waiting for a bus.

The program website also includes an online interactive bus stop map that shows adopted stops and unadopted stops, a list of bus stops in the area, and advice for volunteers who clear bus stops.

Sidewalk Snow Clearing Assistance Programs

Some municipalities will organize and develop volunteer programs that assist people with shoveling their sidewalks. These programs are typically limited to assisting seniors and homeowners with physical disabilities, but could be expanded to assist pregnant women, single parents, or others with barriers to clearing their sidewalks. These programs, sometimes called “snow angels” or “snow buddies”, mobilize volunteers to help shovel snow and scrape ice, which helps keep people safe from falls on snow or ice during the winter. Volunteer-led programs may be organized by the municipality or by neighborhood groups, non-profits, or other organizations.

Ideas for Getting Started

- » Designate a staff person to develop and promote a sidewalk snow clearing assistance program.
- » Find people in need of assistance and solicit volunteers by advertising the program through social media, flyers, or public service announcements.
- » Create a public outreach campaign to notify seniors or homeowners with physical disabilities of the program.
- » Pair a sidewalk snow clearing assistance program with new sidewalk clearing policies.



Minnesota Community Spotlight:

Dilworth
population 4,397

In 2015, the City of Dilworth, Minnesota GreenCorps, and PartnerSHIP 4 Health began a campaign called “Shovel Dilworth”, which encourages shoveling sidewalks, being physically active in the wintertime, and Good Samaritan behavior. The program urges volunteers in Dilworth to shovel neighbor’s sidewalks, sidewalks used by youth to get to school, around local bus stops, around fire hydrants, or any sidewalk that has been neglected from snow shoveling. The campaign rewards volunteers by giving them a chance to enter a drawing to win a \$25 gift card courtesy of the local Lions Club and Park Board.

“It is a way to not only help out your neighbors sidewalk but help the greater community, in terms of allowing students a safer route to get to school.”

- Chad Olson, Mayor of Dilworth

Crosswalk and Street Corner Snow Clearing

One of the most challenging issues facing people walking in the winter is crossing streets at intersections, whether they are marked with crosswalks or not. Crosswalks are usually maintained to the same level of service as the roads they are on because snowplows pass through crosswalks as they are plowing the streets. The issue is snow windrows—the piles of snow that are left behind by snowplows—found at the corner of intersections where people walking need to traverse to cross the street.

Snow windrows are especially troubling for people with disabilities, seniors, guardians with baby strollers, or pregnant women, as walking or rolling over piles of snow can be extremely difficult or impossible.

Some municipalities make their best effort to clear snow windrows at corners as part of their regular plowing operations. Plow drivers push snow through an intersection, past the intersection corner, and then leave it in an area away from the crosswalk. Other communities have programs dedicated to corner snow clearing, where municipal crews go back and clear corners after snowplows have cleared the streets.

Ideas for Getting Started

- » Create a public outreach campaign to encourage property owners to clear their sidewalks up to the corner where the sidewalk intersects with the street.
- » Created a dedicated corner snow clearing program where municipal crews go back and clear corners after snowplows have gone through and cleared the streets.
- » Encourage municipal staff to avoid leaving snow windrows at intersection corners by depositing it at locations past the intersection.



Minnesota Community Spotlight:

Minneapolis
population 413,651

City of Minneapolis staff clear all corners citywide, and begin by prioritizing corners that are on the City's Pedestrian Street Lighting Corridors. After the priority routes are cleared, staff continue clearing the remaining corners citywide. The City started its corner clearing program in 1995, and the budget at the time provided some funding to cover expenses. In 2015, Public Works was granted increased funding of \$200,000 per year to enhance the corner clearing program.

Corner clearing activities are initiated when snow accumulation reaches over 4 inches or the City declares a Snow Emergency. Corner clearing begins when the Snow Emergency is over, allowing the City to remove the windrows left in place after street plowing is completed. If another Snow Emergency is declared before all the corners are cleared, the City pauses corner clearing activities and resumes corner clearing at the end of the new Snow Emergency.





More Information

- » Federal Highway Administration, A Guide for Maintaining Pedestrian Facilities for Enhanced Safety, October 2013
https://safety.fhwa.dot.gov/ped_bike/tools_solve/fhwas13037/fhwas13037.pdf
- » Scott, Marcia and Rudd, Brandon. Winter Maintenance of Pedestrian Facilities in Delaware: A Guide for Local Governments” University of Delaware, February 2012
<http://www.ipa.udel.edu/publications/SnowRemoval.pdf>
- » National Aging and Disability Transportation Center, Effective Snow Removal for Pathways and Transit Stops, March 2016
<http://www.nadtc.org/wp-content/uploads/NADTC-Effective-Snow-Removal-for-Pathways-Transit-Stops.pdf>
- » Chicago Department of Transportation Sidewalk Snow Removal Guidance for Chicago Residents and Businesses
https://www.cityofchicago.org/content/dam/city/depts/cdot/pedestrian/sidewalksnowremoval/Sidewalk_Snow_Removal_Guidance.pdf

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