

**Glyndon City Council**  
**4/28/2021 – 7:30 PM**  
Strategic Planning Committee Meeting  
Glyndon Council Chambers

1. **Call to Order:** Mayor Tracy Tollefson called the meeting to order at 7:30 p.m.
2. **Roll Call:** Council Members Present: Dave Owings, Kimberly Savageau, Joe Olson, and Justin Schreiber; City Clerk Wendy Affield; Police Chief Justin Vogel; Public Works Supervisor Andy Olson; Fire Chief Bob Cuchna; City Engineer Kris Carlson; Administrative Assistant Heather Johnson.

**As Per Sign in Sheet:**

- Virtual Attendee: Jason Murray, Financial Advisor from David Drown Associates.

3. **Capital Improvement Plan for 2018-2022 – City Engineer Kris Carlson** - Carlson referred to the packet containing a draft of the 2018-2022 CIP, which was kind of a “road map” of City plans at the time. He feels it needs updating, suggesting current department heads should review it to note what needs changing. Carlson said street conditions in particular have changed since this CIP was first drafted, and he recommends a thorough updating. Mayor Tollefson said she is most concerned with prioritizing current issues and planning farther out in terms of funding. Olson asked if Carlson will be updating this CIP with current funding estimates? Carlson said yes. He also pointed out how the median income for the City is high, so it is hard to acquire grants for any projects. Carlson said he also recommends Council sit down with the Public Works group to establish some standards in terms of street width, curb and gutter, etc. Owings used the lagoons as an example, as previously the City started setting funds aside for potential problems needing correcting or when new lagoons needed to be built, but now those issues are no longer present. He said the line item with those funds could be reassessed now and possibly lowered. Carlson mentioned he is working with the DNR and PCA concerning the number discrepancy on the lagoons and asked them to prove their numbers are correct. A. Olson is now monitoring the phosphorus and other chemicals in the monitoring wells to make sure nothing is leaking. Carlson said there are some structure replacement, rip rap and normal maintenance that needs to be done to the lagoons. Carlson said he can make those adjustments in the CIP when he re-drafts it. He said it is really good to see the audit was clean, and both Water and Sewer funds are operating in the black. Mayor Tollefson asked if the current road and street conditions are worse than what was projected in the original draft? Carlson said it will come down to going block-by-block to get a better handle on which sections of town need prioritizing over others. Savageau asked if some of the road projects included in the CIP are to be completed all at once, and if so, where will residents park? Carlson said those projects would be completed in phases. Olson asked if enough funds are currently being set aside to complete seal coating? Carlson said yes, as Council has been budgeting ahead for it.

4. **Bond Overview – Jason Murray** - Murray said he was happy to join via Zoom and said the CIP bonding document included in the packet is more of a “guiding document” for borrowing eligibility. He said he is aware the City has some building improvements included in their CIP, and if Council moves forward, then his firm will draft documents very similar to what is in the packet. Murray said those numbers will be the bonding eligibility for each project in the CIP. He said the current bond analysis ties in all of the City’s debt but excludes the CIP debt for the PFA loan requirement of fifteen-seventeen thousand (15,000-17,000) dollars a year. Murray said he wanted to point out the 10-year outlook under Property Taxes, that once the 2019A project hit with the full tax levy the amount has been consistent at around two-hundred ninety-one thousand dollars (\$291,000). He said the bad news is that the City does



not have any debt dropping off in the next several years which could be used towards project funding. Murray said it may come down to a property tax increase or levy increase in order to accomplish some of these goals. He said the good news is that the tax capacity has been increasing consistently. He is anticipating this growth will help with projects in the future, especially around 2025-2026 with the Monsanto TIF district decertification. He said at that point, the City will be in a good position to start a new project. Murray said it is also good news there may be a new residential development coming soon, which will help on the special assessment side of things. He said overall this CIP is a good one and very comprehensive, and is a compliment to the City. Murray also reminded Council there will be some Water debt coming off in a couple of years from the 2002 PFA loan, and the last payment should be in 2022. He said this will be a good opportunity to use those expiring debt funds toward a water and sewer CIP project. Mayor Tollefson asked to clarify, if the City has any new projects between now and 2022 or 2026, that these will need to be funded through property taxes? Murray said as he looks at the main CIP items such as new City buildings, then yes, those would need to come from property taxes. He stressed that Council really needs to determine what is a priority over what is a “want.” Affield asked, so if the City takes a bond out for the Developer of Charleswood, it would be allowable because it would be paid back with special assessments? Murray said yes, as special assessment and utility debt does not count against local debt limits. Schreiber asked if Murray will be able to provide Council with bonding qualifications for each project, and what can be planned for? Murray said once his firm can start compiling some numbers, he will be able to inform Council on their bond eligibility and help guide them along the way. Mayor Tollefson said Council will have to prepare for the payment change in 2025/2026 with the 2019A bond increase. Murray agreed, and said there were some expiring debts that were built into this bond to help manage the levy impact without it affecting the City too much. Olson asked if bonds can be taken out to cover two different projects, or do they have to be kept separate? Murray said the potential to do so is there, but it would have to be bifurcated to meet the statutory authority. He said by breaking up the bonds to be per project, then you have clearer budget needs and payment schedule. Olson asked if any equipment purchased needs to outlast the loan? Murray said this gets tricky with equipment, especially fire trucks, where the max term on a general obligation certificate is ten years but a fire truck can last twenty-five years. Cuchna asked if there is a difference between this type of certificate and a general lease, or any kind of advantage of one over the other? Murray said it is about equal between the two options, as leasing can give you flexibility to possibly go longer, but the interest rate can be up to two points higher and also higher closing costs than on a general obligation certificate. Owings informed Mayor Tollefson the City’s obligation to any particular project is generally twenty percent (20%) of the entire cost, in other words an 80/20 split. Olson asked if loan rates are still at their lowest they’ve been in many years? Murray said yes bond rates have fallen, and other cities are definitely taking advantage as one rate was as low as 1.65%. Carlson agreed and said current PFA loan rates are 1.0%, about as low as they will get. Savageau asked if it is possible for the City to refinance any current loans? Murray said he is already looking into this, and towards the end of the year is when the time to refinance would be. Olson asked if a project could get looped into a re-fi of a previous project loan? Murray said yes, and he has been keeping his eye on both the 2017A and 2014B as candidates for refinancing, we would not touch any of the PFA Loans. Savageau asked if the payments would then get pushed out farther, or would the City be able to keep the same terms? Murray said it is recommended to keep the same terms, as a way to collectively manage the debt. He said it is mainly re-funding within the same terms to free up revenue sources. Olson asked if there was anything available for this year? Murray said if there is, he will contact the City sometime around August, as you have to be within 90 days of the February bond payment in order to refinance. Council thanked Murray for his time, and will reconvene with him at a later time.

## **5. Department Heads – Capital Improvement Updates**

**a. Justin Vogel, Police Chief** – Vogel said it has become essential for his department to prioritize the 1-3 year items, beginning with vehicles. Two of the department’s vehicles will need to be replaced in two years, planning for the 2022 and 2023 budgets. He said the escrow/restricted savings will



start to catch up and help pay for vehicles, as there is currently \$20,000 in it. Vogel said each year the escrow savings budget should be increased about five hundred to one thousand (500-1,000) dollars to stay consistent, as the prices for squad cars continues to rise. Eventually the escrow savings will be at a point where it can cover the cost of a new squad every 7 to 10 years. The following items are on 1-3, 3-5, and 5-10 year replacement plans for the Police Department.

### **1. Patrol Officer Equipment and Squads**

- Replace marked squad cars every 4 years
- Replace Chief's unmarked squad every 8 years
- Replace handheld Laser Radar and Fixed Radar as needed
- Purchase of 4 nonlethal Tasers, one for each patrol officer
- Purchase of 5 Watchguard body cameras for patrol & Chief's gear
- Replace laptops for all Patrol
- Purchase squad car video cameras and data storage computer system
- Replace the current radios to 800 megahertz system
- Purchase and install tow hitch on unmarked squad
- Replace body armor every 5 years
- Update crime scene still-shot cameras for patrol officers
- Purchase handheld crime scene video camera
- Update micro recorders for officers
- Purchase additional AED for unmarked squad

### **2. Office Equipment, Building, and Grounds**

- Replace interior window coverings
- Replace phone systems in patrol office and Chief's office
- Install a recording system for phone lines in patrol and Chief's office
- Update heating system for building
- Update building A/C
- Replace office furniture in patrol office
- Replace table and chairs in training room
- Replace exterior doors on west & south side of building
- Replace desktop computers for patrol and Chief
- Purchase desk for video data storage computer
- Repaint building interior within 10 years
- Repaint building exterior within 10 years

Vogel said his main focus for the department is becoming more involved with the community, and he wants to implement more programs such as Lunch with a Cop, D.A.R.E., and other special events in order to bolster the image of police with young people. As part of his 5-10 year plan, his largest concern is the current building. He has stated before it is not in proper or good condition, and he feels it has become worse. Owings said the building used to house the Fire Department, and Cuchna said they moved out of it in 1993. It also used to house Maintenance and City Hall. Vogel said there are major safety concerns with this building as it is entirely non-secure. More citizens are coming into the building now, and there is no security entrance for officers to see who is there. Moving forward, his proposal would be for a new 15,000 sq.ft. building to include a proper front entrance, training room offices, kitchen, evidence room, interview room, locker room, storage and squad parking garage, and eventual impound lot. Vogel said this building would be made to last and exceed growth for the next 40-50 years. He estimates the cost to be roughly \$3.5 million.

**b. Andy Olson, Public Works Supervisor** – Olson said he established his CIP portion a while ago, he originally included a 0–6-month section. He said most of those needs have already been met, so he will focus more on the next two sections of his CIP. Olson said his pickup is still fairly new, but he would like to trade it for a truck that can be more multi-used, specifically one that can support a V-Boss plow. Mayor Tollefson asked if it was an option to keep the current truck he uses and sell the old white one which is fairly rusted at this point. Owings said it could still be used to hold a water tank for watering the City’s flowers. A. Olson said his second main focus is to have the Maintenance Department become more self-sufficient and not have to hire out for so many things, he is proposing the purchase of a used payloader. He would also like to get a new 6-inch pump for the ponds, as these are quite valuable in terms of emergency use and the current one is getting old. A. Olson addressed selling the old pumps the City has. Cuchna informed Council the pump from the DNR needs to be returned if the City is done using it. Affield asked if this was the pump that they use when releasing the ponds. A. Olson stated it is and this one can be hauled around with a 4-wheeler instead of the tractor. Owings asked if this comes from the Sewer Fund, would they need to wait to purchase? Affield said no, but you may want to factor it in as a budget item. Savageau also noted the new pump is far smaller, saving on space for storage. A. Olson agreed, as they currently have to store it in the maintenance shop over the winter months. He continued by saying the next item on his list is the other GMC pickup truck (2012), which eventually will be replaced but is lower on his list due to having only 63,000 miles. Owings asked if these pickup trucks need to be 4-wheel drive due to the V-Boss plows? A. Olson said yes. Down the road further, he would also look at purchasing a mower attachment for the Toolcat in order to mow the highway ditches and brush along the coulee. Olson said his last item is also for the 3-5 year stretch, and that would be to replace the current dehumidifier in the water treatment plant. The estimate for a new one is about \$34,000, and the benefit would be to save on electricity costs as well as more efficient condensation removal. Carlson said he can look into any grants available for this, as water treatment protection is a program covered by some. Savageau said Council can also look at doing a “rollover” type account in the coming budget in order to help offset this cost. A. Olson discussed how creative the Maintenance Department has gotten with finding room to store the equipment and mentioned adding a lean to onto the building for more storage space.

**1. 0-6 Month Needs**

- Addition of a third part-time employee for the summer months
- Paint supplies for parks
- Tree planting supplies
- Flowerpots

**2. 1-3 Year Needs**

- Replacement of current F-150 with an F-250 pickup truck
- Purchase of mid-size pay loader
- Replacement of current 8ft. V-Boss plow with a 10ft. V-Boss plow
- Replacement of current 6-in pump for the ponds
- Trade in of current GMC Pickup for same model with less mileage

**3. 3-5 Year Needs**

- Mower attachment for the Tool Cat
- Purchase of new dehumidifier unit for the Water Treatment Plant

**c. Bob Cuchna, Fire Chief** – Cuchna said he compiled his department files for their CIP list, and has provided a detailed written proposal for both truck replacement and building improvements, which are included in the packet for the committee’s review. He said he also included an updated remodeling estimate for the interior of the Fire Hall, which came to roughly \$17,200. Cuchna said these repairs would figure in to his 1-3 year priority needs. Items to be repaired include things such as storage



cabinets, flooring, ceiling tiles, lighting, etc. He said he would prefer to see this list get taken care of sooner rather than later. Council Member Olson said a lot of these repairs may be covered by the upcoming Covid-19 funding. Cuchna said he would like to use some of those funds to help pay for new gear for the volunteer firefighters, so they have a second set if one is dirty. Moving on, he said he broke down his CIP priorities into two main categories: Truck Replacement & Repairs, and Building Repair or Replacement.

**1. Truck Replacement & Repairs** – Cuchna said this list is based on a 28-yr. life expectancy for these types of vehicles. He listed the department’s current trucks, the year they were purchased, and the replacement year. His proposal is to “consider the use of a tanker/pumper concept, and replace the 3 main fire trucks instead of all 4. Recommend purchase of one engine and one tanker/pumper in 2023 to catch up.” Cuchna stated the elimination of one truck would result in savings up to \$295,000 in a 28-year cycle. He listed the estimated overall cost to be \$1,383,000. Affield asked if Cuchna would be asking the surrounding townships for help with these costs? He said it is a possibility, but he does not want to be the only one asking, and would prefer the Council also be a part of those meetings. He feels the Townships are certainly willing to help, but he is not sure how this would affect their current contracts with the City.

- Radio replacement – Replace in 2032 at \$130,000
- SCBA replacement – Replace in 2035 at \$120,000
- Thermal imaging camera – Replace every 8-10 years at \$10,000
- Diesel exhaust removal – Vehicle mounted system, \$32,000
- City warning siren – Replace batteries every 4 years (included in budget)

**2. Building Repairs or Replacement** – Cuchna said his largest CIP item would be to replace the existing Fire Hall, as his department has never really had a station built specifically for its needs. He is hoping to have a needs assessment conducted, and is estimating current costs to run \$250-\$400 per sq. foot with a building size of roughly 13,000 sq. feet. He said a new building would need to be close to Hwy 10 for access reasons, and there may be land available just behind the Buffalo River Sales building to the north. Cuchna said in his CIP he also included the option of just making certain repairs to the current building, as the removal of one of the trucks from his list would free up space. He said there is a lot more in the written proposal than what can be discussed tonight, but he is more than happy to sit down with Council and answer any questions. Cuchna said the next 10-20 years are wide open, and there could be the possibility of a County-wide fire department someday. He said Glyndon is a prime, central location for the surrounding small towns, and one day even FM Ambulance would like to have a permanent building here. Lastly, he is looking to replace the current diesel generator as the current one has become unreliable, and there will be one of two furnaces needing to be replaced soon also.

**d. Wendy Affield, City Clerk** - Affield said she had listed only a couple of small items for City Hall, and provided estimates in the packet. A new server will be important as the current Utility Billing system does not have enough storage space, and 702 Communications would provide the option of leasing or buying new. She also said new carpet will be needed for City Hall in the near future, and down the road a new building will also be needed. Affield said the current building is becoming too small, starting with the Council Chambers. Olson said he would also like to see some type of secure lockdown capability for the doors to the building. Affield agreed, and said the building really should have handicap accessibility doors.

**1. 1-3 Year Priority**

- Computer Server – lease or buy
- Carpet replacement - \$5,000 to \$8,000

**2. 5-10 Year Priority**

- New shingles
- New building

**6. Open Forum** - *\*this is the time for the General Public to address the Council regarding this topic. The Open Forum shall not be used to make political statements, political endorsements or for any political campaign purposes.*

**7. Adjournment** – Council agreed to review all information provided and reconvene in a month for updates. A motion was made by Justin Schreiber to close the Strategic Planning Committee meeting at 9:31 p.m., seconded by Joe Olson. All in favor.  
Motion Carried.

  
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Tracy Tollefson, Mayor

  
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Wendy Affield, City Clerk

  
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Heather Johnson, Administrative Assist.

April 28, 2021 Strategic Planning Committee Meeting Minutes